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City of Walbrzych: Technical Assistance for Mitigating the Social and Economic Challenges of The City

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Editorial note

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Abstract

This report addresses options for city renewal in the medium sized, but shrinking, Polish city of Walbrzych. It provides an overview of the impact of the rapid closure of the mining industry in the mid-1990s, in terms of high unemployment, family poverty, and the transfer of legacy buildings and housing in very poor condition. A range of EU and Polish investment programmes over the last 20 years have brought new industries and urban development, particularly through the creation of a Special Economic Zone. The report reviews current initiatives taking place in Walbrzych and explores these in the context of good practice and options from 25 EU cities, mainly of a similar size and with similar types of problem. A set of four virtual workshops over four days were held involving 9 cities and URBACT domain experts to explore in more detail the experience of Walbrzych and compare it to the problems and solutions in those other cities and networks. These workshops and discussions are described and analysed. The report concludes with an overview of possible next steps for Walbrzych. There are also five detailed case studies which present actions taken in five additional cities, complementing the detailed work in the workshops. The project was funded by the European Investment Bank and the report and the case studies are attached in the format required by the funder.

Key words:

Cities, City Size, Depressed Areas, Urban Development, Slums, Urbanism, Poland

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This report, the case studies, background material, notes on authors and information about the workshops can be found at:

http://sticerd.lse.ac.uk/case/_new/research/Walbrzych/default.asp

CITY OF WALBRZYCH

City of Walbrzych – Technical Assistance
for Mitigating the Social and Economic
Challenges of The City

FINAL REPORT

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Science, Centre for Analysis of Social Exclusion

in conjunction with

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The report

This report was commissioned by the European Investment Bank, in conjunction with the City of Walbrzych. It has been produced by Dr Bert Provan from the Centre for Analysis of Social Exclusion at the London School of Economics and Political Science, in conjunction with Dr Aleksandra Jadach-Sepiolo and Professor Maciej Borsa of the Polish Institute of Urban and Regional Development (Instytut Rozwoju Miast i Regionów – IRMiR). The LSE academic advisor is Professor Anne Power.

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LSE CASE recovering cities work

The idea of Weak Market Cities (or Recovering and “Phoenix” cities) was born at the second UK Government conference on an Urban Renaissance, hosted by Manchester in 2002. European and American city leaders debated the changing fortunes and prospects of former industrial cities. The pressures of growth and sprawl were counterbalanced with inner urban depopulation and decay; the new skills needed for the new ‘knowledge’ and ‘service’ economy were contrasted with high levels of worklessness and poor schools. Cities now house the majority and fastest growing share of the world’s expanding population, and they are on a treadmill of physical pressure, social disorder, and economic insecurity.

The London School of Economics’ Centre for Analysis of Social Exclusion (CASE) with the Brookings Metropolitan Institute developed a programme to explore the problems besetting such cities, the recovery measures under way and their impact. CASE researchers identified seven cities across Europe, which had embarked on major recovery actions to reverse decline. The aim was to establish the common ground and differences between a group of comparable cities, exploring their progress and ongoing challenges. Seven cities in five countries became partners in our work: Bremen, Saint-Étienne, Leipzig, Torino, Bilbao, Sheffield and Belfast. The five countries – Germany, Italy, France, Spain and the UK – represent nearly three quarters of the EU’s population. All the cities had four common characteristics: a major industrial and manufacturing history; severe loss of these industries and related jobs; population outflow; a crisis of leadership, economic viability and inward investment. We rooted our study in the actual experience of cities, based on visits, interviews, historical and current local reports. In documenting what we found, we looked for patterns of change and common lessons that might be more widely applicable.

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EXECUTIVE SUMMARY

Walbrzych

Walbrzych is a city of 104,000 people in the Sudety mountains of south western Poland, not far from the Czech and German borders. A polycentric city, it has been created from several distinct neighbourhoods which grew around now disused mineshafts, separated from one another by large wooded and upland parks which make up a third of the low density city. Coal mining is first recorded in the city in 1536, and was the city's most important industry until its abrupt closure in the mid 1990s.

Impact of the closure of the mines, and mitigation

In the immediate post-closure period, little by way of funding or support was put in place to manage the transition from the mining economy. Much of the post-industrial infrastructure passed to the city to manage, including extensive ex-mining housing in disrepair and lacking modern amenities, as well as slagheaps and flooded mineshafts at risk of subsidence. The unemployment rate rose to 28% in 2002. The population has shrunk by some 20% over the last 20 years, with fewer younger and working age residents. A range of city assistance and regeneration projects have been implemented and funded over the last 20 years, many funded from EU regional and social programmes. Significant early EU investment in transport had improved the connectivity of the city.

The creation of a large Special Economic Zone in and around the city, with a large focus on the automotive industry, has assisted in job creation so that the unemployment rate is now 5.3% (April 2020). Extensive borrowing to fund improvement programmes, particularly over the last ten years, has left the city with a large burden of debt to service and repay. There has been a range of strategies, pilot projects, and initiatives focusing on improving the city infrastructure, creating new civic amenities including a large mining museum, porcelain museum, aqua park, the historically important Ksiaz Castle, restoration of the main historic city centre, a comprehensive city public transport network, a regional waste recycling park, and other initiatives. Since 2016 the city has been implementing a comprehensive "Municipal Revitalisation Programme" to address housing and social conditions in the poorest neighbourhoods, as well as around the city centre. This programme has both building restoration and social support elements, and receives an important contribution to its funding from the European Investment Bank (EIB).

Walbrzych and European "shrinking cities"

"Shrinking" cities, including medium sized post-industrial cities like Walbrzych, are common in Europe, with three in four Eastern European cities of under 200k being in this group, although there are a range of different drivers of shrinkage. Some cities prefer to think of themselves as "renewing" rather than "shrinking". Walbrzych was one of the most affected cities in Poland in the period 1995-2010. Currently there is an increasingly ageing population, with more death than births, and an increasing dependency ratio of non-working age to working age residents. There is a core of around 5% of unemployed households, but otherwise full employment and city seeks to provide housing and an attractive offer to new workers. Although there are some well rated high schools in the city, many pupils prefer more academic courses than the vocational courses that would prepare them for the types of careers on offer in the city. In addition there is a dearth of university level institutions in the city, meaning that the majority of college students move out of the city to obtain graduate level

qualifications, and many do not return. Equally there is no community of incoming new students moving to the city to study and contribute to the vibrancy of city life. The wider image of the city, in Poland and elsewhere, contributes to the difficulty in retaining young people and attracting new workers and families. Such was its poor reputation as a dirty ex-mining town that one 2015 survey ranked Walbrzych as the worst city to live in Poland. All these factors contribute to the continuing problem of shrinkage. They are also the problems which Walbrzych is taking steps to mitigate through renewal and revitalisation.

Approach of this study

The terms of reference of this study require that it should “to identify the key issues related to economic and social challenges Walbrzych faces[and]draw on the experience of other municipalities in Europe facing similar problems ...[to] identify best practices and lessons learnt which can be used..... [This will].....include a multi-day workshop involving representatives of pre-agreed municipalities...which had faced similar problems to Walbrzych, [and] experts, academics and other officials who have implemented successful post- industrial recovery, to discuss the relevance and details of their programmes and their application to the Walbrzych context.”

The Inception Report documented the main problems and issue identified. A wide range of initial cities with relevant experience was presented and explored in an initial PowerPoint presentation and lecture made in Walbrzych by the research team in January. The Workshop was conducted through four separate Zoom international multi-city and expert workshop meetings, since the Covid-19 pandemic prevented physical presence for a workshop in Walbrzych. The cities whose good practice was drawn on during the project, presentation, workshops, and in this final report and accompanying Case Studies are summarised below:

| Section | Subtopic | Cities providing good practice | | | |
|--|-----------------------------------|--------------------------------|------------------|-------------|-----------------------|
| Housing and neighbourhood regeneration | Housing Agencies | Chemnitz (DE) | Rybnik (PL) | | |
| | City centre renewal | Seraing (BE) | Lille (pop up) | Altena (DE) | |
| | Neighbourhood renewal | St Etienne (FR) | Lille (FR) | | |
| | Neighbourhood growth hubs | St Etienne (FR) | Warsaw (PL) | Lille (FR) | Dąbrowa Górnicza (PL) |
| Promoting local innovation and business | Innovation Hubs | Barnsley (UK) | Nyíregyháza (HU) | Torino (IT) | |
| | SME/supply chains/SEZ | Sheffield (UK) | Leipzig (DE) | | |
| The Circular economy | Waste management | Oslo (NO) | Opole (PL) | | |
| | District heating and incinerators | Heerlen (NL) | Tampere (FI) | | |
| Retaining and attracting residents and tourists | Heritage and attractions | REVIVAL L. Silesia (PL/DE) | Bilbao (ES) | Metz (FR) | |
| | Events and festivals | Svetko Valmez (CZ) | | | |
| | Image | St Etienne (FR) | | | |
| | Retaining youth | Poznan (PL) | | | |
| Addressing the burden of City debt | Local procurement | Preston (UK) | Koszalin (PL) | Lubin (PL) | |

Housing Agencies

The post-industrial legacy of poor housing and disused mines and slag heaps, as well as other derelict factories and sites is one of the most expensive and difficult problems to tackle. Around half of the municipal housing units have no proper bathroom – two in five have no inside toilet. Many of the tenement buildings have flats in multiple ownership, while other detached houses have inadequate title documents. There are concentrations of poverty and disadvantaged older neighbourhoods in the

south of the central city. A comprehensive Municipal Revitalisation Programme (GPR) for the city was agreed in 2016, following a pilot programme of the discontinued National Revitalisation Programme from which lessons were learned. The GPR includes linked social and property focused actions to support local communities in six selected areas.

International good practice in city revival includes developing “housing agencies” which seek to bring together residents, owners, and investors in stimulating renewal. Walbrzych, with our support, was particularly interested in exploring the Chemnitz model (with the URBACT ALT/BAU project expert, who is based in Chemnitz). We also involved the nearby Polish city of Rybnik who were doing similar work. The case study of Seraing in Belgium includes details of that city’s approach, and all of these examples provide pointers of how progress can be made in supporting private investment through detailed and focused work to catalogue and incentivise owners and residents to engage with the improvement programme, through an arm’s length bespoke housing agency. Walbrzych already has a new arm’s length housing agency doing similar work (“*InWalbrzych*”), which is focused on stimulating commercial investment in wider housing opportunities in the city, including new build, and their Director contributed to the workshop discussion.

Neighbourhood regeneration

Major infrastructure re-development can be used as the focus of wider investment to re-create vibrant and attractive neighbourhoods. In Walbrzych a new railway station is being built just north of the city centre, and plans include substantial investment in commercial and residential development. The highly experienced City Planner in Walbrzych intends to develop other sites (including another station) as hubs for redevelopment. We have explored these types of initiative in other cities as part of this work. The new Koneser quarter in Warsaw provides options and ideas, albeit Warsaw is the national capital and not a medium sized city. Saint Étienne, Daborwna Gornicza, and the case study of Leipzig also illustrate good practice in the development of educational, cultural, residential, and commercial opportunities which build on a core infrastructural development. More immediate improvements to stimulate immediate footfall in derelict shops and buildings in city centres can be achieved through temporary use of these places to encourage local entrepreneurs and community organisations to set up skill sharing, recycling, and community meeting places. Good examples of these “pop-ups” and similar initiatives were illustrated from Altena and Lille. The case study of Seraing, an ex-mining city in Belgium with striking similarities to Walbrzych, also provides examples of running a long term city revitalisation programme for ex-industrial sites and buildings alongside the housing agency approach.

Promoting local innovation and business

Since its creation in 1997 the “Invest Park” Special Economic Zone (SEZ) in Walbrzych has provided much needed new job opportunities and economic growth. In 2019 the SEZ had 220 companies who have created over 53,000 jobs since its inception, with a major representation of Polish, Japanese, German and Italian companies. Over 50% of the jobs are in the automotive and metalworking sectors, and Toyota recently decided to make the SEZ its new European hub for the production of electric car engines. The SEZ has a unit to promote educational engagement in the types of skills needed to build careers in its companies, and many companies run CSR schemes, although Walbrzych has had little systematic engagement with those two initiatives to date.

Walbrzych seeks to build its engagement with the SEZ in terms of better local supply chains, not least in the post Covid-19 context. One main way forward is the creation of an IT Innovation hub to build on work already done in local hackathons and the IT facility in the Old Mine. Currently there is a competing pull from the regional capital of Wroclaw for workers in these industries. The TechTown URBACT network has developed a series of key success factors and learning points around medium cities seeking to develop IT hubs, and these were explored in the workshop including the Barnsley, UK, and Nyíregyháza, Hungary, assisted by the TechTown leading domain expert. Those cities are both medium sized with similar backgrounds to Walbrzych, which is crucial as the workshop noted that Walbrzych is not Warsaw, and Barnsley is not Cambridge, and the opportunities and issues are very different between leading centres and small towns. The main lesson emerging was set out as “you can’t create an eco-system from the top down, but you can create the conditions to encourage a vibrant eco-system to flourish”. Torino, Italy, is also good practice city here, although this is mainly due to links to local leading local universities which Walbrzych does not have – although getting some better local university provision would clearly be an advantage. Further good practice is in the case study of Sheffield. The need to focus on specific areas of economic growth in the city and SME sector (often called “clusters”, and present in the large SEZ firms already) can be seen in the case study of Leipzig.

The green city and the circular economy

Building a green economy and promoting the natural resources and advantages of the city are key area Walbrzych wishes to develop. This concept of the “Circular Economy” was explored in that workshop, introduced by the lead expert for the URBACT Circular Economy & Resourceful Cities Network. Waste management is one area where Walbrzych has already made inroads, and one workshop explored the extensive and long term investment in this by Oslo. A Polish comparator was also explored from Opole, a city very near to Walbrzych, who particularly described the work needed to fully engage citizens in supporting environmental initiatives. Energy efficiency was also explored through good practice from Tampere, Finland, who uses volunteer local residents as “energy experts”. Heerlen in the Netherlands, also has good practice in using naturally sourced district heating from flooded mine shafts and heat pumps, an approach being explored in Walbrzych.

Retaining and attracting residents and tourists

As a shrinking city losing young and talented people, Walbrzych wishes to make the most of its green credentials and geographical advantages. It also has cultural, historical, and mountain based leisure assets which can attract both tourists and new residents, as well as a range of new museums and restored historic buildings including the Ksiaz Castle. These can contribute to stabilising the population and reviving the city, particularly in the context of Covid-19 and a perceived growing wish of potential residents to move to a smaller, greener, lively city, with a circular economy. A group of local small cities in both Lower Silesia in Poland and in nearby Germany towns are already co-operating to build good practice in promoting their cultural heritage and this was explored in the workshop with the lead expert for this REVIVAL project. The new management of the Ksiaz Castle are developing innovative and effective leadership in tourism and culture, and good practice can be found in cultural and iconic developments in places like Metz, Bilbao and the case study of Lille. Good practice in building a city “brand” was also presented. In Walbrzych more action could be taken to link the objectives of the tourism strategy into the economic and transport strategies, including developing

more active training and transportation strategies, as well as being more inclusive in involving local people. Attention to detail also is needed to meet the expectations of visitors and new residents, and this can include more focused assistance to settle in the area.

City debt

The level of city debt has risen from €39m in 2010 to €135m in 2018, now standing at €126.86 per resident. The cost of servicing the debt per 1,000PLN of city expenditure has been the highest amongst the 66 cities with county (Poviat) status in Poland in the years 2015-18, at €7.00 compared to a mean cost of €2.08 of the group as a whole. Active steps are being taken by the City Treasurer to manage the debt and reduce the burden on city budgets, which has averaged 9% a year during 2001-18. In contrast, in terms of running costs the city have been producing a surplus of income over expenditure since 2011, in contrast to losses in 6 of the previous 9 years up to 2010. There are a number of city “attractions” and many necessary investments to improve the quality of life have been implemented, in the last ten years, using debt financing, including the Old Mine and an aqua park. These have not produced good return on investment (in many years losing money), and each currently has an action plan to maximise the benefits of the attraction to the city.

An overview of the multi year investment plan provides an account of revitalisation programmes, the use of Junker bonds and the current Municipal Revitalisation programme and Multiannual Financial Forecast. There is also a brief overview of the National Revitalisation pilot project. The report concludes with good practice in the development of local delivery chains in order to retain money in the city, developed by Preston as part of the URBACT Money Matters network and currently also being developed in Koszalin, Poland.

The final section of the report provides some overview concluding remarks which draw out the learning from all the aspect of the work and looks forward.

STRESZCZENIE (POLISH SUMMARY)

O mieście

Wałbrzych to miasto liczące 104 000 mieszkańców położone w Sudetach, w południowo-zachodniej Polsce, niedaleko granicy z Czechami i Niemcami. Miasto ma charakter policentryczny, zostało utworzone z kilku różnych dzielnic, które wyrosły wokół obecnie nieużywanych szybów kopalnianych, oddzielonych od siebie dużymi, zalesionymi wyżynami, które stanowią jedną trzecią powierzchni miasta i są odpowiedzialne za niską gęstość zaludnienia. Wydobycie węgla po raz pierwszy odnotowano w mieście w 1536 r., a górnictwo pozostało najważniejszym przemysłem miasta aż do gwałtownego zamknięcia kopalń w połowie lat 90. ubiegłego wieku.

Wpływ zamknięcia kopalń i łagodzenie jego skutków

Tuż po zamknięciu kopalń na dofinansowanie lub wsparcie zarządzania procesem odejścia od gospodarki wydobywczej zostało przeznaczonych niewiele środków. Znaczna część poprzemysłowej infrastruktury przeszła w posiadanie miasta, w tym zniszczone i pozbawione nowoczesnych udogodnień wielkogabarytowe budynki kopalniane, a także hałdy i zalane szyby zagrożone osiadaniem. Stopa bezrobocia osiągnęła 28% w 2002 r. Dodatkowo, w ciągu ostatnich 20 lat populacja miasta zmalała o około 20%, co było połączone ze znacznym odpływem przedstawicieli młodszego pokolenia i mieszkańców w wieku produkcyjnym. W ostatnich dwóch dekadach wdrożono i sfinansowano szereg projektów pomocowych i rewitalizujących miasto, wiele z nich finansowanych z programów regionalnych i społecznych UE. Znaczne inwestycje unijne w transport poprawiły również skomunikowanie miasta z resztą kraju.

Utworzenie w mieście i wokół niego Specjalnej Strefy Ekonomicznej, szczególny nacisk kładącej na przyciągnięcie przemysłu motoryzacyjnego, pomogło w stworzeniu nowych miejsc pracy. Jest to jedna z inicjatyw dzięki której stopa bezrobocia wynosi obecnie 5,3% (kwiecień 2020 r.). Szeroko zakrojony projekt zaciągania pożyczek na projekty mające usprawnić funkcjonowanie miasta, szczególnie wzmożony w ciągu ostatniej dekady, spowodował, że Wałbrzych jest obciążony obsługą i spłatą znacznego długu. Wprowadzono szereg strategii, projektów pilotażowych i inicjatyw dotyczących poprawy infrastruktury miejskiej, tworzenia i rozwoju nowych walorów turystycznych, w tym dużego muzeum górnictwa, muzeum porcelany, parku wodnego, ważnego historycznie zamku Książ, renowacji historycznego centrum miasta, kompleksowej sieci miejskiego transportu publicznego, regionalnego parku recyklingu odpadów i innych inicjatyw. Od 2016 r. miasto wdraża kompleksowy Gminny Program Rewitalizacji w celu rozwiązania problemów mieszkaniowych i społecznych w najuboższych dzielnicach oraz w centrum miasta. Program ten obejmuje zarówno renowację budynków, jak i elementy wsparcia społecznego, i jest w znacznej części finansowany z Europejskiego Banku Inwestycyjnego (EBI).

Wałbrzych i inne „kurczące się miasta” w Europie

„Kurczące się” miasta, w tym średniej wielkości miasta poprzemysłowe jak Wałbrzych, są w Europie powszechne, należy do nich trzy czwarte miast wschodnioeuropejskich poniżej 200 tys. mieszkańców, chociaż powody depopulacji mogą się różnić. Niektóre miasta wolą wizerunek „odnawiania” raczej niż negatywnie nacechowanego „kurczenia się”. Wałbrzych był jednym z najbardziej dotkniętych kryzysem miast w Polsce w latach 1995-2010. Obecnie dotknięty jest coraz silniej postępującym

starzeniem się ludności miasta, z większą liczbą zgonów niż urodzeń oraz rosnącym wskaźnikiem zależności osób w wieku nieprodukcyjnym od mieszkańców w wieku produkcyjnym. Co prawda w 5% gospodarstw domowych wciąż notuje się bezrobocie, ale pozostali mieszkańcy mają zatrudnienie, a miasto dodatkowo dąży do zapewnienia mieszkań i atrakcyjnej oferty pracy dla nowoprzybyłych. W mieście są dobrze oceniane licea, ale wielu uczniów po ich zakończeniu woli wiązać się z kierunkami akademickimi niż zawodowymi, mimo, że te ostatnie lepiej przygotowałyby ich do stanowisk pracy oferowanych w mieście. Jako że w mieście brakuje instytucji uniwersyteckich, większość licealistów wyjeżdża z miasta w poszukiwaniu wyższego wykształcenia, często nie wracając już do Wałbrzycha. Z tego też powodu w mieście nie ma napływowej społeczności nowych studentów, którzy przyjeżdżaliby do miasta studiować, jednocześnie przyczyniając się do rozwoju życia w mieście. Niekorzystny wizerunek miasta w Polsce i za granicą przyczynia się do trudności w zatrzymaniu młodych ludzi i przyciągnięciu nowych pracowników i rodzin. Stereotyp brudnego miasta pogórniczego sprawił, że w ankiecie o jakości życia przeprowadzonej w 2015 roku Wałbrzych wypadł najgorzej wśród porównywalnych miast. Wszystkie te czynniki przyczyniają się do utrzymującego się problemu depopulacji. Są to także problemy, które Wałbrzych próbuje aktywnie rozwiązywać przez projekty renowacyjne i rewitalizacyjne.

Podjęcie przyjęte w niniejszym badaniu

Zakres zadań tego badania wymaga, aby „zidentyfikować w nim kluczowe kwestie związane z wyzwaniem gospodarczymi i społecznymi, przed którymi stoi Wałbrzych...[i]...czerpiąc z doświadczeń innych miast w Europie borykających się z podobnymi problemami zidentyfikować praktyki i lekcje, które można w jego przypadku wykorzystać. [Będzie ono]... obejmować kilkudniowe warsztaty z udziałem przedstawicieli wcześniej ustalonych miast..., które napotkały podobne problemy jak Wałbrzych, [oraz] ekspertów, naukowców i przedstawicieli władz miejskich, doświadczonych we wdrażaniu udanych projektów ożywienia przemysłowego. Podczas warsztatów omówią oni znaczenie i szczegóły realizowanych przez siebie programów oraz możliwość ich zastosowania w kontekście Wałbrzycha.”

Sporządzony Raport wstępny identyfikował główne problemy miasta i stojące przed nim wyzwania. Przedstawicielom miasta została zaprezentowana szeroka gama miast z odpowiednim doświadczeniem we wstępnej prezentacji i wykładzie wygłoszonym w Wałbrzychu przez zespół badawczy w styczniu. Warsztaty zostały przeprowadzone w postaci czterech międzynarodowych spotkań i warsztatów eksperckich na platformie Zoom, ponieważ pandemia Covid-19 uniemożliwiła fizyczną obecność zaproszonych na nie gości w Wałbrzychu. Miasta, których dobre praktyki zostały wykorzystane podczas projektu, prezentacji, warsztatów oraz w niniejszym Raporcie końcowym i towarzyszących mu Studiach przypadków, zostały podsumowane poniżej:

| Warsztat | Tematy | Miasto dostarczające dobrych praktyk | | | |
|--|---|--------------------------------------|---------------------|-------------|-----------------------|
| Mieszkania i rewitalizacja osiedli | Agencje mieszkaniowe | Chemnitz (DE) | Rybnik (PL) | | |
| | Rewitalizacja centrum miasta | Seraing (BE) | Lille (FR) (pop up) | Altena (DE) | |
| | Rewitalizacja osiedli | St Etienne (FR) | Lille (FR) | | |
| | Centra rozwoju społeczności | St Etienne (FR) | Warsaw (PL) | Lille (FR) | Dąbrowa Górnicza (PL) |
| Promocja lokalnych innowacji i firm | Centra innowacji | Barnsley (UK) | Nyíregyháza (HU) | Torino (IT) | |
| | MŚP/łańcuchy dostaw/WSSE | Sheffield (UK) | Leipzig (DE) | | |
| Gospodarka obiegu zamkniętego | Zarządzanie odpadami | Oslo (NO) | Opole (PL) | | |
| | Ogrzewanie miejskie i spalarnie | Heerlen (NL) | Tampere (FI) | | |
| Zatrzymanie w mieście obecnych mieszkańców i przyciągnięcie nowych | Dziedzictwo regionalne i atrakcje turystyczne | REVIVAL L. Silesia (PL/DE) | Bilbao (ES) | Metz (FR) | |
| | Wydarzenia i festiwale | Svetko Valmez (CZ) | | | |
| | Wizerunek miasta | St Etienne (FR) | | | |
| | Zatrzymanie młodych w mieście | Poznan (PL) | | | |
| Dług miejski | Lokalne zamówienia publiczne | Preston (UK) | Koszalin (PL) | | |

Agencje mieszkaniowe

Poprzemysłowa spuścizna podupadłej tkanki mieszkaniowej, nieczynnych kopalń i hałd, a także opuszczonych fabryk i pozostałej infrastruktury to jeden z najdroższych i najtrudniejszych problemów do rozwiązania. Około połowa mieszkań komunalnych nie ma odpowiedniej łazienki, a dwie piąte nie mają wewnętrznej toalety. Znaczna część kamienic ma wielu właścicieli, a posiadacze domów jednorodzinnych miewają problemy z aktami własności. W południowej części śródmieścia koncentrują się uboższe i zaniedbane dzielnice. W 2016 r. został opracowany kompleksowy Gminny Program Rewitalizacji (GPR) dla miasta, wzbogacony o wyciągnięte wnioski z zaniechanego pilotażowego Krajowego Programu Rewitalizacji. GPR obejmuje działania społeczne i renowacyjne mające za zadanie wspierać lokalne społeczności w sześciu wybranych obszarach.

Międzynarodowa dobra praktyka w zakresie rewitalizacji miasta obejmuje rozwój „agencji mieszkaniowych” mających za zadanie łączyć mieszkańców, właścicieli nieruchomości i inwestorów w celu stymulacji odnowy tkanki mieszkaniowej. Wałbrzych był szczególnie zainteresowany zbadaniem modelu wypracowanego w Chemnitz (rozmowa z ekspertem projektu URBACT ALT/BAU mieszkającym w Chemnitz). Do warsztatów zaprosiliśmy także polskie miasto Rybnik, które prowadziło podobny projekt. Ponadto, do projektu dołączone zostało studium przypadku Seraing w Belgii ze szczegółowymi informacjami na temat miasta. Wszystkie powyższe przykłady wskazują, że można z powodzeniem wspierać prywatne inwestycje mieszkaniowe poprzez szczegółową i ukierunkowaną pracę nad katalogiem nieruchomości, a także aktywne angażowanie właścicieli i mieszkańców w program rewitalizacji, a wszystko to za pośrednictwem powołanej specjalnie do tego celu agencji mieszkaniowej. Wałbrzych ma już spółkę działającą na zasadach rynkowych, która wykonuje podobne zadania („InWałbrzych”), która dotychczas koncentrowała się na stymulowaniu inwestycji komercyjnych i szerzej zakrojonych możliwości rozwoju mieszkalnictwa w mieście, w tym na nowym budownictwie. Dyrektor spółki również brał udział w warsztatach.

Rewitalizacja osiedli

Przebudowa struktury mieszkaniowej może zostać wykorzystana jako impuls do szerszych inwestycji mających celu odtworzenia tętniących życiem i atrakcyjnych dzielnic. W Wałbrzychu na północ od centrum miasta powstaje nowy dworzec kolejowy, a plany obejmują także inwestycje w rozwój handlowo-usługowy i mieszkaniowy tego obszaru. Urbanista miejski z wieloletnim doświadczeniem przewiduje również szereg innych obszarów (w tym kolejną stację kolejową) w roli centrów stymulujących rozwój infrastruktury miejskiej. W ramach przygotowań do opracowania raportu zbadano tego rodzaju inicjatywy w innych miastach. Nowa dzielnica Koneser w Warszawie oferuje szereg opcji i pomysłów, z drugiej strony trudno jest przekładać rozwiązania ze stolicy kraju na miasto średniej wielkości. Saint Étienne, Dąbrowa Górnicza oraz studium przypadku z Lipska pokazują dobre praktyki w zakresie rozwoju możliwości edukacyjnych, kulturalnych, mieszkaniowych i handlowych, opartych na rozwoju podstawowej infrastruktury. Jednym z rozwiązań mogących stymulować powtórne zasiedlanie opuszczonych sklepów i budynków w centrach miast jest wynajem tymczasowy, mający zachęcić lokalnych przedsiębiorców i organizacje społeczne do tworzenia miejsc promujących dzielenie się praktycznymi umiejętnościami, recykling i spotkania lokalnej społeczności. Dobre przykłady takich punktów tymczasowych i podobnych inicjatyw są widoczne w niemieckiej Altenie i francuskim Lille. Studium przypadku Seraing, byłego górniczego miasta w Belgii o uderzających podobieństwach do Wałbrzycha, zawiera również przykłady prowadzenia długoterminowego programu rewitalizacji przemysłowych miast i budynków wraz z prowadzeniem wspomnianej już agencji mieszkaniowej.

Promocja lokalnych innowacji i firm

Od momentu utworzenia w 1997 r. Wałbrzyska Specjalna Strefa Ekonomiczna „Invest Park” (WSSE) zapewniła bardzo potrzebne nowe miejsca pracy i wzrost gospodarczy. W 2019 r. w WSSE działało 220 firm, tworzących od swojego powstania ponad 53 000 miejsc pracy, wśród których dominują firmy polskie, japońskie, niemieckie i włoskie. Ponad 50% miejsc pracy jest związane z sektorem motoryzacyjnym i metalurgicznym, a Toyota niedawno uczyniła WSSE nowym europejskim centrum produkcji silników elektrycznych. WSSE w swoich strukturach posiada jednostkę promującą zaangażowanie edukacyjne w zakresie umiejętności potrzebnych do zatrudnienia w należących do Strefy firmach, wiele z nich prowadzi również programy CSR, ale samo miasto Wałbrzych jak dotąd mało systematycznie angażowało się w te dwie inicjatywy.

Wałbrzych stara się budować swoje zaangażowanie w WSSE w zakresie tworzenia lokalnych łańcuchów dostaw, zwłaszcza w kontekście czasów po pandemii. Jednym z głównych celów rozwojowych jest stworzenie Inkubatora Przedsiębiorczości w oparciu o odbywające się lokalnie hackatony oraz istniejąca już placówkę zajmująca się promowaniem działań związanych z IT. Obecnie stolica regionu Wrocław przyciąga większość pracowników z tej branży. Sieć TechTown URBACT opracowała szereg kluczowych czynników sukcesu i dobrych praktyk do wykorzystania w średnich miastach dążących do rozwoju centrów IT. Zostały one omówione podczas warsztatów, w których wzięli udział przedstawiciele brytyjskiego Barnsley i Nyíregyháza na Węgrzech, przy wsparciu eksperta w dziedzinie tworzenia TechTown. Oba miasta są średniej wielkości o podobnym do Wałbrzycha tle przemian, co ma o tyle kluczowe znaczenie, że podczas warsztatów raz jeszcze

poruszono kwestie, że rozwiązania z wiodących ośrodków (np. Warszawa czy Cambridge) często nie przystają do średniej wielkości miast, które mają inne możliwości i problemy. Główny wniosek wyłaniający się z prezentacji i dyskusji brzmiał następująco: „nie da się odgórnie stworzyć ekosystemu, ale można stworzyć warunki zachęcające do jego rozwoju”. Turyn jest także miastem pełnym dobrych praktyk, chociaż wynikają one głównie z powiązań z wiodącymi lokalnymi uniwersytetami, których Wałbrzych nie ma. Niemniej, poprawa oferty lokalnych uczelni byłaby niewątpliwie zaletą. Kolejne dobre praktyki pochodzą ze studium przypadku Sheffield. Konieczność skoncentrowania się na określonych obszarach wzrostu gospodarczego w sektorze miejskim i MŚP (często nazywanych „klastrami” i obecnych już w dużych firmach z WSSE) można też dostrzec w studium przypadku z Lipska.

Rozwiązania proekologiczne I gospodarka obiegu zamkniętego

Budowanie zielonej gospodarki oraz promowanie zasobów naturalnych i walorów miasta to kluczowe obszary, które Wałbrzych pragnie rozwijać. Podczas warsztatów została omówiona koncepcja „gospodarki o obiegu zamkniętym”, do której wprowadził wiodący ekspert sieci URBACT Circular Economy & Resourceful Cities. Zarządzanie odpadami to jeden z obszarów, w którym Wałbrzych już poczynił postępy, a jeden z warsztatów poruszał szeroko zakrojone i długoterminowe inwestycje wdrażane w tym zakresie w Oslo. W warsztacie wzięli również udział przedstawiciele Opola, polskiego miasta położonego niedaleko Wałbrzycha, którzy skupili się na omówieniu swojej pracy w budowaniu pełnego zaangażowania obywateli we wspieranie inicjatyw środowiskowych. Efektywność energetyczną zbadano również dzięki dobrej praktyce z fińskiego Tampere, które wykorzystuje lokalnych wolontariuszy jako „ekspertów ds. energii”. Heerlen w Holandii również posiada dobrą praktykę w zakresie wykorzystywania naturalnego ogrzewania miejskiego z zalanych szybów kopalnianych i pomp ciepła, podejścia analizowanego również w Wałbrzychu.

Zatrzymanie w mieście obecnych i przyciągnięcie nowych mieszkańców i turystów

Jako wyludniająca się miasto tracące młodych i utalentowanych ludzi, Wałbrzych pragnie w pełni wykorzystać swoje atuty i zalety płynące z zieleni i położenia geograficznego. W mieście i jego okolicach są także kulturalne, historyczne i naturalne atrakcje, a także szereg nowych muzeów i odrestaurowanych zabytków, w tym Zamek Książ, które mogą przyciągać zarówno turystów, jak i nowych mieszkańców. Powyższe czynniki mogą przyczynić się do ustabilizowania liczby ludności i ożywienia miasta, szczególnie w kontekście pandemii Covid-19 oraz pojawiającego się trendu przeprowadzki do mniejszego, bardziej zielonego, tętniącego życiem miasta o gospodarce funkcjonującej w obiegu zamkniętym. Grupa lokalnych małych miast zarówno na Dolnym Śląsku, jak i w pobliskich miastach niemieckich już współpracuje ze sobą w celu wypracowania dobrych praktyk w zakresie promowania swojego dziedzictwa kulturowego, co zostało omówione podczas warsztatów z wiodącym ekspertem projektu REVIVAL. Nowe kierownictwo Zamku Książ wiezie prym w rozwijaniu innowacyjnych i skutecznych rozwiązań w turystyce i kulturze, a dobre praktyki można także odnaleźć w rozwoju kulturalnym miast takich jak Metz, Bilbao i studium przypadku Lille. Podczas warsztatu zaprezentowano także dobre praktyki w budowaniu „marki” miasta. W Wałbrzychu można by podjąć więcej działań w celu połączenia celów strategii turystycznej z gospodarczymi i transportowymi, w tym opracować bardziej aktywne strategie szkoleniowe i transportowe, a także lepszego zaangażowania mieszkańców. Należy również zwrócić uwagę na spełnienie oczekiwań

potencjalnych turystów i nowych mieszkańców, w czym mogłaby pomóc bardziej ukierunkowana pomoc w osiedleniu się w okolicy.

Dług miejski

Poziom zadłużenia miasta wzrósł z 39 mln EUR w 2010 r. do 135 mln EUR w 2018 r., a obecnie wynosi 126,86 EUR na mieszkańca. Koszt obsługi długu na 1000 PLN wydatków miejskich był najwyższy wśród 66 miast na prawach powiatu w Polsce w latach 2015–18 i wyniósł 7 € w porównaniu ze średnim kosztem 2,08 €. Skarbnik Miasta podejmuje aktywne kroki w celu zarządzania długiem i zmniejszenia obciążenia budżetu miasta, które średnio wynosiło 9% rocznie w latach 2001–2018. Pod względem kosztów bieżących od 2011 r. miasto wytwarza nadwyżkę dochodów nad wydatkami, w przeciwieństwie do strat w 6 z 9 poprzednich lat do 2010 r. W ciągu ostatnich dziesięciu lat zostało zrealizowanych wiele niezbędnych inwestycji podnoszących jakość życia oraz powstało w mieście wiele atrakcji dzięki takiemu rodzajowi finansowania, w tym Stara Kopalnia i Aquapark. Nie przyniosły one dobrego zwrotu z inwestycji (przez wiele lat tracąc pieniądze), ale każda z nich ma obecnie wdrożony plan działania, w celu zmaksymalizowania korzyści płynących z przyciągania turystów i nowych mieszkańców do miasta.

Raport z wieloletniego planu inwestycyjnego zawiera opis programów rewitalizacji, wykorzystania obligacji w ramach planu Junckera oraz obecnego Gminnego Programu Rewitalizacji i Wieloletniej Prognozy Finansowej. Istnieje również krótki raport z pilotażowego Narodowego Programu Rewitalizacji. Niniejszy Raport kończy przedstawienie dobrej praktyki w zakresie rozwoju lokalnych łańcuchów dostaw w celu zatrzymania pieniędzy w mieście, opracowaną przez Preston w ramach sieci URBACT Money Matters i obecnie rozwijaną również w Koszalinie.

Ostatnia część raportu zawiera uwagi końcowe, na które składają się wnioski ze wszystkich aspektów pracy grupy badawczej oraz prognozy i sugestie na przyszłość.

1. FINAL REPORT BACKGROUND AND STRUCTURE

1.1. Context

This report is part of the work contracted under the TOR AA-010029-001, for the project “City of Walbrzych – Technical Assistance for Mitigating the Social and Economic Challenges of The City”. The aim of the project is to analyse the key issues of concern for the City of Walbrzych and review appropriate solutions to overcome them.

This project was commissioned by the European Investment Bank under the EIAH Technical Assistance envelope and was contracted to London School of Economics and Political Science. The Institute of Urban and Regional Development (Instytut Rozwoju Miast i Regionów – IRMiR) are also key members of the LSE team.

The contract between the EIB and LSE was signed on 5 September 2019, although work had started before that, kicking off in Walbrzych on 9 June 2019 with a three day visit to the city. The Inception Report was submitted on 10 October 2019 which addressed Task 1 of the TOR, Identification of the key issues.

This final report covers the remaining elements of the TOR, building on the issues identified in Task 1:

- Tasks 2, preparation and presentation of 5 case studies
- Task 3, International multi-city workshop
- Task 4: Analysis of multi-year investment plan and proposed investment addressing the re-vitalisation of the historical parts of the City

In early 2020 most of Europe was affected by the COVID-19, and consequently travel between European countries was not possible. In response, the LSE team rapidly proposed new arrangements to the EIB to allow the work to be completed in line with the original TOR. These changes are set out in more detail in Annex 1 but essentially can be summarised as transforming Task 3 into an international multi-city *virtual* workshop.

1.2. Timeline of activities during the preparation of the Report

Main elements of the work undertaken in fulfilment of the Terms of Reference are:

- Sunday June 9, 2019: Comprehensive tour of City for principal LSE researcher led by the Walbrzych Director of Tourism and Communications
- June 10: Informal “Kickoff Meeting”. This was the first meeting between the researchers and around 40 representatives of the City of Walbrzych (the “City”), in Walbrzych. This was held at this point due to the need to meet key City personnel, and in particular the City Mayor, at an early stage.
- June 11: Additional more detailed discussions with 6 key city officers.
- July 10-12: A further meetings City officers and local stakeholders, around 15 in all. The meetings on the morning of 10 July were attended by the EIB’s Assignment Manager for the project Wojciech Deska. This was done in order to take advantage of availability prior to the summer holiday period.

- July and August – additional desk research and analysis of interviews. Initial drafts of the Inception report prepared and exchanged with EIB
- 5 September: Contract signed by both parties.
- 31 September: Inception Report sent to EIB
- 1 November 2019. Invitations sent to initial five cities inviting them to multi-city workshop on 13-15 January
- 24 December 2019. Following problems with attendance, workshop postponed
- 13-15 January 2020. Third visit, and 4-hour half day PowerPoint presentation to Walbrzych officials, by LSE team, on 12th January. This presentation used detailed evidence from 21 Cities as part of an overview of options and current approaches across Europe relevant to the issues identified in the Inception Report. This PowerPoint presentation is available on the report website <https://sticerd.lse.ac.uk/CASE/new/research/Walbrzych/home.asp> in both English and Polish. In addition, further interviews with over 20 further stakeholders during the visit. These interviews carried on discussion of the issues raised during the presentation, exploring the relevance of the city examples to Walbrzych.
- 24 January 2020. Agreement with Walbrzych on a different range of cities to invite to the multi-city workshop, in the light of the presentation and discussions during the LSE team visit in mid-January.
- 27 February 2020. Following preliminary work by the LSE team, agreement that there would be a series of visits by Walbrzych officers to three cities, followed by the multi-city workshop, to which the visited cities and two further cities would be invited, on 11-13 May
- 17 March 2020. Following lockdown across Europe, agreement with Walbrzych to postpone their visits to three cities and plan for a series of virtual workshops 11-13 May
- March, April, 2020 – extensive discussions with suggested and additional candidate cities in preparation for the workshop, initially in person, then virtually.
- 21 April 2020. Formal agreement by EIB to turn multi-city workshop into a virtual workshop based on preparatory work done to this point
- 21 April 2020. Start of intensive exchange of papers and information between LSE team, Walbrzych, and cities attending workshop. This additional work was needed to replace the type of preliminary exchanges and city tour which would have formed part of a physical workshop in Walbrzych. All material was translated in the course of being exchanged
- 4 May 2020. Urgent request from Walbrzych to move multi-city workshops to 25-28 May due to compelling and competing priorities in the week of 11-13 May
- 25-28 May 2020. Following completion of the pre-workshop exchanges of documents and presentations set out above, a series of four separate two hour multi-city international workshops were held by Zoom over this period. This involved nine officials from six cities, plus three additional experts working alongside those cities but also leading networks of other cities. Those experts could therefore put the actions and opportunities for Walbrzych, and the 6 cities' actions in a wider international city context. Workshops were provided with simultaneous translation throughout, with a choice of English and Polish. Full details of the organisation of these workshops, and links to preliminary materials exchanged can be found in Annex 2. There are also links to the full recordings of the Zoom workshops on the website (with the English audio channel for the four main Zooms, and additional Polish audio files).

1.3. Overview of the city

Walbrzych is a city in Lower Silesia, in the south west of Poland. “City” needs explaining in the Polish context. Walbrzych is both a “Gmina” and a “Powiat”, and within the “Voivodeship” of Doinoslaskie. That is to say, in the Province of Doinoslaskie (“Voivodeship” - one of 16 in Poland and otherwise known as Lower Silesia), there is the City of Walbrzych (“Gmina” - municipality or commune, the lowest level of administration) which is also the County of Walbrzych (“Powiat” - a county being the middle level of administration, between Gmina and Voivodeship) – so in UK terms we could say it is a unitary authority combining the status and functions of both a city and county. Following the previous local government reorganisations of 1999 (where it ceased to be the capital of the old voivodeship) and 2003 (where it ceased to be its own county), Walbrzych regained the status of being a county in 2013. This was an important change, not least as it allowed the city to apply for and hold a range of grants and loans in its own right. Walbrzych is located within around 30km of the Czech border and 130km from the German border. It is 70km from Wroclaw, the capital and biggest city of the voivodeship, a city with a population of around 650k people.

Figure 1: Location of Walbrzych in Poland



Source: Jaroszewska 2019¹

Walbrzych is located in the West Sudete Foothills and in the Central Sudete. The northern part of the city is located in the Wałbrzyskie Foothills, and the south in the Wałbrzyskie Mountains and the Wałbrzyska Valley. The main river running through the city is the Pełcznica River. The lowest point is the Pełcznica valley - 315 m above sea level, and the highest at Borowa - 853 m above sea level.

¹ Jaroszewska, E., (2019) *Urban shrinkage and regeneration of an old industrial city: the case of Walbrzych in Poland*

There are 7 city parks (including the largest Książ Landscape Park), creating many pockets of green or forested areas, as shown in the map at Figure 2. The city has incorporated many of the surrounding small villages and townships over the past 7 years, including more recently Glinik Stary, Książ, Lubiechów, Glinik Nowy, and Podzamcze. These overall geographical features mean that many parts of the city are physically separated from each other by parks and hills, reflecting the earlier location of mining shafts and small urban centres, far from the main central area of the city. Overall the city is around 12 km wide, and 22km in length.

Figure 2: Map of Walbrzych showing its extensive green areas



Source: Wikipedia

Coal mining in the area is first recorded in 1536. The settlement was transformed into an industrial centre at the turn of the 19th century, when coal mining and weaving flourished. The city was annexed by the Kingdom of Prussia in 1742, and subsequently became part of Germany in 1871, known as Waldenburg. During World War II the Germans established labour units for Italians from the Stalag VIII, a prisoner-of-war camp, and two subcamps of the Gross-Rosen concentration camp, intended for

Jews, within the city, located in the present Gaj and Książ districts. It was conquered by the Soviet Red Army on 8 May 1945 - coincidentally, the day World War II in Europe ended.

After World War II, Waldenburg became part of Poland and regained its historic Polish name, Walbrzych. Many of the Germans living in the city fled or were expelled. The town was repopulated by Poles expelled from former eastern Poland that had been annexed by the Soviet Union, particularly from Borysław, Drohobycz and Stanisławów, as well as Poles returning from France and Belgium and from forced labour in Germany. Walbrzych was one of the few areas where a number of Germans were held back as they were deemed indispensable for the economy, e.g. coal mining, although they were expelled in 1956 on Stalin's orders. As will be explored in more detail below, the city became a post-industrial shrinking city following the rapid closure of its mines and lack of mitigating action in the period 1995-2000.

Further details of the city appear within the report, as part of the more detailed sections.

1.4. Initial assessment of problems and issues

Following the visits, meetings, and desk research during June to September 2019 we produced an initial analysis of the problems and issues identified at that point. These were set out in the Inception report and were:

1.4.1. Falling population and flight of young people and skilled workers

Walbrzych's population has been falling since the onset of mine closure in the 1990s. The closure of the mines led to sudden and large scale unemployment (discussed later) and the later economic and industrial redevelopment did not stem population loss. Walbrzych is now one of the fastest depopulating cities in Poland, according to a Polish national report devoted to the medium-sized cities losing their social and economic functions².

Furthermore, many of the people leaving the city have been younger, more highly educated and skilled workers, who have been attracted by opportunities in other Polish or EU cities.

The city President and several officials identify this as a crucial issue for the City as it reduces the level of skilled working age residents able to contribute to and stimulate the local economy, and instead leaves an aging population with increasing health and social care needs. It also reduces the attractiveness of the city to both new residents, new investors, service industries, and tourists. The City President also identified this as one of his two top issues to address, and it was also the most common problem identified by individual Officers during meetings.

Consequently, looking forward the issue is how to motivate native-born City young people to stay in the city, or return after completing their education or skills training; and alongside this how to attract skilled workers to move to the City and take up available employment opportunities. This a subject of considerable previous academic and policy research³

² Śleszyński P., 2016, *Delimitacja miast średnich tracących funkcje społeczno-gospodarcze*, prepared for the purpose of the Strategia na rzecz Odpowiedzialnego Rozwoju, Instytut Geografii i Przestrzennego Zagospodarowania PAN, Warszawa

³ See, for example, Stryjakiewicz et al (2012) for a study including Walbrzych

1.4.2. A legacy of poor quality city owned housing, accruing continuing losses.

The City owns just under 12k flats which are located in 2,440 buildings. Of these around 40% are managed by arm's length "Housing Communities". In 2017 only 10% of these homes were classified as in "good or satisfactory" condition, while 43% were in "Poor or bad" condition. In addition, in 2018 some 2,987 homes were recorded as illegally occupied, about a quarter of the stock, partly as a result (we were told) or organised squatter groups.

In terms of financing the housing, the rate of collection of rent and other charges due in 2018 indicated that 17% of charges were unpaid, resulting in a continuing deficit in the City's housing budget. Overall arrears on rent and other charges in 2018 stood at PLN 153.4m (€35.3m) which includes PLN 115.2 (€26.5m) of interest due on unpaid debts.

We consider this to be a core issue for several reasons. Providing good quality and affordable city housing is important to the health and welfare of the families living in these homes. The high levels of housing blocks which are in poor repair or derelict, often surrounded by patches of waste land where homes or industrial buildings have been demolished, and with few local shops or facilities, reinforces the sense of abandonment and urban deprivation which affects both the local residents and the overall attractiveness to business and potential new residents, as well as being a financial burden to the city in terms of lost revenue and the need to find funds to regenerate these areas. The President also identified this as a second key priority for the future.

1.4.3. Growing burden of City debt

The level of city debt has been rising steadily each year since 2001 (with some exceptions). The average cost of debt service (capital + interest) in the years 2001-2018 was about 9% of the city's annual budget. This is an important issue since addressing debt, and looking at comparative debt levels and mechanisms to reduce the burden of debt, is central to balancing the City budget, and making new funding available for investment in the other issues identified in this paper. This view of the importance of debt is shared by the City Treasurer.

1.4.4. Planning continuing economic growth post 2020

Following the major programme of mine closure in the mid 1990s, a Special Economic Zone ("Invest Park") was set up in the city in 1997. Companies who operate in the SEZ enjoy tax exemptions, access to developed lands, participation in clusters, and assistance in developing the local labour market. The impact of the SEZ has been claimed⁴ to be significant in the reduction in unemployment in the city from 25% in 1994, to 14% in 2014, and now to 5.3% in April 2020. The wider impact of EU memberships and related EU programmes are also elements in the reduction in unemployment, as well as in supporting stronger Polish GDP growth which also positively impacts the City. The SEZ is spread over several sites, with the three largest (the Walbrzych, Świdnica and Żarów sub-zones) making up 80% of the area. Invest Park will cease to have this SEZ status on 31 December 2020, and this is also in the context of the 2018 Act which extends special economic zone benefits to the whole of Poland. The recent decision

⁴ See, for example, Mroczek-Czetwertyńska, A. and Detyna, B. (2019) *Significance of the Walbrzych special economic zone "Invest Park" for development of the Walbrzych Agglomeration Economic And Regional Studies (Studia Ekonomiczne I Regionalne)* Volume 12, No. 2, 2019

of Toyota making Wałbrzych the new European hub for the production of electric engines for its new generation of cars is a positive indication of continuing commitment to the SEZ on the part of at least one of its current major companies. We view this continuing ability of the SEZ to generate and sustain employment opportunities locally to be central to the City's development and economic growth. Local skills levels and poor training opportunities

In order to develop and grow the local economy, particularly in a context of a currently declining population of available labour, the development of a pool of local residents with high levels of appropriate skills is essential. This is currently problematic in the City. Between 2013 and 2017, the group of long-term unemployed with a low level of education has remained static, and the number of adult students entering education to improve their job prospects has been decreasing year by year, down a third.

In fact only half of the matriculated students graduate from Wałbrzych, which means that for a large part of students the Wałbrzych institution is only a starting point before trying to find a place at other universities in larger cities and reflecting the more general drift of young people out of the City.

1.4.5. Revitalising neighbourhoods of concentrated poverty

In Wałbrzych there are six areas where poor housing is combined with wider problems of poverty and social disadvantage. These neighborhoods have been the subject of a focused revitalisation programme which started in 2016. We consider that this is a wider, geographically focused initiative than the general issues of poor city housing, bringing in specific attention to social, poverty related, and urban redevelopment issues than the specific programmes for City housing, and as such is an important area to focus in in considering the emerging economic, social, and quality of life options for the City.

The "Municipal Revitalization Program of the City of Wałbrzych (GPR) 2016-25" is a form of long term master plan for the areas, and covers 32,000 residents (28% of the city population) and operates in six targeted areas, mainly in the south of the city. The areas were selected due to their high level of poverty, unemployment and crime, low qualifications, degraded public and residential infrastructure, low level of entrepreneurship, and poor conditions of local enterprises. The areas included are:

1. Biały Kamień - area with an area 476 220 m², inhabited by 5189 people, comprising a complex of historic residential and service buildings located in the Szczawnik valley, which was originally an independent city with a well-developed social infrastructure network.
2. Stary Zdrój - area with an area 430 529 m², inhabited by 3255 people, including a complex of residential and commercial development located in the Pełcznica valley, along the railway line, where post-industrial objects of Graphic Manufacture of Wałbrzych "Kalkomania" is located.
3. Śródmieście (Downtown) - area with an area 1 562 206 m², inhabited by 5565 people; the oldest part of the city with a compact nineteenth century spatial housing and industrial structure. To the sub-area there is an uninhabited degraded area: "Porcelain Krzysztof" and "Old Mine". In the city center, supralocal functions are located.
4. Sobięcín - area with an area 552 496 m², inhabited by 4083 people, including housing and service buildings surrounded by a post-mining complex and The Coking Plant Victoria Inc. The designated sub-area has a strongly diversified spatial structure with numerous disturbances resulting from the industrial character of neighboring areas, as well as an important transport hub for the city.

5. Nowe Miasto (New Town) - area with an area 593,392 m², inhabited by 7564 people, includes a compact complex of multi-family housing with a very well-developed network of social infrastructure and post-industrial facilities after the Coal Mine "Herman" closed in 1930.
6. Podgórze - area with an area 548 577 m², inhabited by 6105 people; residential and service area, being a continuation of the development of Śródmieście, located along the Pełcznica River, surrounded by industrial areas from the west. On the Górnicza street there are post-industrial objects after the Coal Mine Mieszko, closed in 1992. In the district there is a railway junction along with the Wałbrzych Main Railway Station.

The main objective of the regeneration policy is 'Sustainability of the development of the Wałbrzych regeneration area through actions for its renewal and revival as well as the strengthening of social integration'. On this basis, three strategic goals, common for all sub-areas, were defined:

- Increased activity and the sense of responsibility among residents.
- High quality of public space and improvement of housing conditions.
- Encouragement of residents' personal and economic development.

The Urban Regeneration Office, created within the Municipal Office structure, is responsible for the coordination and implementation of the programme and for monitoring its effects. The estimated value of all projects is PLN 266.7 million (€61.3m)

The assessment of the project implementation after two years of the programme functioning indicated a low level of its implementation (5% of projects completed and 39% in progress, so in total 44% of all projects were underway at that time). An update on and assessment of progress is important to have in the context of wider City revitalization, although reporting is on a three yearly basis.

1.4.6. Further work to improve the City's image for residents and tourists

The ability of the city to attract and retain skilled workers, managers, and entrepreneurs, and commercial businesses is a key focus of this study. Many of the issues above are closely linked to the way the city presents itself as a thriving, attractive, well organised place to live and work. Many of its current problems are attributed, by City officials, to its reputation and a dirty city with a poor quality of life. Combatting this image is, we believe, a key element to addressing and mitigating some of the other issues identified above. This can also help stimulate further the opportunities for developing tourism as a revenue stream, which is already an objective being progressed.

In the period since the closure of the mines a considerable amount has been done to restore the facilities of the area in terms of museum and tourist attractions. This includes the Stara Kopalnia mining museum, the Ksiaz Castle which receives around 500k visitors a year. There is also an extensive network of mountain trails, all terrain bicycle routes, climbing and camping facilities, as well as several works of restoration to the C19th century heritage buildings in the city and a wide ranging set of cultural activities.

Despite this the city finds it hard to attract tourists and new residents, and to retain existing residents as noted above. We were told, and the evidence suggests, that it appears to still have a negative image as a tourist or living destination due to its previous industrial history and degraded environment. It also struggles to compete with the Voivodship (Regional) capital Wroclaw which is seen as a livelier place

to live, work, or visit. This may partly be because despite the historic buildings in the City center, there are many empty shops and few thriving restaurants, bars or similar attractions. There is also a lack of coordinated “offer” to link the several attractions in the area, despite previous initiatives to develop this. This is an area of additional concern and current action for the City, linked both to the declining population and to the potential for economic development in the tourist and leisure sectors.

1.4.7. Addressing climate change and the legacy of mining

Climate change is an urgent issue of very high importance for all cities, requiring action on both reducing energy emissions and use, and in planning climate resilience. Its relevance as an issue to review as part of this project is clear.

The context in the City is the legacy of centuries of mining, the subsequent abandonment of the mineshafts, and the additional legacy of related industries including coking and porcelain. These produced severe problems of air pollution, the continuing use of coal for heating and power, problems of subsidence⁵ and water pollution in the area.

The City has identified several key priorities for action. These include:

- Developing resilience and adaptation plans. Wałbrzych as a city with more than 100,000 inhabitants participated in the development of a plan for adapting to climate change and developing greater resilience, as part of a Polish initiative for cities with 100,000 residents. This “Urban Adaptation Plan for climate change for Wałbrzych” sets out a series of activities in various areas of the city's functioning - its organization, education and warning of residents about hazards and technical solutions in the city space. It also includes organizational, educational and information activities as well as technical activities.
- Reducing harmful emissions by moving from coal fired heating to natural gas to reduce emissions and improve air quality. There is a major programme here which has been underway for some time, to address the air quality, which is degraded by emissions from domestic heating. The city has developed a "Low Emission Limit Program for the City of Wałbrzych", including loans to support the move to natural gas heating. Between 2014-18 reduction of emissions to the atmosphere were :
 - PM10 dust - 25.4 Mg / year,
 - CO₂ - 2.314 Mg / year.
- Surface and ground water management The city is entirely located in the catchment of the Pełcznica river and the Szczawnik stream. The commune's surface water network is relatively poor, and the rivers feed into the main drainage channels and ditches. There are no larger water reservoirs on watercourses to cope with flooding risks.
- Disposal and recycling of waste. There are specific problems with the disposal of hazardous waste following non-compliance inspections in 2018 carried out by the Voivodship (Regional) Inspectorate for Environmental Protection. There has however been a new communal WA recycling facility for general waste, opened in 2019 as part of an inter-communal initiative.
- Addressing the subsidence problems noted above.

⁵ See, for example, Milczarek, W (2017)

1.5. Political context

There are also important political dimensions to note. In 2010 there was a political crisis following the local election which had to be repeated due to the corruption apparent in the electoral process. On May 26, 2011, the then Prime Minister Donald Tusk appointed Roman Szelemej as (interim) President of the city administration, and Szelemej subsequently won the election held on August 7, 2011. He was re-elected in 2014, then again in 2018 when he won with 84% of the votes. Szelemej is widely credited in the city as having turned it around and as having instituted and delivered a range of improvements with considerable public support. He is seen as the “go to” man when people want things done. We will address the implications of his contribution in later parts of this report.

1.6. Structure of this report

The next sections of the report address the requirement set out in Section 2 of the TOR (Objectives and Purpose). It sets out the experience of other municipalities in Europe facing similar problems. It identifies approaches and solutions which could be explored in Walbrzych to drive social and economic recovery. It identifies best practices and lessons learned which can be used to enhance the capacity of stakeholders in Walbrzych to successfully work on overcoming challenges faced by the City.

This first section provides a short overview of the phenomenon of European shrinking cities, and in particular the differences between post-Soviet and other European shrinking cities, the origins and nature of the problems in each, and the different solutions which have been explored.

It then introduces the structure of the subsequent sections. Those sections are based on an updated and consolidated list of the original problems and issues set out above, and expands on the issues raised in the Inception report. In carrying out the work and in planning the workshops it became increasingly clear that many of these issues were overlapping – for example the issues of a shrinking population were linked to the attractiveness of the city, as well as to the availability of housing and to the “green” offer of the city. We have therefore consolidated the topics into four new sections in this report. The links of the original issues to these new sections, and an indication of where these sections were included in workshop discussions, is below:

Figure 3: Mapping of Inception Report to Final Report

| Original issue | Section in final report | Workshop covering this |
|---|---|---|
| Further work to improve the City’s image for residents and tourists | Retaining and attracting residents and tourists | Tourism and regional development |
| Falling population and flight of young people and skilled workers | | Housing regeneration and provision |
| | | The Green city and the circular economy |
| A legacy of poor quality city owned housing, and derelict post industrial buildings | Housing and neighbourhood regeneration | Housing regeneration and provision |
| Revitalising neighbourhoods of concentrated poverty | | |
| Planning continuing economic growth post 2020 | Promoting local innovation and business | Economic development and IT Hubs |
| Local skills levels and poor training opportunities | | |
| Addressing climate change and the legacy of mining | The Green city and the circular economy | The Green city and the circular economy |
| Growing burden of City debt | Addressing the burden of City debt | (an aspect of all workshops) |

Each section in this report sets out:

- A brief summary recap on and update of the issue and problem in Walbrzych
- A summary of action currently being taken in Walbrzych to address the issue
- An overview of the good practice approaches and solutions used in other cities which have been identified as offering relevant additional options and good practice in Walbrzych. The overview of sections, and city examples provided is:

Figure 4: Overview of sections, and cities cited as good practice

| Section | Subtopic | Cities providing good practice | | | |
|---|-----------------------------------|--------------------------------|---------------------|-------------|----------------------|
| Housing and neighbourhood regeneration | Housing Agencies | Chemnitz (DE) | Rybnik (PL) | | |
| | City centre renewal | Seraing (BE) | Lille (FR) (pop up) | Altena (DE) | |
| | Neighbourhood renewal | St Etienne FR) | Lille (FR) | | |
| | Neighbourhood growth hubs | St Etienne (FR) | Warsaw (PL) | Lille (FR) | Dąbrowa Górnicza(PL) |
| Promoting local innovation and business | Innovation Hubs | Barnsley (UK) | Nyíregyháza (HU) | Torino (IT) | |
| | SME/supply chains/SEZ | Sheffield UK) | Leipzig (DE) | | |
| The Circular economy | Waste management | Oslo (NO) | Opole (PL) | | |
| | District heating and incinerators | Heerlen (NL) | Tampere (FI) | | |
| Retaining and attracting residents and tourists | Heritage and attractions | REVIVAL L. Silesia (PL/DE) | Bilbao (ES) | Metz (FR) | |
| | Events and festivals | Svetko Valmez (CZ) | | | |
| | Image | St Etienne (FR) | | | |
| | Retaining youth | Poznan (PL) | | | |
| Addressing the burden of City debt | Local procurement | Preston (UK) | Koszalin (PL) | | |

In presenting the options and good practice from these cities, this report draws on the lecture and PowerPoint presentation by Dr Bert Provan to the City in January noted above, and on the material prepared for and used in the workshops.

In addition, the report provides five “case studies” which are city based descriptions of a range of good practice initiatives in the cities. Each case study city illustrates a series of different issues relevant to Walbrzych as follows:

Figure 5: Case study cities, and options presented by each

| City | Options presented by the city | | |
|-----------------------|-------------------------------|----------------------|-------------------------------|
| Leipzig, Germany | Clusters of new industries | Gentrification | East/West European contrasts |
| Lille, France | Neighbourhood renewal | Resident engagement | Reuse of industrial buildings |
| Saint Étienne, France | Housing and urban renewal | Economic revival | Identity and "green city" |
| Seraing, Belgium | City centre renewal planning | Housing Agencies | |
| Sheffield, UK | Links to industrial parks | Regional development | |

The first section below provides a more general overview of shrinking cities in Eastern Europe, and underlying factors contributing to this issue in Walbrzych.

2. SHRINKING CITIES IN EUROPE

2.1. Overview of shrinking post-industrial cities in Eastern Europe

The phenomenon of “shrinking cities” is one which is well known in Europe and beyond. The OECD 2012 report⁶ on shrinkage noted that large cities will continue to attract financial and social capital which will facilitate their continued growth, while many small and medium-sized cities will begin or continue to decline (as summarised in Neill et al 2016⁷). Haase et al (2013)⁸ note that almost 42% of all European cities with a population of over 200k have been shrinking, rising to three in four in Eastern Europe. Haase et al suggest that the drivers of this common pattern of shrinkage are “as varied as they are numerous”, being often associated with economic decline, but also linked to patterns of demographic change and suburbanisation. They identify clearly the impact of the collapse of state socialism as the trigger for shrinkage, noting that overlapping demographic decline and large scale deindustrialisation often led to disinvestment in housing and spreading areas of dereliction. An important aspect of the demographic shifts is the decline in birth rates in Eastern Europe, although this began prior to the start of the post-soviet era in 1998, and job seeking out-migration is also an important factor. Walbrzych is not alone in facing these problems. Note also that some cities prefer not to call themselves “shrinking” but prefer terms like “recovering”, “renewing” or, as mentioned in the accompanying Case Study on Leipzig “reurbanising”. These terms were used in much of the Weak Market Cities work done by LSE as set out at the start of this report.

Stryjakiewicz et al (2012)⁹ set out the most salient features characterising the process of post-socialist urban transformation as:

- de-industrialization of the urban economy followed by the take-off of the tertiary sector;
- re-establishment of local self-government and city planning;
- a declining role of the state in favour of the private sector, ultimately dominating;
- diversification of the housing market;
- attempts at gentrification and regeneration of the old housing stock; and
- urban-to-rural migrations (associated with the suburbanization process) replacing rural to-urban flows.

This article continues: “*The process of urban shrinkage largely affects cities and towns from the remaining group, the ‘losers’.* They grapple with such problems as industrial decline, high unemployment rates, and an outflow of the population (especially young and educated). These are mainly old industrial cities with a predominance of the heavy, extractive and textile industries. Their situation was and sometimes still is particularly difficult because of the legacy of the socialist period.”

⁶ Martinez-Fernandez, C, Kubo, N., Noya, D., Weyman, T. (2012) *Demographic Change and local Development: Shrinkage, Regeneration and Social Dynamics*. Paris, OECD

⁷ Neill, WJV., Schlappa, H. (2016) *Future directions for the European Shrinking City* London, Routledge.

⁸ Haase, A., Bernt, M., Grossmann, K., Mykhnenko, V., Rink, D. (2013) *Varieties of shrinkage in European cities* European Urban and Regional Studies DOI 10.1177/0969776413481985.

⁹ Stryjakiewicz, T., Ciesiółka, P. & Jaroszewska, E. (2012) *Urban Shrinkage and the Post-Socialist Transformation: The Case of Poland Built Environment* Vol 38, 2.

Western European post-industrial city transformations had mainly taken place earlier – decline in the 50s and the start of regeneration in the 60s and 70s - and had overlapping but distinct drivers and solutions. These solutions are relevant to Walbrzych and included in this report, however this contrasting post-Soviet - West European context must be borne in mind when seeking transference of the solutions outlined.

Of particular relevance in providing a perspective on the problems in Walbrzych is a presentation by Tadeusz Strykiewicz and colleagues to the OECD/LEED *Conference on shrinkage in Europe: Causes, effects and policy strategies*¹⁰, which used Walbrzych as a case study.

This presentation notes that the years 1995-2009, out of the 39 Polish cities with more than 100,000 inhabitants, a substantial population drop was recorded in 12, mostly industrial, of which five former mining centres had lost more than 10% of their residents, and that Walbrzych was one of the most affected (see Figure 6). There has been a deep crisis in Walbrzych since the mid-1990s as a consequence of its experience of deindustrialisation and the post-socialist transition. Walbrzych was in fact a sort of testing ground of liquidation of the coal industry in Poland. The City faced shrinkage in almost all dimensions, i.e. demographic, economic, social and spatial (both physical structures and aesthetic values). Walbrzych experienced a high unemployment rate (28% in 2002), industrial decline, and the degradation of the built environment.

Key features affecting urban policies to address the problems in post-socialist cities were:

- the importance of EU initiatives; and
- a strong reliance upon policies formulated by the central government and the weakness of local programmes and strategies.

Figure 7 sets out the levels of expenditure and numbers of projects supported by this funding in Poland between 2004 and 2013. Walbrzych is part of the circle for Dolnośląskie (Lower Silesia).

In Walbrzych a range of investments and programmes were used:

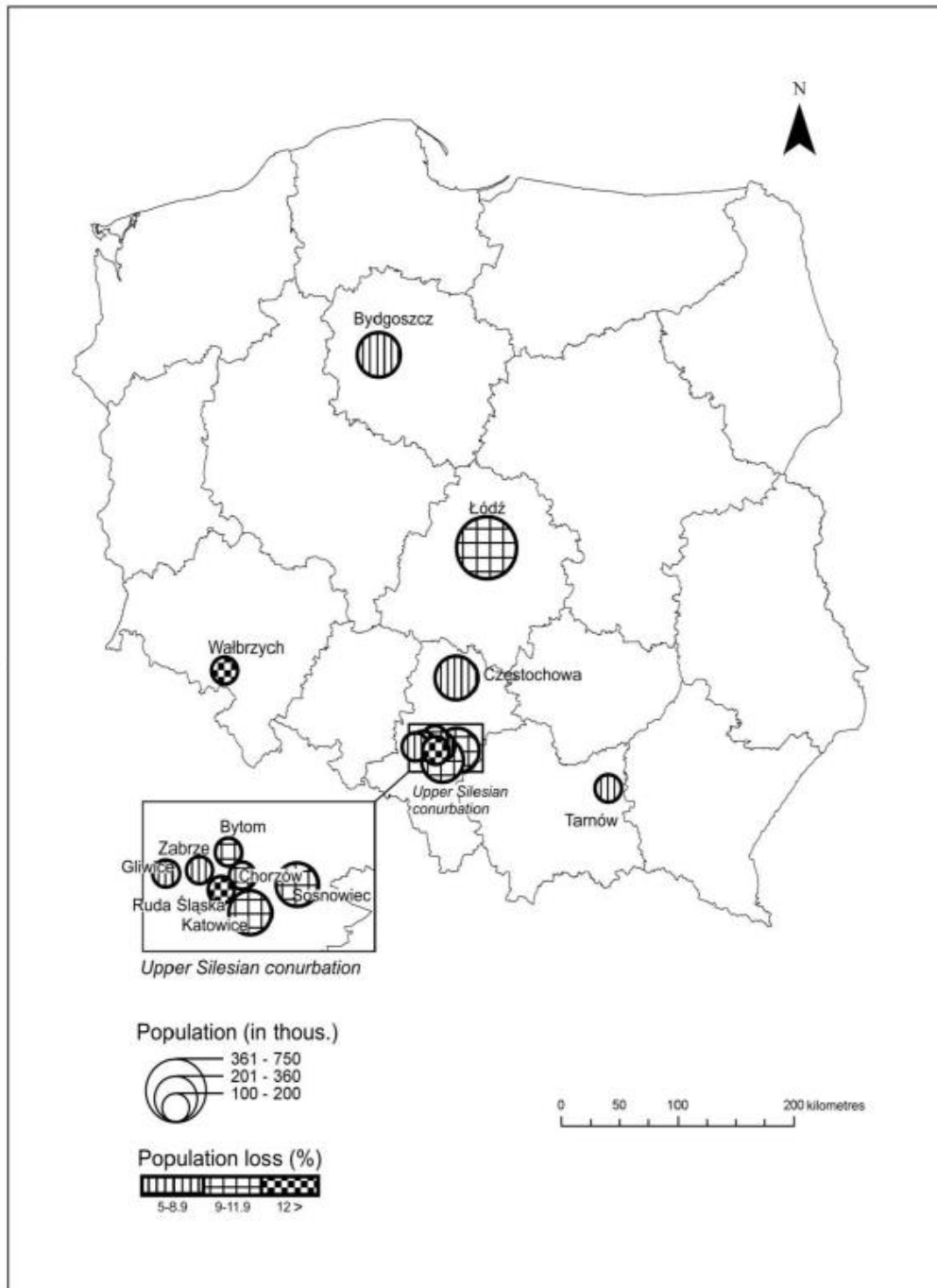
- EU programmes, e.g. pre-accession PHARE-Struder, Sectoral Operational Programme “Improvement of the Competitiveness of Enterprises” (2004-2006), Operational Programme “Infrastructure and Environment” (2007-2013),
- Special Economic Zone
- Lower Silesian Scientific-Technological Park (initiative of the Lower Silesian Regional Development Agency)
- Local Programme of Revitalisation of Walbrzych City

These were in fact a combination of two types of strategy, one focused on changes within the city, including reducing unemployment by stimulating entrepreneurship supported by local businesses and business organisations, as well as revitalization programmes like renewal of the urban fabric, mining heritage conservation, and re-use of industrial buildings for culture and educational projects,

¹⁰ See <https://www.oecd.org/cfe/leed/48115609.pdf> . This event was held at the University of Amsterdam, on 16th and 17th February 2011

supported by the City. This is clearly an approach followed in Walbrzych. The second approach was to build networking strategies, improving accessibility through road and rail connections, and working towards a more regionally based and complementary programme of linked cities. This is probably less prominent in Walbrzych, though an area of increasing activity in agglomeration, sub-regional, and regional activities.

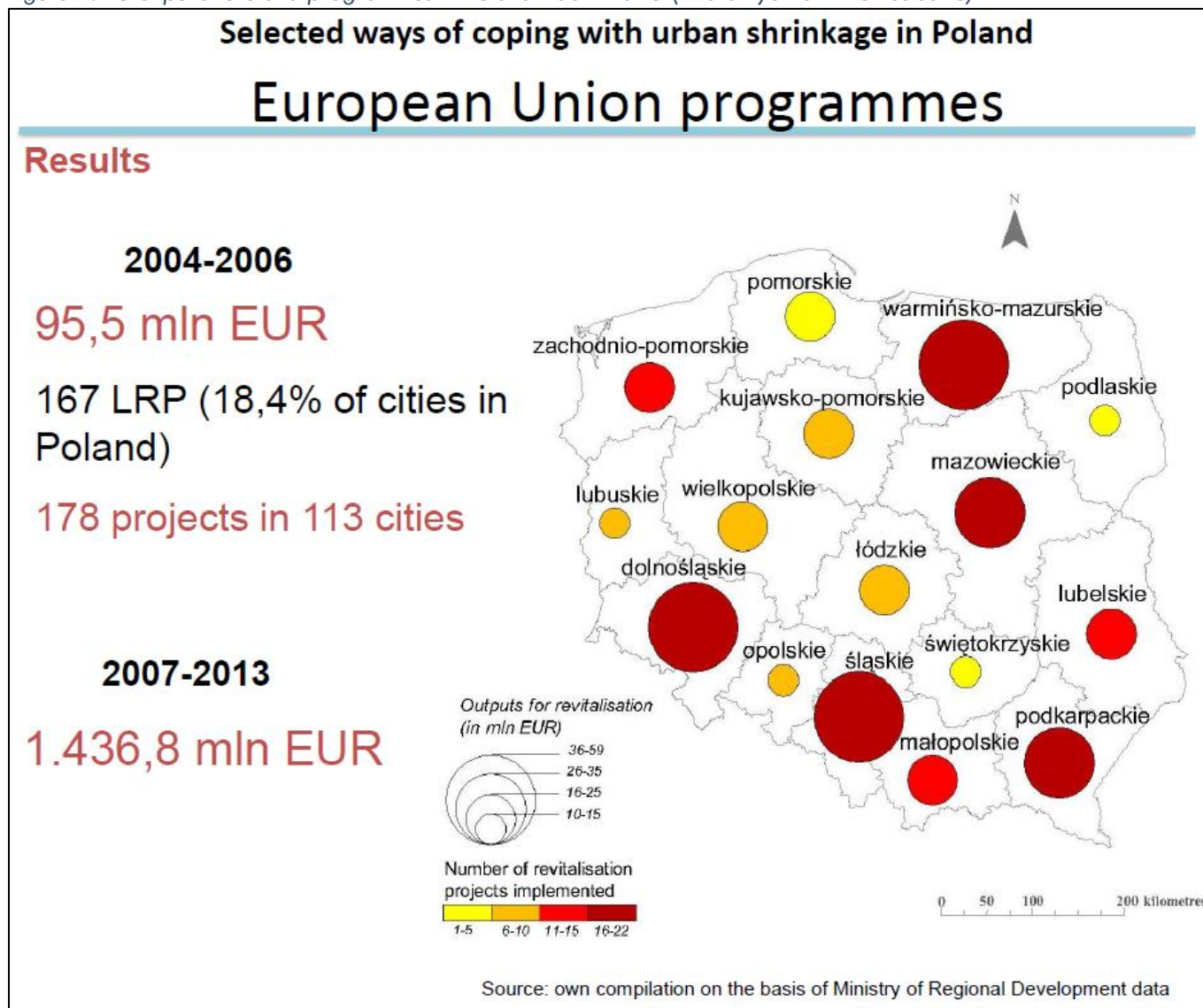
Figure 6: Walbrzych amongst the worst Polish cities affected by shrinkage 1995-2010



Source: own compilation based on Central Statistical Office data

Source: 2011 OECD Amsterdam conference presentation by Stryjakiewicz et al.

Figure 7: EU expenditure and programmes in Poland 2004-2013 (Walbrzych is in Dolnoslaskie)



Source: 2011 OECD Amsterdam conference presentation by Stryjakiewicz et al.

2.2. Continuing issues of falling population in Walbrzych

Walbrzych's population has been falling since the onset of mine closures in the 1990s (Figure 8 below) and the later economic and industrial redevelopment did not stem population loss, even though unemployment has continued to fall to its current rate of 4.7% (Figure 16). Walbrzych is still one of the fastest depopulating cities in Poland, according to a Polish national report devoted to the medium-sized cities losing their social and economic functions¹¹. This was partly due to the historical changes since 1945 which saw the replacement of large parts of the previous population and its replacement with

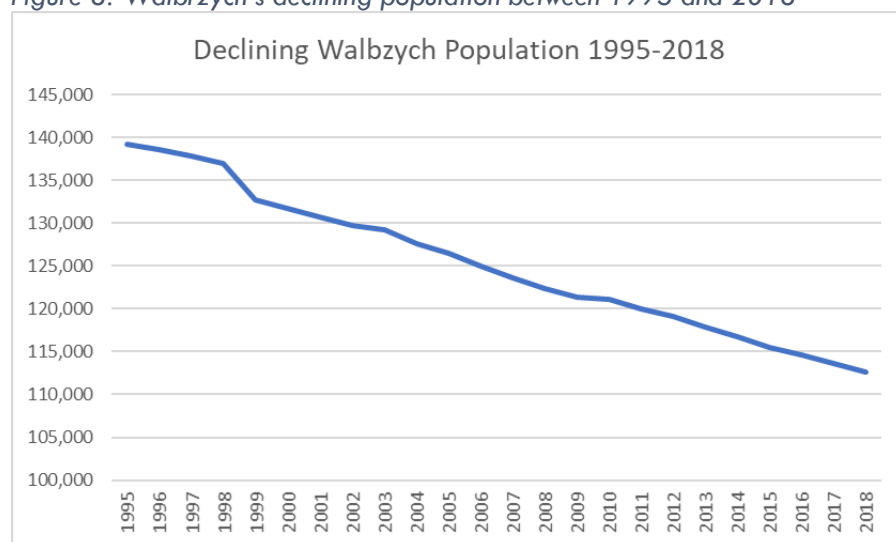
¹¹ Śleszyński P., 2016, *Delimitacja miast średnich tracących funkcje społeczno-gospodarcze*, prepared for the purpose of the Strategia na rzecz Odpowiedzialnego Rozwoju, Instytut Geografii i Przestrzennego Zagospodarowania PAN, Warszawa

people brought from other parts of Poland to engage in a single industrial process – mining – who then had to address the complete collapse of the fundamental basis for living there, as set out above. It was reported to us that many of that population felt they had few ties to the city, with no deep roots¹². Furthermore they were often housed in very low quality mining accommodation, with little prospect of improvement. Most of the ex-miners and their families had low skill levels, had either elementary school education or only vocational mining school training, and found it difficult to move to other industries.

Looking more recently, patterns of population change in Walbrzych provide insights into the nature of the current challenges. In summary, looking at the period 2013-2019 there are fewer working age people and a negative ratio of births to marriages, with net negative migration (mainly an outflow to other parts of Poland) and consequent lower unemployment as there are too few workers to fill the jobs.

In more detail, the recent path of population change is downwards:

Figure 8: Walbrzych's declining population between 1995 and 2018



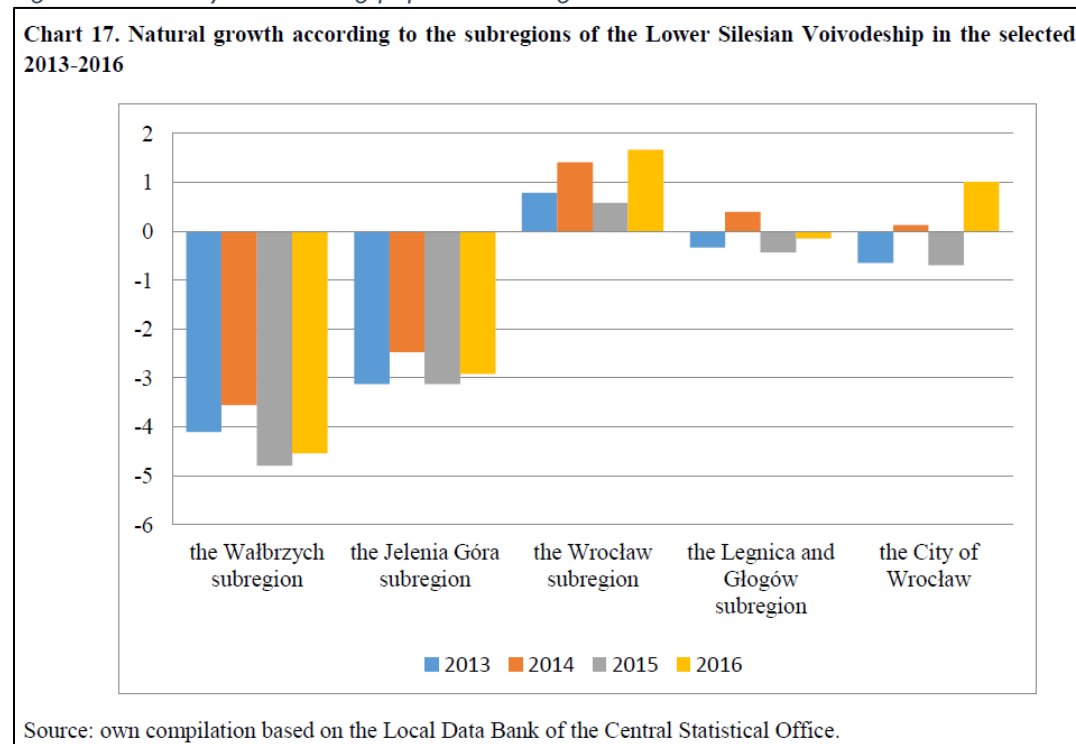
Source: IRMiR own study based on the Bank Danych Lokalnych data, GUS.

This declining population can be viewed in the regional context by the figure below from the Sudety 2030 Development Strategy analysis (2018)¹³ which also shows continuing growth in Wrocław and its suburban region:

¹² See also Jaroszewska (2019) (op cit) who gives a similar and detailed account of the demographic and economic drivers of population decline

¹³ The Research and Development Centre of the Local Government at the University of Economics in Wrocław (2018) *Strategy of the socioeconomic development of the southern and western part of the Lower Silesian Voivodeship for the years 2020-2030, encompassing the subregions of Walbrzych and Jelenia Góra (NUTS 3) – the Sudety 2030 Development Strategy.*

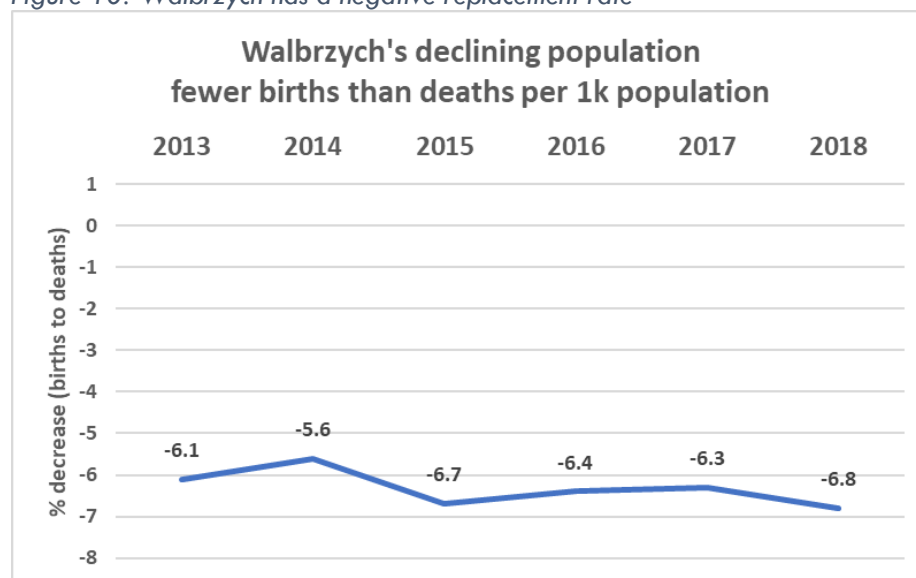
Figure 9: Walbrzych's declining population in regional context



Source: *Sudety 2030 Development Strategy (op cit)*

As at 30 June 2019 the Walbrzych population had dropped to 111,896¹⁴. Some of this is explained by a negative replacement rate, comparing births to deaths per 1,000 people, which contrasts to the high birth rates encouraged in the Soviet era.

Figure 10: Walbrzych has a negative replacement rate



Source: *Statistics Poland (GUS Data)*

¹⁴ GUS population estimages as at June 2020

This has led to an increasingly older, economically inactive population.

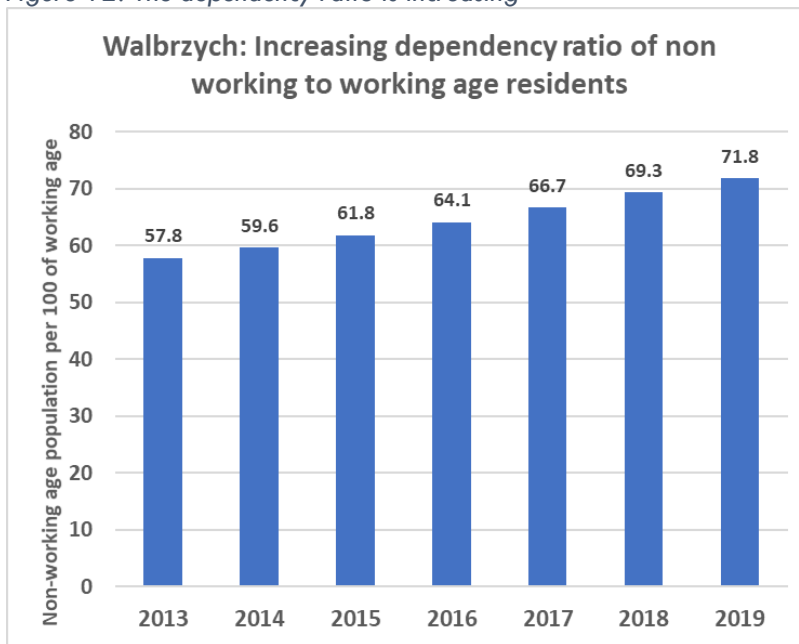
Figure 11: Aging population 2002-2018

| | 2002 | 2006 | 2010 | 2014 | 2018 |
|--|------|------|------|------|------|
| Proportion of people above working age per 100 people of working age | 28,1 | 28,2 | 30,3 | 36,2 | 44,6 |

Source: IRM study based on the Bank Danych Lokalnych data, GUS

Overall the demographic dependency ratio (or people under 14 and over 65, compared to the middle, working age, group) is increasing:

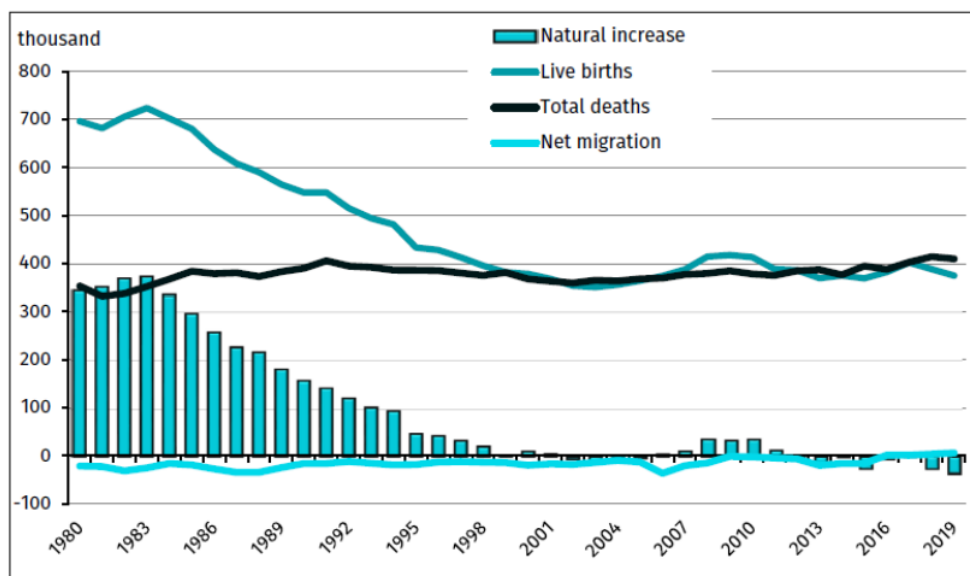
Figure 12: The dependency ratio is increasing



Source: Statistics Poland (GUS Data)

In fact the problem of low birth rates is seen as a national issue. National statistics for Poland echo some of the trends noted above for Walbrzych, showing an overall significant drop in the natural increase of population:

Figure 13: Comparative Polish national demographic changes from 1980 to 2019



Source: Statistics Poland (GUS Data)

The Polish government has been addressing low birth rates in a major policy initiative by providing additional regular welfare payments in respect of the number of children in a household (the “500+” policy). Originally for second and subsequent children, the policy was extended to include first children in 2019. Its objectives were both to encourage large families and to reduce child poverty, and was promoted politically as a transfer of wealth to parts of the population who had not so far benefited from recent Polish growth and better living conditions. The benefit is available irrespective of income. A number of evaluation studies have been published¹⁵, but in the context of this report on Walbrzych its impact has often been seen by city officials and NGOs as encouraging welfare dependency as will be set out below. The role of welfare payments in either reducing child poverty or, in contrast, reducing work incentives is a familiar and contentious empirical and ideological issue in many countries in both Eastern and Western Europe and beyond. Often positions taken are more political than empirically based.

The numbers of households in Walbrzych claiming benefits as part of the 500+ programme are at Figure 14 below. If we assume an average family size of 3.5, this would represent around 17% of the population.

¹⁵ See, for example, Wisniewska, A., Musial, M., Swiecka, B. (2017) *The programme “Family 500 Plus” – implications for household finance in Poland* CBU International conference on innovations in Science and Education, Prague; or a more recent 2019 study at <https://for.org.pl/en/publications/for-reports/report-family-500-program-evaluation-and-proposed-changes>

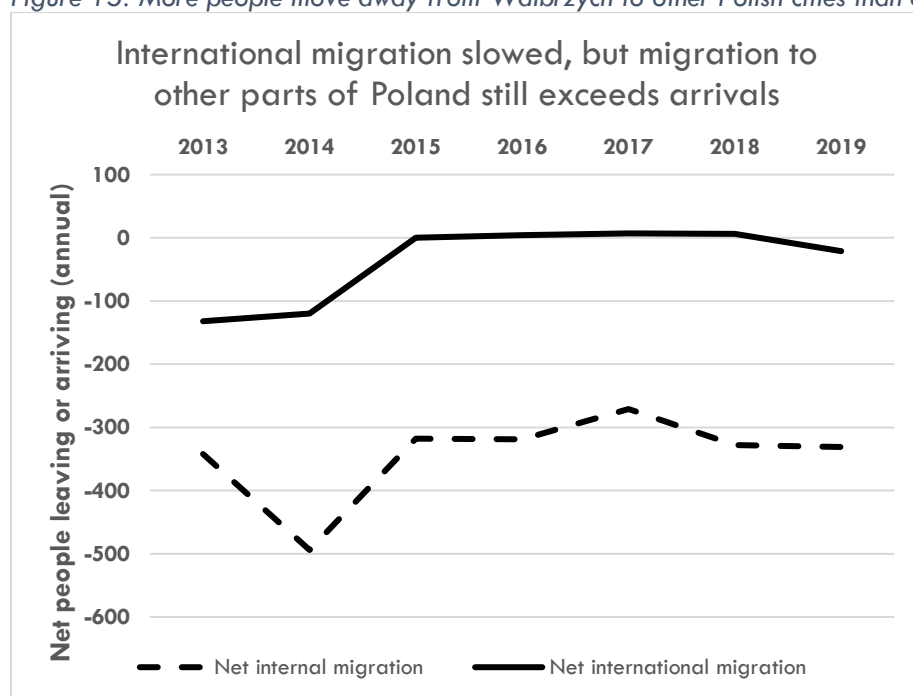
Figure 14: Households in receipt of the 500+ benefit in Walbrzych

| 500+ programme | 2017 | 2018 |
|--|-------|-------|
| Monthly average number of families receiving benefit | 5,461 | 5,008 |
| Average number of children for which families received child-raising benefit | 8,230 | 7,619 |

Source : Statistics Poland (GUS data)

Returning to the reasons for the falling population, more people are leaving the city than arriving – no longer leaving to go abroad, but leaving for other parts of Poland:

Figure 15: More people move away from Walbrzych to other Polish cities than arrive



Source: Statistics Poland (GUS Data)

Jaroszewska (2019) provides more detail on these issues. In the period 2001-2015 37% of out all Walbrzych migrants were aged 20-34, rising to 49% in 2009. International migration was to Germany (37%) or the UK (24%). Seventy percent of migrants 2002-15 moved to other Polish cities and not to the suburbs of Walbrzych, although 49% stayed within the Dolnoslaskie province, many probably going to Wroclaw. The ALBS¹⁶ 2019 Report on the potential of medium cities in Poland for location investment provides a contrasting (but not necessarily contradictory) view on suburban movement here:

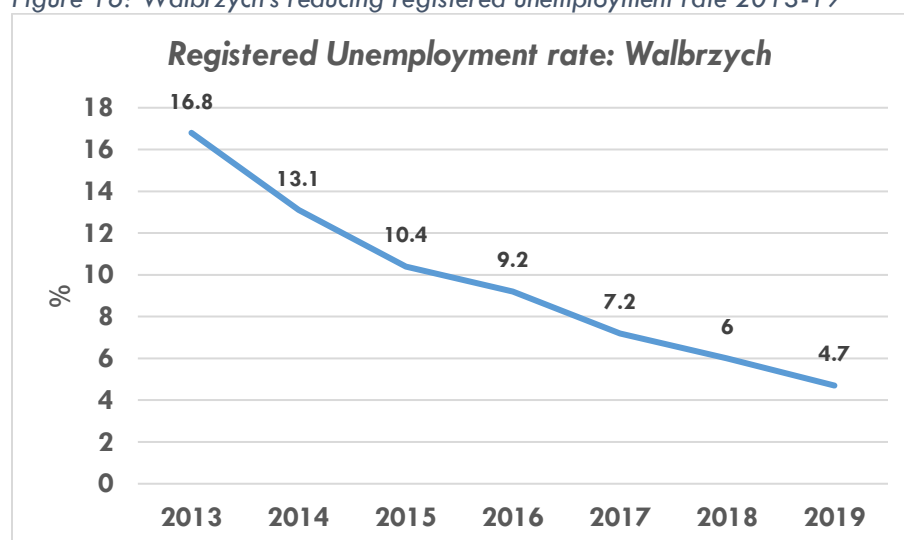
¹⁶ Górecki J. (ed.), 2019, *Potencjał miast średnich w Polsce dla lokalizacji inwestycji BPO/SSC/IT/R&D. Analiza, ocena i rekomendacje*, Związek Liderów Sektora Usług Biznesowych (ABSL), Warszawa

The case of Walbrzych is unique, where the direction of migration from a large city to small and medium-sized cities is responsible for over 40% of flows. However, this is mainly related to local spatial and administrative conditions. Walbrzych borders mainly with small-city municipalities, hence they capture the inhabitants of the city.

Jaroszewska also notes that the flight of younger residents has left many older people trapped in poor housing with low incomes. In 2015 24% of the population was over 65 (22% in 2019) but at that point there were only two social welfare homes, with 97 places in all. While we do not have the up to date number of places in 2020 this clearly will be a continuing issue.

These trends have an impact on the unemployment rate. As many people told us, there is a virtually nil rate of unemployment now in the city, and it is very hard to recruit to new posts as everyone willing to work is employed (and the “500+” families are perceived mainly as a problem as it is seen as a disincentive to work).

Figure 16: Walbrzych's reducing registered unemployment rate 2013-19



Source: Statistics Poland (GUS Data)

In addition, many of the people leaving the city have been younger, more highly educated and skilled workers. This is reflected in the characteristics of younger people left in the city, and their education and skills. Looking first at the overall level of educational provision and attainment in the city, at the upper secondary education level more students still attend general secondary schools than technical schools ((szkoła zawodowa/szkoła branżowa), the latter providing vocational courses aimed at specific jobs. Currently approximately a third of these students attend vocational schools - although the balance may be moving towards more technical school pupils in Poland generally and in Walbrzych¹⁷. Details are in the table below. This shows a 17% reduction in the number of students in general schools between 2013 and 2017, and a 15% reduction in those in technical or vocational

¹⁷ The analysis was carried out for the years 2013-2017, i.e. since the year when Walbrzych has regained the status of a county city and has conducted upper secondary education as part of its own tasks (tasks of the county). For 2018 data in official statistics has not been available yet.

schools. It also shows a 17% reduction in the numbers graduating from general schools in this period, and almost a quarter fewer (23%) graduating from technical and vocational schools.

Figure 17: Changes in upper secondary schools in Wałbrzych 2013-17

| Number of schools | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| General secondary schools | 7 | 7 | 7 | 7 | 6 |
| Technical schools | 7 | 6 | 4 | 4 | 5 |
| Vocational schools | 8 | 8 | 6 | 6 | 6 |
| General secondary schools for adults | 7 | 6 | 6 | 6 | 5 |
| | | | | | |
| Number of students | 2013 | 2014 | 2015 | 2016 | 2017 |
| General secondary schools | 1,796 | 1,652 | 1,517 | 1,479 | 1,482 |
| Technical schools | 1,801 | 1,629 | 1,461 | 1,447 | 1,448 |
| Vocational schools | 578 | 661 | 640 | 631 | 575 |
| General secondary schools for adults | 1,129 | 907 | 913 | 891 | 751 |
| | | | | | |
| Number of graduates | 2013 | 2014 | 2015 | 2016 | 2017 |
| General secondary schools | 524 | 554 | 518 | 464 | 433 |
| Technical schools | 370 | 343 | 342 | 316 | 289 |
| Vocational schools | 217 | 119 | 131 | 135 | 164 |
| General secondary schools for adults | 178 | 184 | 220 | 186 | 175 |

Source: IRMiR study based on the Bank Danych Lokalnych data, GUS.

Upper secondary schools for adults who seek additional qualifications deserve a special attention. This is particularly important in the urban regeneration areas, where the problem of high unemployment among people with a low level of education is being tackled. There are many class places in general secondary schools for adults, but between 2013 and 2017 there was a 34% drop in the number of adults attending these classes. Note also that there were almost the same number of graduates throughout the period, actually peaking in 2015 (Figure 17). The Municipal Social Welfare Centre. (Miejski Ośrodek Pomocy Społecznej, or MOPS) runs projects aimed at participation in continuing adult education, co-financed from EU funds.

A study 2019 on the potential of medium sized cities for investment (the “ABSL” study¹⁸) indicated also showed the importance of the availability of potential employees with a good knowledge of English (and with, at least, a good knowledge of another European language, especially German, Dutch, French or Italian) for investors from a modern business service sector. At least one hundred unemployed people in Wałbrzych declare a good knowledge of German. There are no statistics on two language skills.

¹⁸ Górecki J. (ed.), (2019) *Potencjał miast średnich w Polsce dla lokalizacji inwestycji BPO/SSC/IT/R&D*, na zlecenie Ministerstwa Inwestycji i Rozwoju, Stowarzyszenie Liderów Sektora Usług Biznesowych, ABSL, Warszawa

The Statistics Poland (Główny Urząd Statystyczny, GUS) data, on the other hand, allow us to assess the extent to which the Wałbrzych pupils learn a second language. If we take the total 3,505 pupils in all school age upper secondary schools in 2017 from Figure 17 above, and compare it to the numbers with a second language in Figure 18 below, this suggests that only 17% have a second language.

Figure 18: Additional (second) language at different school levels in Wałbrzych 2013-17

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|------|------|------|------|------|
| Primary schools | 247 | 208 | 19 | 107 | 402 |
| Lower-secondary schools (gimnazja) | 987 | 543 | 637 | 592 | 215 |
| Upper-secondary schools | 635 | 531 | 365 | 362 | 586 |

Source: IRMiR study based on the Bank Danych Lokalnych data, GUS.

Turning to higher (tertiary) education, Figure 19 below indicates that in the period 2013-17, the number of students in the city, and the number of graduates, halved. The figure also shows a significantly lower number of graduates than students in any one year. This is because only half of the matriculated students graduate from Wałbrzych, which means that for a large part of students the Wałbrzych institution is only a starting point before trying to find a place at other universities in larger cities. We will consider the nature of this higher education later in the report in Section 4.2.2 on economic development.

Figure 19: Higher education in Wałbrzych 2013-17

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|-------------------------------|-------|-------|-------|-------|-------|
| Higher education institutions | 2 | 2 | 2 | 2 | 2 |
| Non-resident units | 1 | 1 | 1 | 2 | 0 |
| Students | 4,331 | 3,640 | 3,005 | 2,798 | 2,277 |
| incl. female students | 2,677 | 2,218 | 1,834 | 1,702 | 1,508 |
| incl. male students | 1,654 | 1,422 | 1,171 | 1,096 | 769 |
| Graduates | 1,524 | 1,257 | 953 | 777 | 754 |
| incl. female graduates | 1,134 | 879 | 653 | 511 | 496 |
| incl. male graduates | 390 | 378 | 300 | 266 | 258 |

Source: IRMiR study based on the Bank Danych Lokalnych data, GUS.

Issues of the wider image and reputation of the city are also important for the city's growth or decline. During interviews stakeholders and officials noted "image" as a key reason people left the city. Wałbrzych had a persistent problem of illegal coal mining after the liquidation of the mines, a phenomenon known as "poor's shafts" which involves illegal and dangerous exploitation of former mines. During the first decade of this century up to 2,000 people in the city were employed in the illegal mining industry, and this became widely known in Poland, as did the city's past as simply a coal mining city. Rankings within surveys of city attractiveness frequently showed Wałbrzych at the bottom. Jaroszevska notes:

... according to "Magnetism of Polish cities" (Young, Rubicam 2009), Wałbrzych was recognised as the most revolting place in Poland (next to Bytom and Ruda Śląska). In the ranking of 2014, carried out by the country's weekly *Polityka* which concerned the quality of urban life in the largest 66 cities

in the country, Walbrzych took the last position (Niezbędnik... 2014); whereas in the ranking of the online news service Wirtualna Polska it achieved a status of the worst city to live in Poland in 2015.

Two main points can be made in concluding this section. First, Walbrzych is now a medium sized city trying to stabilise its population and build up a more diverse community, economy, identity, and reputation despite a history of profound and fundamental shocks over the last 80 years – from being part of Germany to part of Soviet Poland with consequent huge population and social changes in 1945; then moving to the post-Soviet era where its purpose and pride in being a leading mining based economy was destroyed in under 5 years, without a clear support and recovery strategy being put in place for several years. From anticipating continuing growth pre-1990, it now struggles to stop the decline. It is now, rightly, trying to accept the reality of being a “shrunk” medium sized city, and plan accordingly.

Second, since 2010 there has been a range of specific programmes of improvement (including the National Revitalisation Pilot Project examined in more detail below). Some have been more successful than others, and lessons are being learned. This report considers what next steps can be taken to develop a Walbrzych as a vibrant, green, attractive city confident of its ability to keep moving forward.

3. HOUSING AND NEIGHBOURHOOD RENEWAL

3.1. Recap of issues in Walbrzych

The overall condition of the Walbrzych municipal housing stock is summarised in the table below:

Figure 20: Summary of Walbrzych housing, and municipal housing stock condition, 2018

| Walbrzych total 2018 | 49,256 | |
|--|---------------|-----------------|
| MZB (City housing) owned (24% of total) - of which: | 11,705 | % of MZB |
| lack toilet | 5,080 | 43% |
| lack bathroom | 6,030 | 52% |
| decommissioned | 421 | 4% |
| for sale/ for future tenant renovation | 954 | 8% |
| Occupied without legal title | 2,968 | 25% |
| Unauthorised occupation | 511 | 4% |

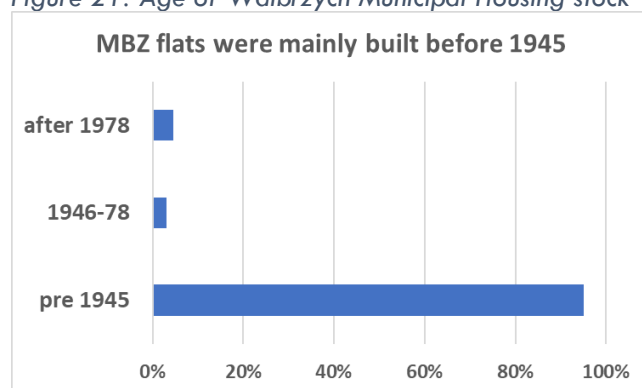
Source: MZB- Walbrzych Municipal Housing Agency

Note that “occupied without legal title” indicates the position by which in Poland when the rent is not paid for three months in an MZB flat the municipality terminates the contract for this flat, but the tenant cannot be evicted - this is the number of such terminated contracts yet still occupied flats. We have been told that the number of evictions is determined by the Courts, who are unwilling to enforce eviction orders and GUS data shows a very low level of court ordered evictions. In recent years only about 80% of rent due has been collected, although it has risen in the last two years. Cumulatively by 2018 €35.3 million was owed in unpaid municipal rent including €26 million arrears built up since 2001. Tenants who lose legal title to the flat also lose entitlement to housing allowances, which exacerbates the rent losses.

In terms of the overall condition of dwellings:

- 37% are classed as being in a “poor” condition
- 6% in a “bad” condition
- The estimated total cost to renovate the worst MZB stock is €29.3 million
- MZB flats are overwhelmingly pre-1945 construction

Figure 21: Age of Walbrzych Municipal Housing stock



Source: MZB- Walbrzych Municipal Housing Agency

Figure 22: Housing in poor neighbourhood, Walbrzych



Source: Author's own photo

Figure 23: Area of poor housing, Walbrzych



Source: Author's own photo

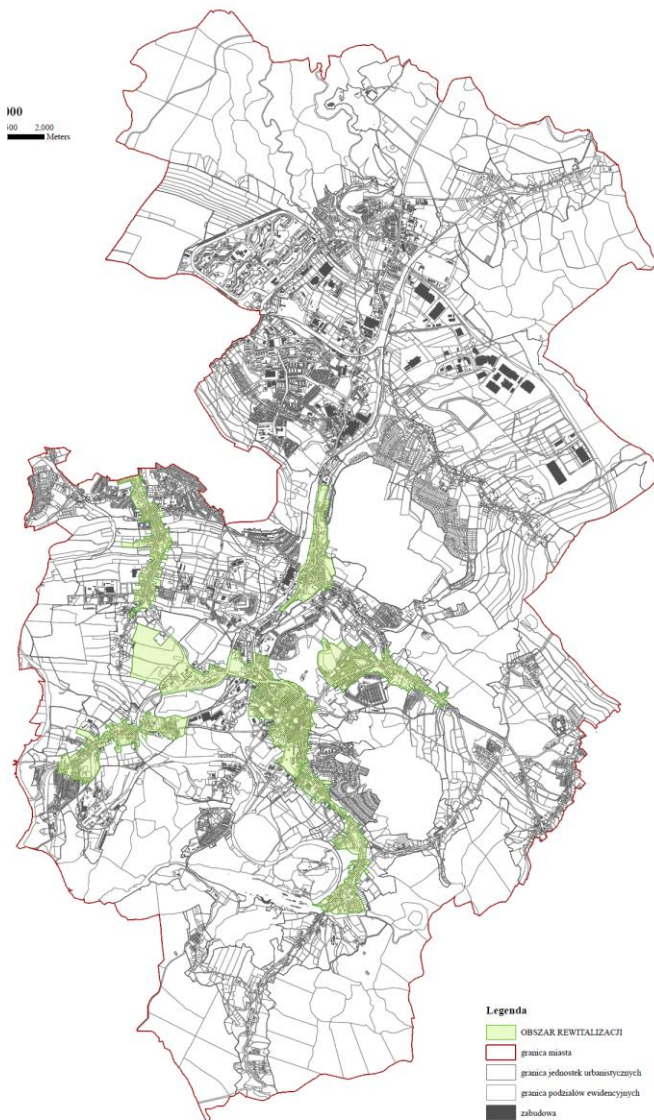
Housing is financed primarily from rent revenues and income from the privatisation of the housing stock. Over the last 10 years privatisation contributed between 15-20% to the housing account's income.

The owner-occupied housing market in Walbrzych is very attractive, and is concentrated in areas outside the city centre. In the period from in August 2017 to August 2019 selling prices for flats were less than €560 per square metre compared to around €1,500 in Wroclaw, the regional capital and around €2,480 in Warsaw (both in 2019). This leads to a good level of affordability with around 22 square metres of apartment being available at a rate of one average salary locally.

The position of the private rented sector is largely undocumented, although overall the city is aware that in general private flats are pepper-potted within larger tenement buildings alongside Municipal stock – partly as a result of the sale of municipal flats over the years. There are few property owners in most of the buildings which are in poor condition, except for the city centre area where there are several large property owners who own significant numbers of empty flats. These flats are kept empty due to the way in which local taxes and tax reliefs work to disincentive active lettings. Plans are in place to alter this local taxation regime in 2021.

In terms of neighbourhoods, the city has identified six particularly disadvantaged areas, mainly in the south of the city, as priority neighbourhoods for action. These areas house 32,000 residents who make up 28% of the population. The areas were selected due to their high level of poverty, unemployment and crime, low qualifications, degraded public and residential infrastructure, low level of entrepreneurship, and poor conditions of local enterprises. The areas are concentrated in the south part of the city as the map below shows (areas in green).

Figure 24: Walbrzych's priority (poorest) neighbourhoods (in green)



3.2. Action being taken

There are four main areas of focus which emerged during the study, dealt with in turn below.

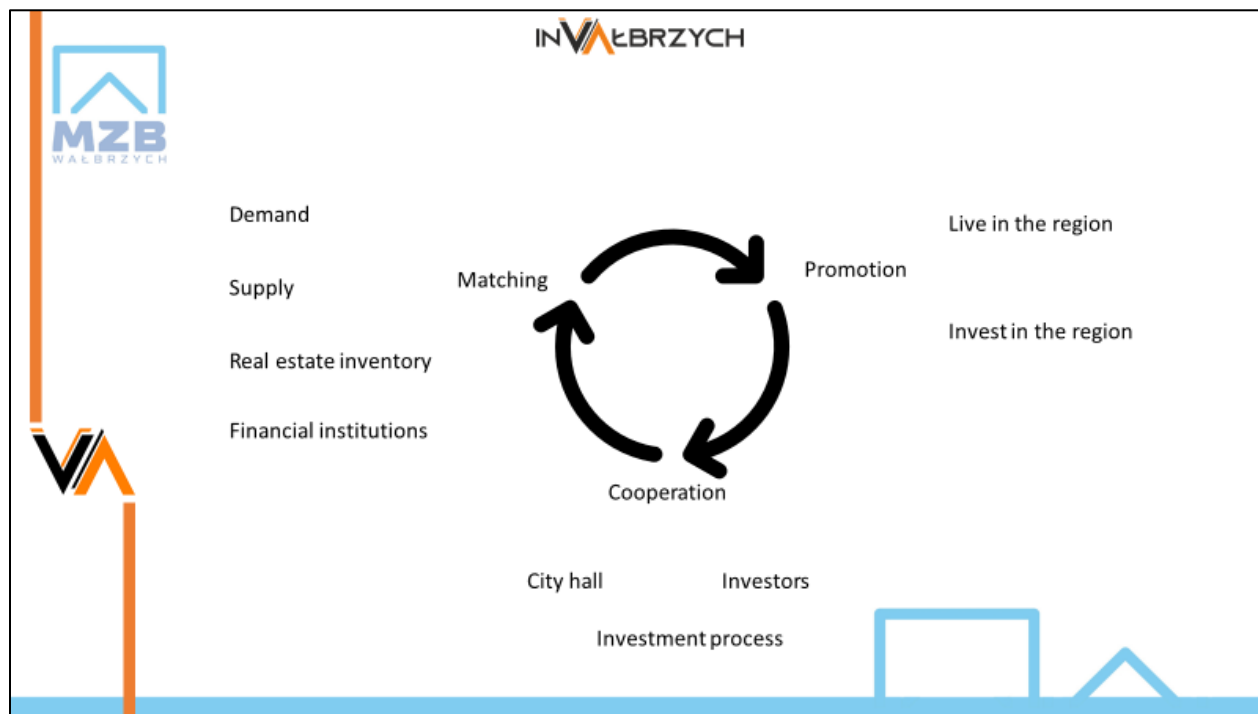
3.2.1. Housing Agencies

Walbrzych has recently set up a new agency “InWalbrzych” (Invest in Walbrzych) to attract new investment and link housing and business investment to the development areas in the town. Started in 2019, its first task was to build an inventory of all buildings and sites which are available for redevelopment. It will then seek to link these to investors and businesses who wish to base themselves in Walbrzych and the surrounding towns, and to new residents who wish to move here. This is an arm’s length agency, set up in 2019 using teams of non-City staff, including some ex-city staff and other external personnel. It has the objectives of:

- increasing the commune's income from the sale of real estate;
- increasing property tax income;
- reversal of depopulation.

During the workshops its approach was set out as:

Figure 25: Walbrzych's InValbrzych Agency



Source: InValbrzych Agency, workshop presentation slide

In this diagram the inner circle illustrates its primary activities of

- promoting the region and the seeking to attract households to live in the area, and employers to invest in the area in the knowledge that there is an agency who can assist them in securing housing for their employees. Also promoting business investment in the area, including offices and new industrial premises. Some of this work will be done in response to the demand for 5,000 additional residential units coming from the Special Economic Zone (see Section 3.1.2 for further information on the Special Economic Zone);
- identifying housing land or existing available housing which could meet the needs of those potential new residents, as well as additional financing options for the households. Also promoting the area to institutions and investors who could build or renovate housing in the City;
- providing a “cooperation” service to help navigate all these processes. Potential investors will be assisted to work with the City including around planning requirements, and tax exemptions which could be offered;

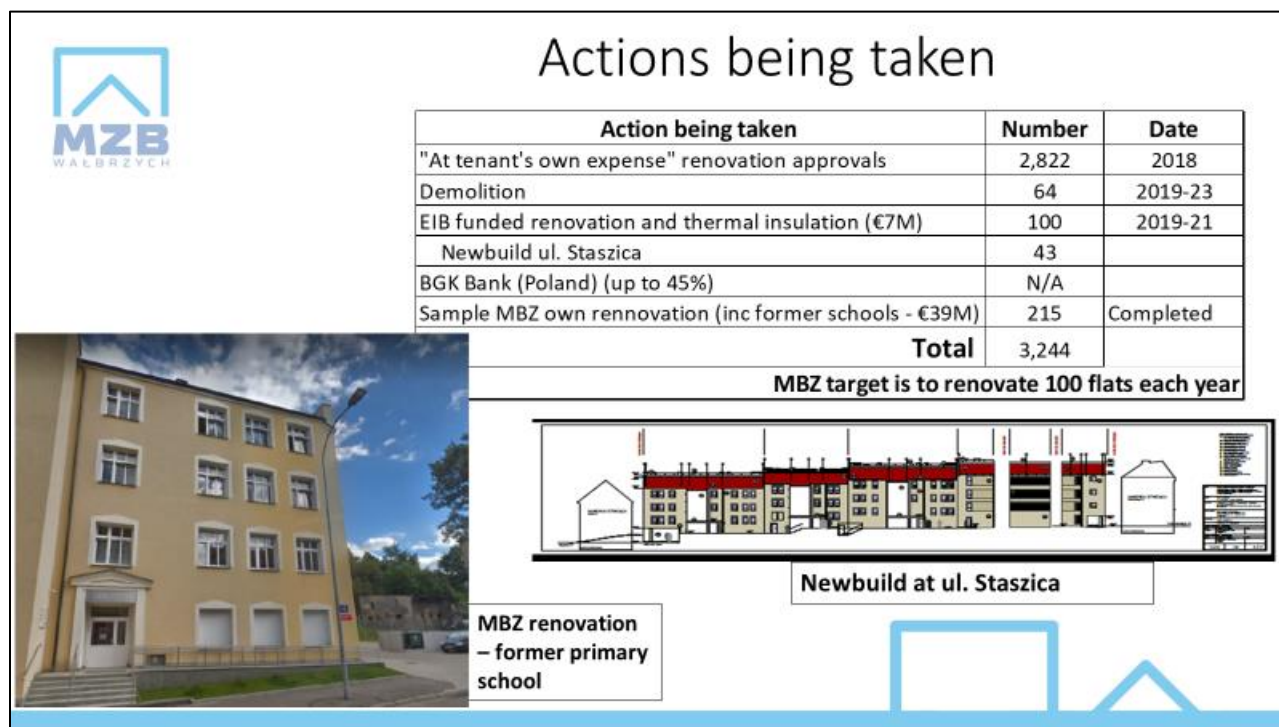
- Part of this is working with the City to provide additional infrastructure and services, such as schools, roads, and health services, provide tax incentives, and improve the cultural and social offer. The focus will be on 80% housing and 20% services. Services (including health, educational, cultural) are an important element of the offer, including a possible new Princess Daisy museum (linked to the Ksiaz Castle). The agency will work in partnership with the Lower Silesian Economic Agency and other neighbouring peripheral cities in the Agglomeration and beyond. In terms of empty buildings in Walbrzych, consideration is being given to using pop-up lets.

Where profits are made they can be ploughed back into the poorer areas, although there are no specific plans to tackle the poorest neighbourhoods, such as those included in the Municipal Revitalisation Programme (outlined in Figure 26 below).

The main focus on the Housing Agencies workshop was the possibility of establishing a complementing Housing Agency to focus on the current problems with existing poor housing in the city, rather than the opportunities to invest in new residents, businesses, and housing developments. As noted above, the city has limited information about the mixed public and private flats in the older tenements, but is aware that many are empty, some have residents whose accommodation is inappropriate (for example older owners living on top floors and unable to move), and there are other landlords who have neglected or abandoned their flats. The aim is to compile a much better inventory of these issues of ownership and need, then to match that with investors who could assist the City with upgrading flats and addressing the housing needs of residents. The complementing aspect of the InWalbrzych agency would be to identify potential investors, including perhaps employers willing to renovate existing property for letting or sale to their employees.

The workshop included a MZB presentation summary of current improvement activity:

Figure 26: Current actions to improve Municipal housing



Source: MZB, City of Walbrzych, workshop presentation slide

Note that this includes investment by EIB as part of a major and continuing programme to provide more energy efficient heating and insulation in city properties, and renovation of previously public service properties (in this case a school) to provide good quality housing. Note also the limited rate of progress – 100 units a year – due to a lack of funding. Investment by BGK (Bank Gospodarstwa Krajowego) also contributes part funding of renovation and energy efficiency. There is also a limited amount of demolition occurring in the city. The “At tenants own expense” programme is where the MBZ give consent for tenants to make modernisation and adaptation works in their own flats. Upgrading works are performed by tenants either at their expense or with the consent of the municipality and with its financial support (participation).

3.2.2. City centre renewal

Walbrzych has done a large amount of restoration work to many of the buildings in the city centre, which mainly date from the period of development of the town as a mining centre managed by German engineers and managers. These improvements can be seen from the picture below:

Figure 27: Walbrzych city centre



Source: Author's own photo

Nevertheless, as noted above many flats around the city centre are vacant, and more importantly there are a large number of unlet shops. The overall commercial and touristic offer is weak, with few national or international shops, and a lack of locally focused artisanal shops, with few places to eat or drink which offer ambiance, quality, and “buzz”. The team observed the city centre in summer and in winter, with not much difference. Alongside these attractive restored buildings can be found other major restored and active development including two theatres, churches, the porcelain museum, and other attractions considered in the section on tourism and city attractiveness. Here, however, the focus is on the planning and development approach to creating an attractive and vibrant city centre, which is what will be considered in the city examples below.

3.2.3. Neighbourhood renewal

In the six designated disadvantaged areas noted above, there is a Municipal Revitalization Programme of the City of Walbrzych (GPR) which was adopted by the City Council on 18 October 2016. The main objective of the regeneration policy is ‘Sustainability of the development of the Walbrzych regeneration area through actions for its renewal and revival as well as the strengthening of social integration’. On this basis, three strategic goals, common for all sub-areas, were defined:

- Increased activity and the sense of responsibility among residents.
- High quality of public space and improvement of housing conditions.
- Encouragement of residents’ personal and economic development.

A range of issues were raised during discussions with City officials. Some took the view that an important underlying problem was the impact of generous benefit payments on the willingness of some residents

to work, particularly where they had children and could benefit from the “500+” policy of generous child benefit payments. Some took the view that many families in the poorest areas had honed a great amount of knowledge and skill in one key and difficult area, which was how to navigate and exploit the benefit system. Another linked issue was the failure of many absent fathers to pay child maintenance.

The assessment of the project implementation after two years of the programme functioning indicated a low level of progress at that point (5% of projects completed and 39% in progress, so in total 44% of all projects were underway at that time). There is no more up to date information as reporting is only done every three years, which seems a long time not to have monitoring of this important policy.

Part of the approach to helping families is to use “lighthouse workers” who provide assistance to those most in need. This can include trying to arrange transfers to more suitable accommodation and neighbourhoods, and dealing with the “illegal” occupants for whom transfers to “social” housing (also municipal housing but with cheaper rents and lower quality) can be arranged.

3.2.4. Neighbourhood revival hubs

Following a 20 year gap, a comprehensive Walbrzych *Study of spatial development conditions and directions*¹⁹ was published in July 2019, which provides an overarching framework for other economic, housing, transport and other key City developments. The plan aims to have a stabilised city of 100,000 residents – as opposed to the previous 1999 plan which was for a population of 350k. The main principles are a comprehensive mapping into three types of development area:

- Green areas
- Residential, including new housing areas with demographic forecasts
- Economic – manufacture, services, commerce

In addition there are special zones – cemeteries, allotments, recreational, and others. There is a separate public transport infrastructure plan. A citywide aim is to try to fill brownfield sites and increase density, using those sites for new areas for development. Other disused sites will be used for other areas for other types of green/leisure development.

During the 1960s the Piaskowa Góra area of Szczawna-Zdrój (located to the north east of the city centre) was incorporated into Walbrzych, and a housing estate was built here for about 30,000 residents. This included both dense multi-storey blocks buildings as well as single-family terraced houses. Subsequently, in the early 2000s, the Special Economic Zone was built just to the west of this area. There is also a new commercial area in the Srodmieskie area to the immediate west of the city centre.

A leading current initiative is a new central station to be built in “mid town” which is adjacent to the north of the historic city centre. This will be intended to be a hub of new development, including the station (provided by the rail company), a by-pass link road (being provided by the city) and a large shopping centre (built by a private developer). The new station provides a direct link to

¹⁹ <http://bip.um.walbrzych.pl/artykuly/1322/studium-uwarunkowan-i-kierunkow-zagospodarowania-przestrzennego-miasta>

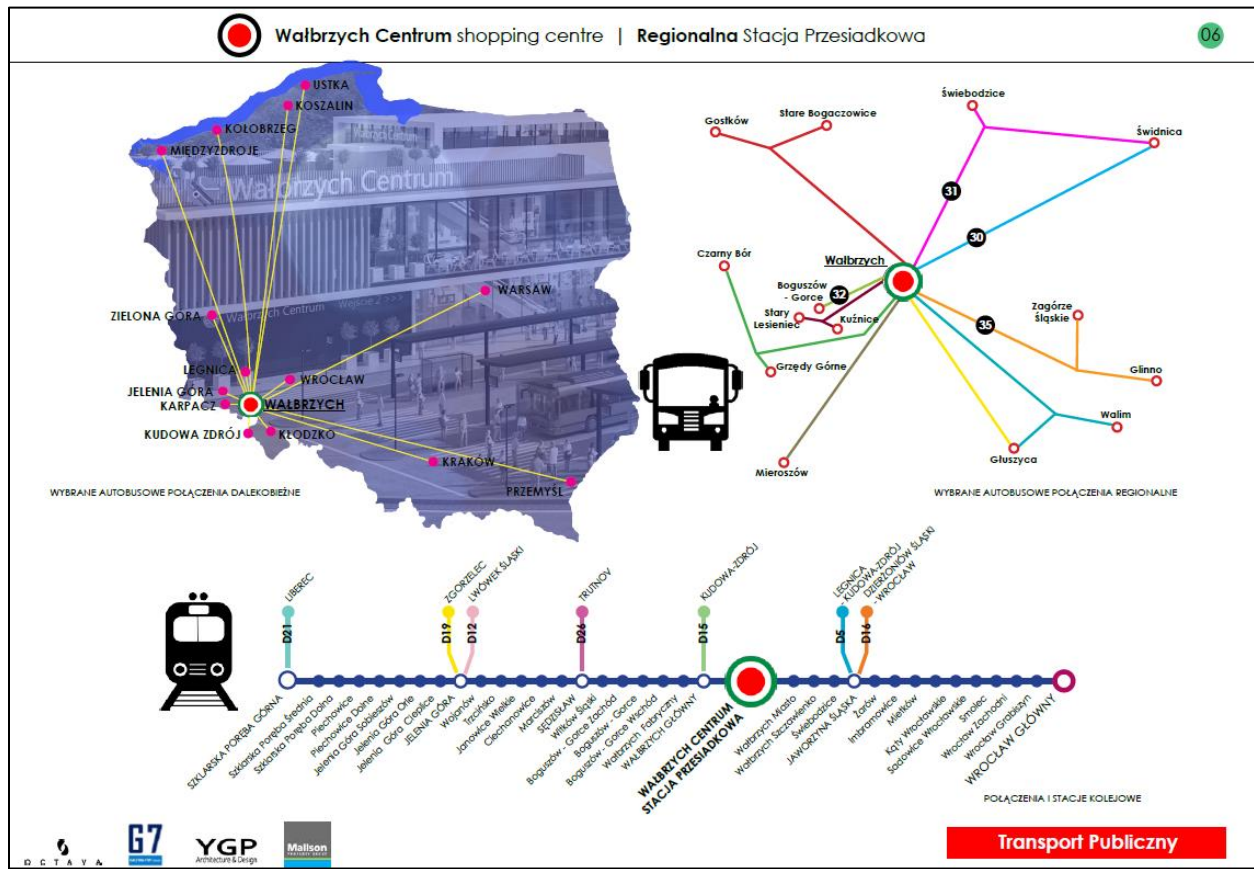
Wroclaw, in around 40 minutes, compared to the current rail time of an hour and road time of two hours. This will be an integrated transport hub including a bus station and commuter parking, as well as cycle rental and parking facilities, and around 2m passengers a year are expected to pass through. In addition to supermarkets and other shops there will be a cinema, spa and fitness club, food court, and other office provision, including trying to attract banking and related services. The shops will have an advantage of being able to attract Sunday shoppers as the exception to Sunday closing hours applies to shops in transport hubs. There is also the option to expand the station building to include a third floor as the area develops. This development has attracted lots of commercial interest over the last two years of its development.

New housing will be constructed in the surrounding area, and there has already been considerable interest in bidding for the available plots of land. One key enabling aspect of this development was the proposed move of the old porcelain factory from the area of proposed development to a new site in the Special Economic Zone. This was necessary because of the need to introduce new production lines which could not be provided in the previous building. The building that was vacated was designated as a historic building, which restricted the ability to build new homes around the new station. Recently the Monuments Commission gave permission for the building to be demolished, freeing up the surrounding area for major redevelopment. Currently the residents in the surrounding area are mainly lower income households and the opportunity will be taken to improve the social and income mix in the area.

Figure 28: Proposed new "Walbrzych Central Station" and hub for regeneration



Figure 29: Improved and integrated transport links to new station



3.3. Options and good practice from other cities

In Section 2.2 above we have set out the general issues in shrinking cities, and compared the approaches in Eastern and Western Europe. We will now explore options for Walbrzych and good practice examples from other cities.

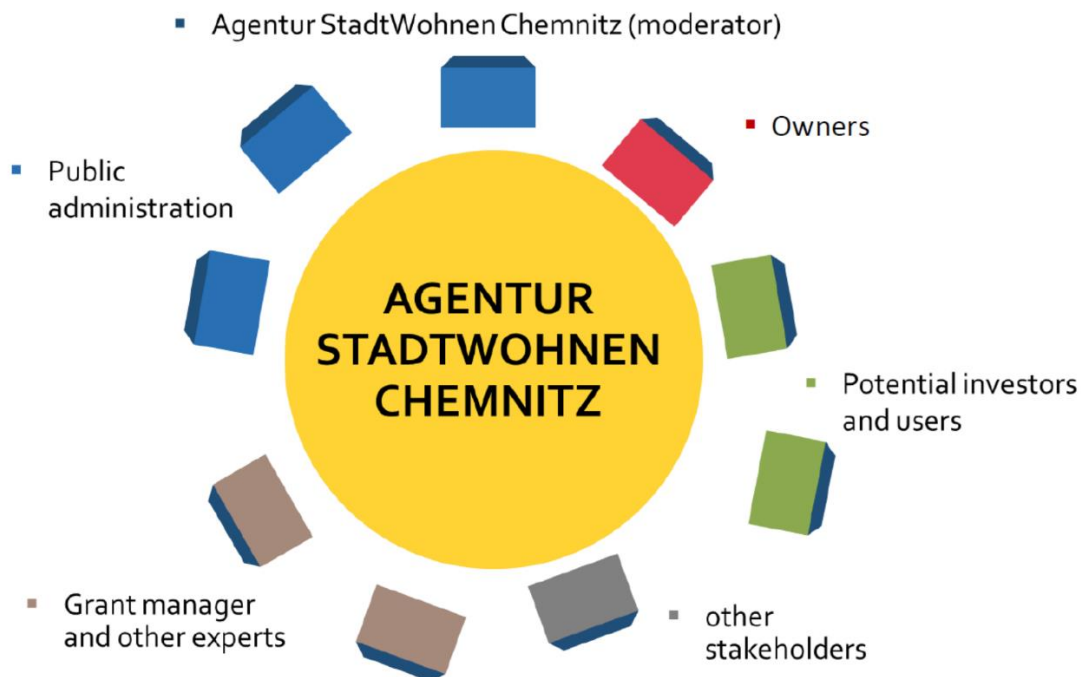
3.3.1. Housing Agency

Two main cities - Chemnitz in Germany, and Rybnik in Poland - were examined in detail as part of the workshops, which was attended by the COR of the InWalbrzych Agency, the CEO of the MZB Municipal Housing Agency, and the Director of the City department which supervised both these agencies. The Chemnitz representative is also the lead partner of the ALT/BAU Network. The ALT/BAU Transfer Network focuses on alternative strategies in central and historic districts of European cities to activate unused and decaying housing stock resulting from demographic, economic and social change. Based on the experiences from Chemnit’s URBACT Good Practice “Housing Agency for Shrinking Cities” (Agentur StadtWohnen Chemnitz), the network transfers experiences proved successful in proactively connecting administrations, owners, investors and users to initiate sustainable and resource saving development of Housing Agencies. The Rybnik representative had been the officer responsible for the design and setup of the Rybnik Housing Agency. Additional information was also provided from Leipzig, which had been part of the series of LSE research studies in the Weak Market Cities programme, although the Chemnitz model is more tailored to the type of medium sized city represented by Walbrzych. Leipzig is dealt

with in more detail in the next section on growing and supporting a green economy. Rybnik was included as it is part of the ALT/BAU Network and also a city which was used to explore the Polish dimension and relevance of the approach to Walbrzych.

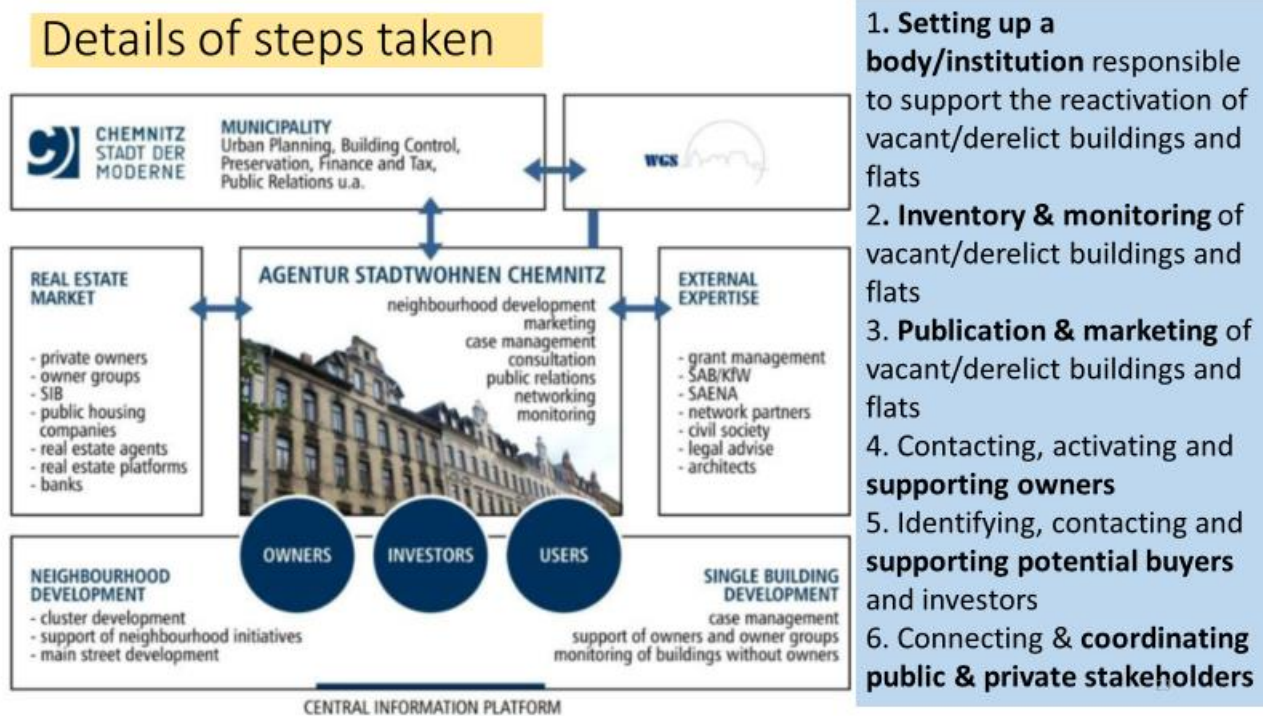
Chemnitz is a city in eastern Germany (previously known as Karl-Marx-Stadt) which lost 20% of its population after 1990, but has now stabilised at around 248k. Like Walbrzych it has an aging population, and has seen recent housing development in neighbouring cities in the adjacent rural areas. Like Walbrzych it has many pre-1945 large tenement blocks in the older areas of the city, and large post-war socialist housing blocks in re-developed neighbourhoods. The tenements are mixed ownership, and many are listed buildings – again, as in Walbrzych. Originally Chemnitz looked to the example of redevelopment and gentrification illustrated by Leipzig, which is located around 85km to the north, but found that the Leipzig approach depended on that city’s location and history as a crossroads of trade and centre for culture and enterprise, and therefore developed its own model for tackling the buildings. The initial presentation of this Chemnitz model was at the January LSE presentation, which was followed up by direct exchanges of information between Chemnitz and Walbrzych prior to the workshop, and then detailed discussion at the workshop. In brief, the main elements of the Chemnitz/ALT/BAU model are:

Figure 30: Overview of Chemnitz Housing Agency model



Source: ALT/BAU network; LSE presentation slide

Figure 31: City of Chemnitz steps for a Housing Agency



Source: City of Chemnitz; LSE presentation slide

Figure 32: Chemnitz suggestions to Walbrzych of key challenges

„TRANSFER TOPICS“

ALT/BAU
ALTERNATIVE BUILDING
ACTIVATION UNITS

WHAT CHALLENGES SHOULD BE ADDRESSED IN WAŁBRZYCH?

- / Focus on the city centre and/or other historic districts?
- / Residential and/or commercial units?
- / Public housing and/or private dwellings?
- / Whole buildings and/or flats owned by different people?
- / General coordination by agency and/or specific expertise (e.g. funding)?

Logos at the bottom: European Union, URBACT, CHEMNITZ STADT DER MODERNE, StadtWohnen CHEMNITZ

Source: City of Chemnitz Workshop presentation slide

The Rybnik presentation of the Polish context included advice on setting up a Housing Agency is summarised in Figure 33

Figure 33: Experience in Rybnik of creating a Housing Agency

Initial Actions:

- Open workshops for Rybnik residents (especially owners of tenements and residents of the city center)
- Initial diagnosis of the vacancy problem in Rybnik city center (scale and causes of the problem)
- Creating the urbact local group (municipality representatives, tenements owners, experts, interested residents)

Challenges:

- Delimitation of the area where the agency can help
- Detailed vacancy inventory (technical condition, ownership issue, reasons of the situation)
- Legal form of the agency (as a part of the municipality or outsourcing)
- Scope of the agency services

Progress:

- Urbact local group is functioning
 - Cooperation with the University of Economics in Katowice was established (area – urbanized space research)
 - External contractor has been selected for piloting the "housing agency" (arch. Agata Twardoch, the Silesian University of Technology)
-

Source: Rybnik Workshop slides

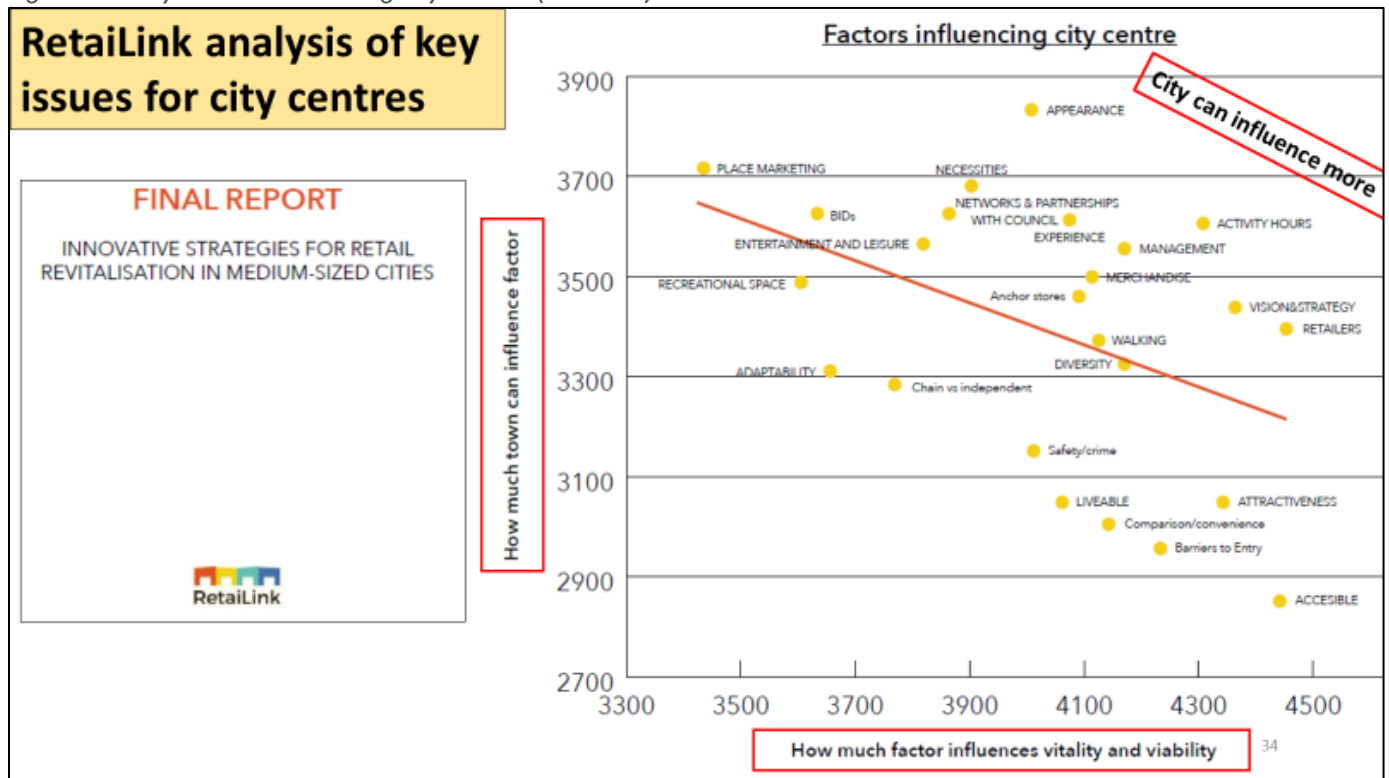
Discussion focused on the differences between the three cities in terms of the patterns of ownership, the advantages and disadvantages of the agency being arm's length (including the ability of an arm's length organisation to present itself as not politically tied to the President/Mayor of the city), and the practicalities of setting the agency up and finding local partners – which was explained to be a long process requiring persistence and imagination, although with potentially long term rewards through building up good links with major developers and local community groups. It was also important to focus initially on priority areas where progress was more likely to be realised.

3.3.2. City centre renewal

The approach of other cities to city centre renewal was a major element of the January presentation and discussion, and covered several aspects including the need for longer term planning and alternative strategic approaches, alongside the options for immediate stimulation of commercial and social activity through temporary uses of buildings. Additional information is also provided in this report as part of the case studies of Lille, Saint Étienne, and Seraing.

In relation to the strategic planning, examples indicated the types of systematic approach which had been taken in other cities of a similar size to Walbrzych. The RetailLink group of cities has focused on good practice in creating innovative strategies to revitalise the retail sector, devising an analysis of the factors most and least within the control of the city:

Figure 34: Key issues for restoring city centres (RetailLink)



Source: Author's PowerPoint presentation slide

Applying this systematic approach was undertaken in, for example, Liberec in the Czech Republic:

Figure 35: City centre improvement action strategy, Liberec (Cz)



Source: Source: Author's PowerPoint presentation slide

The type of action plan produced can be seen in the slide below:

Figure 36: Roadmap of actions for city centre, Liberec (Cz)

| Liberec, Roadmap of actions (first page) | | | | | |
|--|--------|--|---|------------------------------|---|
| Specific Objective | Action | Action Leader | Resource | Timescale | Output Indicator |
| SO1: Improvement of the flexibility of processes and retail support by the city | | | | | |
| A1: Review of the city guidelines & the removal of barriers for the development of retail | | Council/City Centre Manager | CZK 0.00 | Q. III and IV. 2018 | Number of revised guidelines of the City of Liberec on retail: 1 |
| A2: Introduction of signposts for retail on City website | | Council/City Centre Manager | CZK 100,000.00 Municipal budget | Q. III. 2018 - Q I. 2019 | Orientation signpost for retailers at www.liberec.cz: 1 |
| A3: Preparation of brochure for retailers with basic binding information for retail. | | Council/City Centre Manager | CZK 30,000.00 Municipal budget /Regional Chamber of Commerce | Q. III and IV. 2018 | 300 paper brochures distributed Addresses for distribution of e-flyer and newsletter: 60 items |
| A4: Establishment of the "City Centre Manager" position | | Secretary's Office Department, personnel department | CZK 520,000.00 Pre-financing from municipal sources and co-financing from: 1) OPZ (see Invitation No. 58) 2) Labour Office - active employment policy | Q. III. and IV. 2018 | Number of established "City Centre Manager" jobs: 1 person. |
| A5: Founding association of retailers in the city centre | | Retailers, members of ULG | CZK 0.00 | Q. III. and IV. 2018 | 1 Association created |
| SO2: Improvement of competitiveness, infrastructure and knowledge and experience in retail in the city centre | | | | | |
| B1: Set of seminars and training for retailers in the city centre | | Regional Chamber of Commerce, Liberec | CZK 200,000.00 Grants or budget (Regional Chamber of Commerce) | Autumn 9/2018 Spring 2019 | 30 retailers trained 30 retailers experience higher competitiveness in their business |

Source: Author's PowerPoint presentation slide

Here the focus on working closely with retailers can be seen, as well as the creation of a "city centre manager" to provide drive and focus on the engagement of partners. A more thematic approach can be seen in Heerlen in the Netherlands, which has three separate elements of heritage, culture and urban living clearly located around the main central area. Similar focus on the different elements of city attractiveness and the city's offer are shown in the Seraing cases study later in this report.

As well as long term planning, options were presented as means to provide an immediate boost to the city centre by making temporary use of the vacant shops and spaces. Altena in North Rhine-Westphalia, Germany, has used pop-up shops and street businesses to attract start-up and local entrepreneurs to the city centre:

Figure 37: Pop up businesses in Altena, Germany



Altena, Germany. "A tool to create a favourable environment where ideas can prosper and entrepreneurship is encouraged. Not a miracle cure but a universal weapon"

Source: Author's PowerPoint presentation slide

In Lille, France, this approach has been extended creating a much wider range of community services for re-cycling, skills exchanges, or community meeting places. These initiatives are based on local participative planning and ideas, and create both footfall and interaction between local residents and communities:

Figure 38: Pop-up community activities and exchange, Lille, France

Lille types of pop up shops

| | | | |
|---|--|--|---|
| <p>Skills Exchange</p> <p>INTER-MEL, des espaces gagnant-gagnant</p> | <p>Résumé : Un lieu éphémère d'échanges sur les bonnes pratiques de la vie quotidienne. Lieu ressources intergénérationnel où se retrouvent des citoyens qui souhaitent transmettre ou recevoir des informations, des conseils sur des sujets divers.</p> | <p>FLEX-OFFICE, un espace de télétravail</p> <p>Flexible offices to use, with services</p> | <p>Résumé : Un lieu de télétravail mis à disposition des agents de la MEL. Cet espace muni de sanitaires et chauffé, sera équipé de mobiliers, de matériels informatiques et connectiques (photocopieuse multifonction) et de fournitures.</p> |
| <p>Friendly places to meet</p> <p>ACCUEIL SOLIDAIRE « un autre chez soi »</p> | <p>Résumé : Ce lieu accueille les personnes dé-sociabilisées afin de recréer du lien social, de retrouver une dynamique d'insertion et une dignité. Plusieurs services (couture, esthétique, écriture, lecture, jeux...). L'utilisation de rez de chaussée d'habitations est recommandée.</p> | <p>RE-CYCLE, une seconde vie à vos objets</p> <p>Local eco-recycling of everyday items</p> | <p>Résumé : Ce lieu implanté en milieu urbain dense, est dédié à l'occupation d'activités Eco-citoyennes. On peut y réparer ses objets du quotidien (vélo, petit électroménager), customiser de vieux meubles...</p> |

Source: Author's PowerPoint presentation slide

3.3.3. Neighbourhood renewal

Tackling disadvantaged neighbourhoods is a major element of city revival, with an extensive literature and range of options and examples. Amongst those are:

- Extensive rehabilitation and remodeling of existing buildings and open spaces
- Community led regeneration activities
- Gentrification
- Developing “mixed” communities from selective demolition and rebuilding for middle class owner occupiers
- Creation of “growth hubs” of employment, housing, and community activities which progressively grow throughout the neighbourhood
- Large scale demolition and rebuilding

The choice of which, if any, of these approaches might work is influenced by factors like the availability of large state funded grants, loans, or economic stimuli, the attractiveness of the areas to investors and new residents (including “urban pioneer” gentrifiers), the level of local engagement, the vibrancy of the local economy in supporting jobs, and the level and quality of City infrastructure and services.

In this report, many of these issues are dealt with in specific sections, including the sections on developing the local economy, developing a circular economy, and promoting the image and services for Walbrzych to become a Green City. In this section, and the next, we focus more specifically on programmes which are specifically targetted on the poorest neighbourhoods and how aspects of all the elements above can be brought together to reduce levels of poverty and disadvantage, while increasing levels of social capital and opportunity.

Examples of specific neighbourhood programme were taken from France, and specifically from cities with a legacy of large scale mining and related industries which then closed. During discussion with Walbrzych two elements of dissimilarity between these examples and their own situation became prominent. First, the level of government subsidy for regeneration programmes in France, which was seen to be much greater than in Poland – even despite large scale EU Regional funds and other loan and grant programmes being available. Second, the historical disjunction of “west European” changes compared to the “post-Soviet country” changes explored earlier in the report. The examples and options set out below do have relevance for Walbrzych and can provide ideas which they could adapt, as has happened in many other places in Poland and Eastern Europe more widely, but factors such as being a medium sized town, the urban structure of the city around several distinct mining shaft areas, the location and transportation characteristics, and the community engagement landscape (which is considered to be low) serve to reinforce the need to draw appropriate and nuanced lessons from the options set out here.

That said, from the start of this project both Lille and Saint Étienne in France were often mentioned to us as cities about which Walbrzych had a great interest in finding out more. Both of these are case studies in this report. In the January presentation we explored some of the main characteristics of the neighbourhood improvement activities of both cities.

Parts of Saint Étienne have had very similar housing and area disrepair problems to those in Walbrzych as the pictures below illustrate:

Figure 39: Area disrepair in Saint Étienne



Source: Author's PowerPoint presentation slide

The discussion in January focused on the similarities and differences of the two cities. One was around the way the Neighbourhood Improvement Programme was designed and funded, which also included reference to other cities:

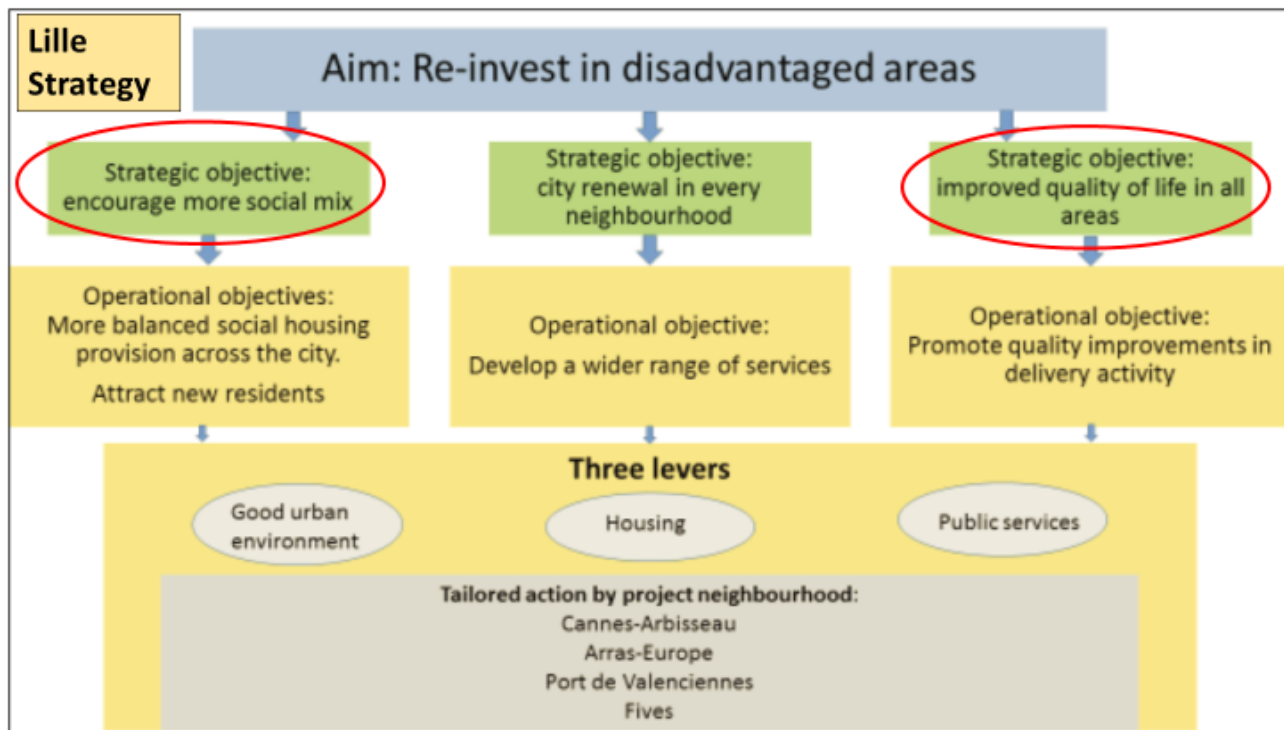
Figure 40: Common features of neighbourhood recovery programmes



Source: Author's PowerPoint presentation slide

This second slide highlights the different elements of neighbourhood regeneration mentioned above, and how these can be considered and mixed in the context of an integrated neighbourhood improvement strategy. Lille’s development of such a strategy was also presented:

Figure 41: Lille’s strategy for neighbourhood improvement



Source: Ville de Lille, author’s translation.

This diagram has several similarities with the Walbrzych neighbourhood improvement objectives (set out above) – particularly in relation to high quality improvements to housing and public space - but also has significant differences.

First, Walbrzych stresses “increased activity and the sense of responsibility among residents, and the encouragement of residents’ personal and economic development” – which are goals set locally due to the belief (set out above) that incentivising resident self-help is central to improvements in the Walbrzych neighbourhoods. Lille, for its part, stresses the improvement of the quality of life in all areas, improvements in public services, improvements in the quality of delivery activities, and a “more balanced social housing provision” across the city. These elements are reflected in the strategic objectives, operational objectives, and levers, the distinct levels set out in the planning. The Lille formulation appears more focused on improving the level of service provided to the residents by the city of Lille than on stressing the need for residents to increase their own responsibility and address their own development.

Something that was not explicitly stated in Figure 41, but was explored in discussions in Walbrzych, was Lille’s policy of guaranteeing both training and employment opportunities to local residents in the areas of neighbourhood renewal, in order to improve the skills levels, employment rates, and incomes of residents. This is an approach common to many EU regeneration projects, and is actually aimed at

(in Walbrzych terms) encouraging resident personal development and increased activity. Although raised in several interviews and contexts, this opportunity was not considered possible within current legal frameworks. This was similar to the issue of mandating the use of a minimum level of local suppliers through local supply chains in procurement of goods and services procured by the city. This is explored further in the section on debt levels below, but specific stimulation of jobs and local enterprise within neighbourhood renewal contracts has been left as an open question with the City.

The types of improvement being carried out in Lille include to external areas, green areas, the buildings themselves, and the provision of new business opportunities (such as hotels as shown), in this case in the Lille Sud neighbourhood

Figure 42: Area improvement in Lille Sud neighbourhood



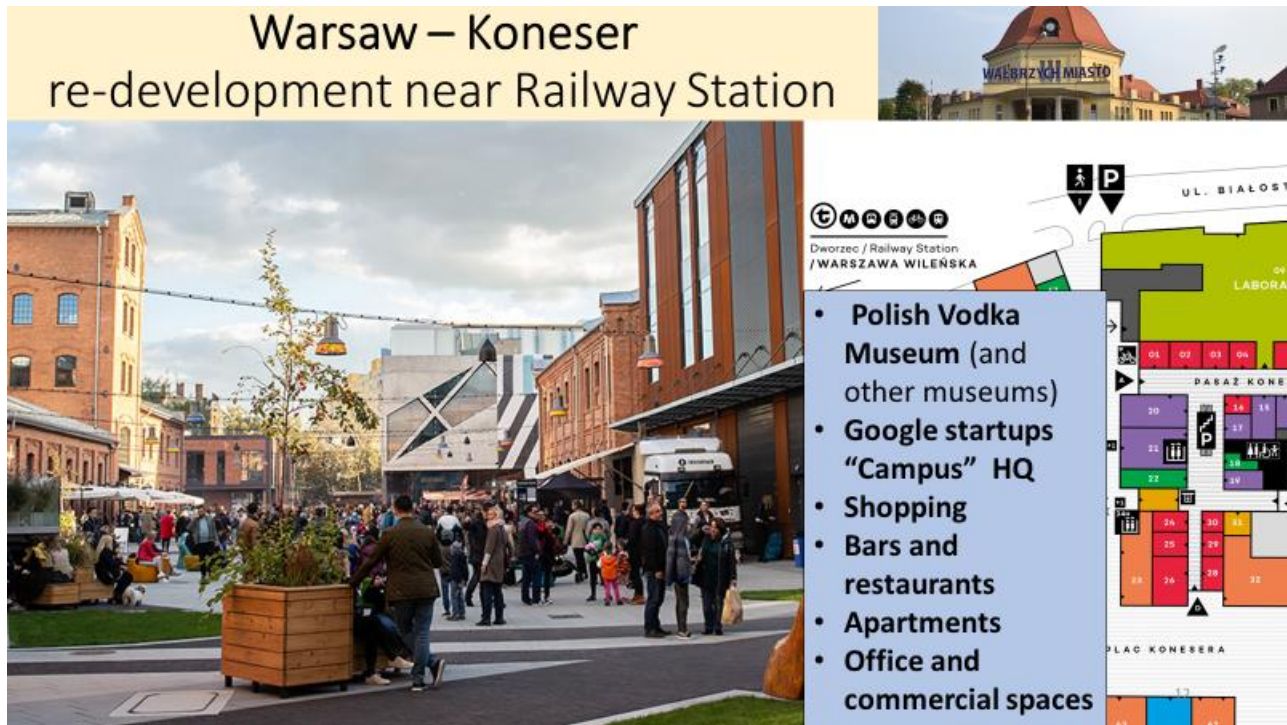
Source: Author's PowerPoint presentation slide

Finally, the case study of Seraing explores in more detail the question of structured planning of neighbourhood improvement programmes and links to wider city improvement.

3.3.4. Neighbourhood growth hubs

This section explores the idea of implanting major new developments in disadvantaged neighbourhoods which can attract new residents, businesses, commerce, services and generate a progressive “buzz” in the area. This commonly involves the progressive gentrification of neighbouring areas, rippling out from the original new stimulus buildings. An immediate Polish example was presented in January, from Warsaw:

Figure 43: Neighbourhood redevelopment hub - Warsaw Koneser



The inclusion of the Walbrzych Misato station, inset at the top, is to note the emerging plans for redevelopment around that station, in addition to the plans for the redevelopment of the new Walbrzych central station described above. A similar regeneration scheme in Saint Étienne is around the station redevelopment in that city, and this is described in more detail in the attached case study:

Figure 44: Redevelopment around the Châteaureux Station hub

Saint Étienne - Châteaureux Station area redevelopment



- Main line station rehabilitated
- New tramway line to city
- Medical centre (20-30 doctors)
- New national HQ for “Casino” supermarkets
- Social housing
- Private apartments
- Offices and shops

Polish doc on Saint Étienne <https://sdr.gdos.gov.pl/Documents/Wizyty/Francia/6%20Prezentacja-projektow-w-SAINT-ETIENNE.pdf>

An example of the complete re-use of a station for other purposes can be found in Lille, where the previous Saint Saviour station has been transformed to a popular cultural and arts centre for families, and is explored in more detail in the attached case study:

Figure 45: Repurposing of disused station as a neighbourhood hub - Lille

Lille – Reuse of old Station as cultural activity centre



A final example can be found in Poland, repurposing a former factory:

Figure 46: Repurposing a former factory as neighbourhood hub, Dabrowa Gornicza, Poland

Repurpose former factory for the city – Factory Full of Life = new centre for Dąbrowa Górnicza

FABRYKA PEŁNA ŻYCIA – PIERWSZE KROKI...

Najważniejsze badania i analizy

1. **Program rewitalizacji** Dąbrowa Górnicza 2022 (aktualizacja – 2026 r.).
2. **Zielona Mobilność** na terenie gminy Dąbrowa Górnicza. Plan zrównowadzonej mobilności miejskiej (Białopad 2015 r.).
3. **Diagnoza** Priorytetowego Obszaru Rewitalizacji Centrum na potrzeby realizacji projektu „Fabryka Pełna Życia – rewitalizacja śródmieścia Dąbrowy Górniczej”:
 - analiza źródeł zastanych,
 - badania opinii mieszkańców (Dąbrowa Górnicza, śródmieście) na temat potrzeb i pożądanych kierunków zagospodarowania centrum,
 - badania opinii przedsiębiorców (Dąbrowa Górnicza, śródmieście) na temat potrzeb i pożądanych kierunków zagospodarowania centrum,
 - badanie opinii studentów uczelni wyższych Dąbrowy Górniczej i Sosnowca.

4. **Stadium komunikacyjne** dla Dąbrowy Górniczej.
5. **Koncepcja funkcjonalno-przestrzenna** dla Priorytetowego Obszaru Rewitalizacji – Centrum wraz z przeprowadzeniem procesu partycypacji społecznej w ramach realizacji projektu „Fabryka Pełna Życia – rewitalizacja śródmieścia Dąbrowy Górniczej”:
 - obszar szczegółowy A – teren byłej fabryki Deflam – obecnie Fabryka Pełna Życia,
 - obszar szczegółowy B – obszar placu Wolności wraz z przestrzenią przed parkiem Halena,
 - obszar szczegółowy C – obszar kwartalu pomiędzy ulicami Kościuszki, Kolejowej i Przytyłaka.
6. **Koncepcja funkcjonowania podmiotu pełniącego rolę operatora** przestrzeni rewitalizowanej w ramach realizacji projektu „Fabryka Pełna Życia – rewitalizacja śródmieścia Dąbrowy Górniczej” – w opracowaniu.

Koncepcja włączenia mieszkańców w proces rewitalizacji śródmieścia Dąbrowy Górniczej. Etap: Opracowanie koncepcji funkcjonalno-przestrzennej wraz z przeprowadzeniem procesu partycypacji społecznej w ramach realizacji projektu „Fabryka Pełna Życia – rewitalizacja śródmieścia Dąbrowy Górniczej”













These examples were explored in the context of the opportunities afforded by the two emerging rail station linked developments in Walbrzych. These three case are examples of cities which are bigger than Walbrzych, and in the first two examples are West European examples – but as explored in the case studies, they can still provide ideas and good practice that can be a stimulus for Walbrzych to adopt their own similar initiatives.

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4. PROMOTING LOCAL INNOVATION AND BUSINESS

4.1. Recap of issues in Walbrzych

4.1.1. The past, and the future

The town has been forged by the intensive development of the mining industry during the late 19th and first half of the 20th century. The problems in Walbrzych stem from the mine closures in the 1990s. In the late 1940s there were 30,000 industrial jobs in the sectors of hard coal mining, coke production, clothing and textile plants, and glass and ceramics works. The high cost of extracting coal from difficult to access deposits, alongside under investment, a lack of technological innovation, and a decline in the demand for coal left the Lower Silesian Coal Basin facing bankruptcy. In 1993, 50% of employment still relied on coal including 7,251 miners and 24,000 associated jobs including mine sponsored crèches, canteens, community centres and other activities. The mines were rapidly closed, and in this respect Walbrzych served as a kind of testing ground for rapid and large scale liquidation of mining in a city, in a process which Dolzblasz (2012)²⁰ (and almost all the Walbrzych city officials) presented as “(t)he problems of the Walbrzych Coal Basin were handled with undue haste...without any attempt to restructure industry in the region”. We have been told by city officials that unlike other cities in the upper Silesian region, programmes of support and retraining and other forms of economic aid were not provided to the city on the scale originally expected. The city suffered large revenue losses as it had to take over many of the social programmes previously funded by the mines, and become the owner of many buildings and residential blocks which the mines no longer owned. This not only reduced tax income but also provided the city with many expensive assets to manage. We are told that the city continues to pursue actions to resolve some of the underfunding issues from this period.

A detailed review of the various plans put in place over the last 25 years is provided by Dolzblasz (2012). These include the *European strategy of the Walbrzych region* in 1997, *Walbrzych local development plan* in 2004, and the *Strategy of sustainable development in the City of Walbrzych to 2013* which was adopted in 2005. These plans involved cooperation with a range of wider institutions including the Lower Silesian Regional Development Agency in Wrocław, and the Lower Silesian Technology Park. There is also now a detailed and comprehensive *Sudety 2030 Development Strategy* produced in 2018²¹.

In current planning for future economic activity, Walbrzych seeks to build on its advantages as a “green city”, both in terms of the residential and tourist attractiveness of its geographical location and also the opportunities to move towards the green economy, and the “circular economy”. During this project we have worked with Walbrzych primarily on digital transition, energy transition, and the circular economy, and these areas were covered by two of the workshops, on IT Hubs and on the Circular Economy, as well as in the January presentation. The context of COVID-19 is also relevant here. Walbrzych reported during the spring that it was becoming aware than firms in the Special Economic Zone and elsewhere were beginning to think about shorter and more local supply chains, which could provide opportunities

²⁰ Dolzblasz. S. (2012) *Walbrzych (Poland) Diversity of the economy is possible* in Wirth. P., Mali, C., Fischer W. (eds) *Post-Mining Regions in Central Europe, Problems, Potentials, Possibilities* Oekom, Munich.

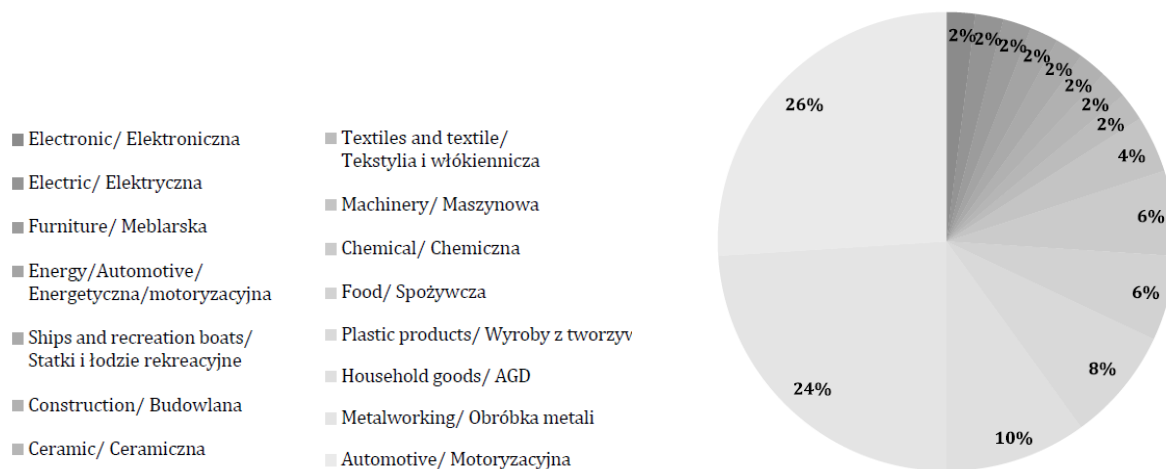
²¹ The Research and Development Centre of the Local Government at the University of Economics in Wrocław (2018) *Strategy of the socioeconomic development of the southern and western part of the Lower Silesian Voivodeship for the years 2020-2030, encompassing the subregions of Walbrzych and Jelenia Góra (NUTS 3) – the Sudety 2030 Development Strategy*.

to local Walbrzych SMEs and other businesses. In addition, there was awareness that the housing market was heating up due to people who currently live in Wrocław and other larger urban areas becoming more attracted to living in a smaller town like Walbrzych. While these initial indications of change may not in fact become longer term trends, they do give additional impetus to Walbrzych to develop the smart economy and green services offers considered in this section.

4.1.2. Economic development and “Invest Park”

The Special Economic Zone (“Invest Park”) was set up in the city in 1997, subsequently spreading over several sites, with the three largest (the Walbrzych, Świdnica and Żarów sub-zones) making up 80% of the area. The impact of the SEZ has been claimed²² to be significant in the reduction in unemployment in the city from 25% in 1994, to 14% in 2014, 5.9% in January 2019, and now 5.3% in April 2020. The wider impact of EU memberships and related EU programmes are also elements in the reduction in unemployment, as well as in supporting stronger Polish GDP growth which also positively impacts the City. The SEZ, as at the 2019 study cited above, has 220 companies located in the investment area, and the total amount of invested funds equals to PLN 27 billion (€6.2 billion). The rough proportions of size of firms are micro (2%), small (58%), medium (10%) and large enterprises (30%). In terms of nationality of business ownership, 32% of firms are Polish, 18% Japanese (including major investment from Toyota), 10% German, 8% Italian 6% from each of France, South Korea, and Switzerland, with 6 other EU countries making up the rest. The principal activities are in automotive and metalworking, which makes up over 50% of businesses. Overall the distribution of activities is set out below, with the most prevalent sector in the lightest shading:

Figure 47: Industrial sectors in the Special Economic Zone at March 2019



Source: Mroczek-Czetwertyńska et al (2019)

Over all these sites around 53,000 jobs have been created since the SEZ opened. The recent decision by Toyota to make Walbrzych the new European hub for the production of electric engines for its new

²² Mroczek-Czetwertyńska, A. and Detyna, B. (2019) *Significance of the Walbrzych special economic zone “Invest Park” for development of the Walbrzych Agglomeration* Economic And Regional Studies (Studia Ekonomiczne I Regionalne) Volume 12, No. 2, 2019

generation of cars is a positive indication of continuing commitment to the SEZ on the part of at least one of its current major companies.

Mroczek-Czetwertyńska (2019)²³ reports three parallel surveys of local (Walbrzych sector) residents, entrepreneurs and public officials which they undertook to gauge views on the importance of the SEZ to the development of Walbrzych. Almost two thirds of residents (62%) thought the SEZ had had a positive impact on the development of the city. Entrepreneurs were entirely positive, with a quarter holding the view that the impact was good, and the rest judging it very good. The public officials, however, were only reported as having an “open” view on whether the SEZ was good or not, although they identified several benefits including from the reduction in unemployment, increased tax revenues to the city, the fact that the SEZ attracts new residents to the attractive Walbrzych agglomeration, the additional marketing of the area which the SEZ firms do on their behalf, the revitalisation of post-industrial areas, and the way the SEZ shapes innovation and competitiveness in local jobs. The public officials surveyed also identified a number of ways the potential of the SEZ was not yet being fully realised.

This profile of the SEZ can be compared to the wider profile of enterprises in Walbrzych itself. The majority of businesses are micro or small enterprises, indicating the lack of other major employers outside the SEZ. Over the last few years the number of companies in the city was relatively stable and oscillated around 14,000, including:

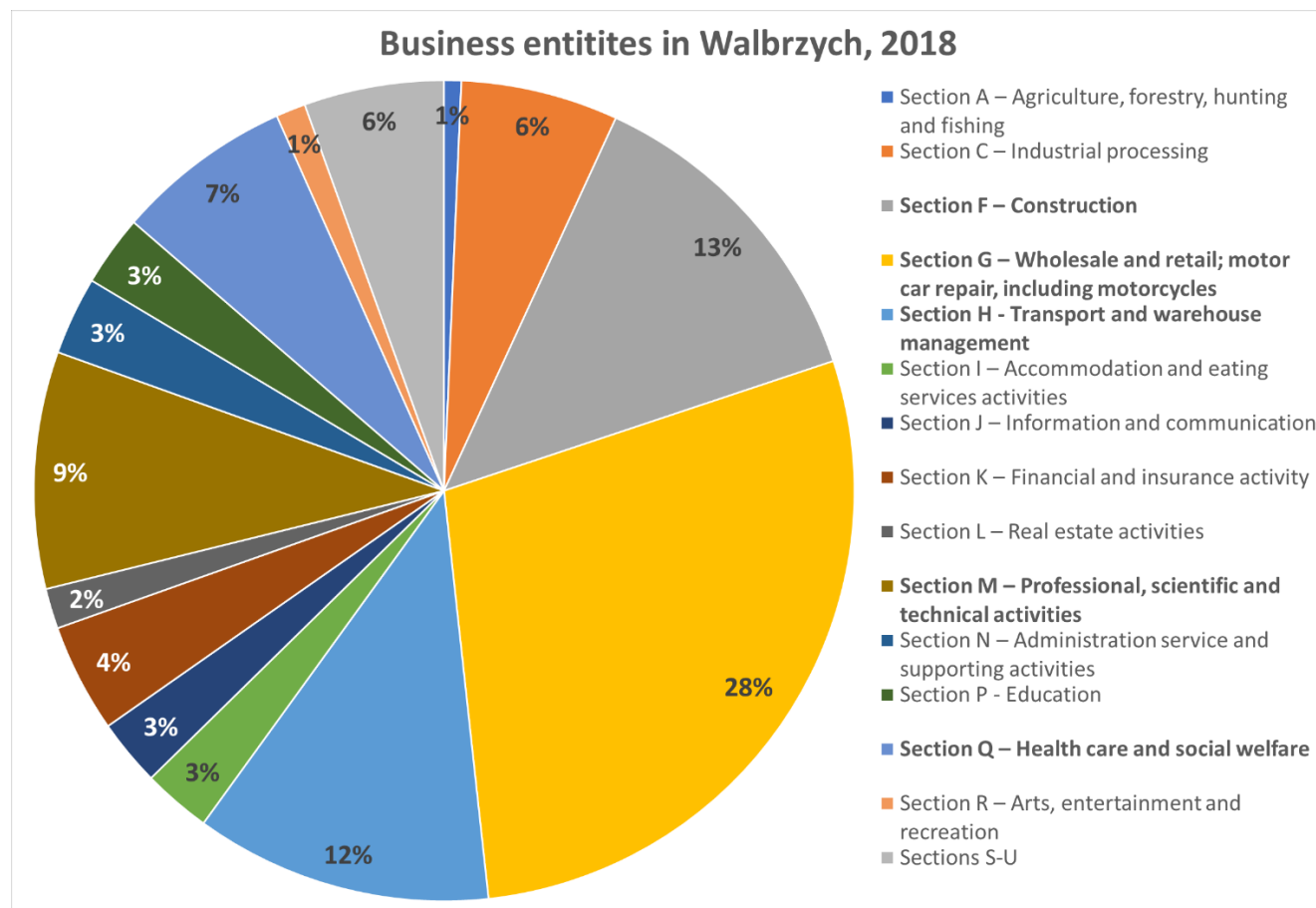
- 13 452 – small and micro companies
- 62 – medium-sized companies
- 17 – large companies

Firms operating outside the zone are mainly in the ceramic, glass, textile, clothing, construction materials, chemical, metal, electronic, automotive and food industries.

The following chart illustrates this in terms of NACE classifications:

²³ Ibid

Figure 48: Business entities in city of Walbrzych 2018 (NACE revision 2 classification)



Source: *Investinwalbrzych, 2019*

There are few administrative or financial businesses, although there is a major hospital which directly employs 1,500 people.

4.2. Action being taken

There are a number of issues around economic development and local supply chains which we explored in meetings with public officials and local stakeholders during our work in the city. These include:

4.2.1. Developing a smart local economy

One key set of local actions is to develop joint and coordinated marketing of the SEZ and Walbrzych as a good city for investment. This is provided in the City through its “Invest in Walbrzych” initiative (see <https://www.um.walbrzych.pl/en/page/invest-wa%C5%82brzych>). This includes reference to four main agencies assisting investors (Lower Silesian Agency for Regional Development, the Assistance Fund of the Walbrzych Region, WALBRZYCH 2000 Foundation, and the Walbrzych Chamber of Commerce) and sets out a “business package” and an “investment offer”. As part of the package the new “InWalbrzych” housing initiative aims to address the need to have an attractive housing offer as part of the economic development package – described more fully in the section on

Housing Agencies in this report (Section 2.4.1). During the January presentation the point was forcefully made by some city officials that the housing offer is central to unlocking the economic development of the city, particularly given the now low level of unemployment.

4.2.2. Education and promoting engagement

There is also a need for secondary schools and university level colleges to respond quickly to the needs of the economy. This is partly promoted by initiatives on the part of the SEZ such as “INVEST in EDU”. We undertook a joint visit to meet Invest in Edu, with city officials. Its main goal is *to combine economic, educational and scientific potential, adjusting education to the needs of the economy and the local labour market.*” (<https://invest-park.com.pl/invest-in-edu/>) This “cluster” coordinates with over 120 entities including SEZ firms, entrepreneurs, primary, secondary, industry and technical schools, as well as universities, supporting and business-related institutions. It puts emphasis on increasing the innovativeness of enterprises by establishing cooperation with science and business, as well as through the transfer of knowledge and human capital between these areas. INVEST in EDU has a virtual training lab, organises internships and SEZ tours, does joint industry/school/parent days, surveys of skills needs and availability, and organises competitions and open days with Wroclaw University of Technology. It addresses raising the knowledge and competencies of future employees and the promotion of vocational education among junior high school students as well as their parents and guardians. This latter is important (as was stressed to us in our discussions with local school and university stakeholders) as many Walbrzych parents (and school students) have a negative view of skilled employment and careers (such as in the SEZ), both due to a perceived higher status of traditional professional jobs and also from an awareness of the past collapse of industrial work in the city. In fact the trend had been to close down vocational schools in the city (and nationally) until this was reversed about two years ago. The more academic high schools in Walbrzych have an excellent reputation and score well in national test tables. The city has recently been strengthening its links with this group of schools, having had limited contact previously. Nevertheless between 2013 and 2017, the group of long-term unemployed with a low level of education has remained static, and the number of adult students entering education to improve their job prospects has been decreasing year by year, down a third (as discussed in section 2.2 above).

Additional support for the recruitment of school students to SEZ technical and vocational jobs comes from some of the Corporate Social Responsibility programmes run by a number of the major companies in the SEZ. One example we visited was that run by NSK Steering, a Japanese firm whose Administration Manager for the European Steering Business Unit explained an extensive and long term CSR programme with a range of initiatives which benefit Walbrzych and its citizens including:

- 12 schools visits a year, followed up by tours of the NFK factory, aimed at showing the type of jobs and career opportunities in auto engineering. One primary aim is to show that working conditions are clean, jobs are stimulating, and offer development opportunities
- There are also more intensive courses and opportunities for students to do extended visits and learning about the engineering work
- Joint visits with local universities and colleges to education fairs where students, teachers, and parents can learn more about engineering careers
- Support for the Walbrzych “Stop plastic” green campaign for reduce the use of plastic in the city

Other companies (perhaps about 10 in all from the limited information available) also contribute to CSR schemes, including Toyota who support a “Good ideas change the world” annual competition, as well as sponsoring the annual half marathon, a local basketball team and other sports activities, a “safe drive” campaign, and other initiatives to benefit local residents. local football team. Similarly Mando, whose contribution is second to Toyota, supports local charities and causes including cancer relief, scouts, hospitals, and cultural activities. There is no particularly systematic approach taken by the City to CSR, in that these initiatives are mainly initiated by the SEZ firms who invite the city to engage. A more strategic approach to developing new high priority projects which are of particular value to local residents certainly seems possible.

In order to develop and grow the local economy, particularly in a context of a currently declining population of available labour, the development of a pool of local residents with high levels of appropriate skills is essential. Nevertheless Wałbrzych has very limited university level training in the city itself, which could contribute to developing this needed skills base.

Most students learn at the Angelus Silesius University of Applied Sciences (Państwowa Wyższa Szkoła Zawodowa im. Angelusa Silesiusa, PWSZ). There is also a small campus of the Wrocław University of Technology in Wałbrzych which offers first degrees in the Mechatronics of Vehicles as well as apprenticeships, at a city campus which also includes a small amount of student accommodation. Some classes are also offered on a non residential basis by the College of Management and Enterprise in Wałbrzych

The overall number of students has systematically decreased, between 2017 and 2013 it dropped almost by half, as was set out in Figure 19. Students in Wałbrzych are twice as likely to be women who more often than men stay with their families.

Unfortunately, the PWSZ offer is quite poor: administration and business (29.3%), IT technologies (0%), language studies (9.3%) and nursing (19.6%). So it is difficult, at the moment, for the IT industry to recruit graduates of the PWSZ.

In terms of other local provision of tertiary education, the 2018 Sudety Strategy 2030²⁴ notes in the context of the Lower Silesian Sudety sub region:

“Most higher education facilities in the researched subregions educates within the scope of humanities and social sciences. There are not many technical and scientific specialisations. A low level of adjustment to new investments (e.g. in special economic zones) in which production enterprises dominate is also observed. The network of these schools is too dispersed, and as a result they do not have a strong position on the education market.”

4.2.3. Promoting and incubating SMEs

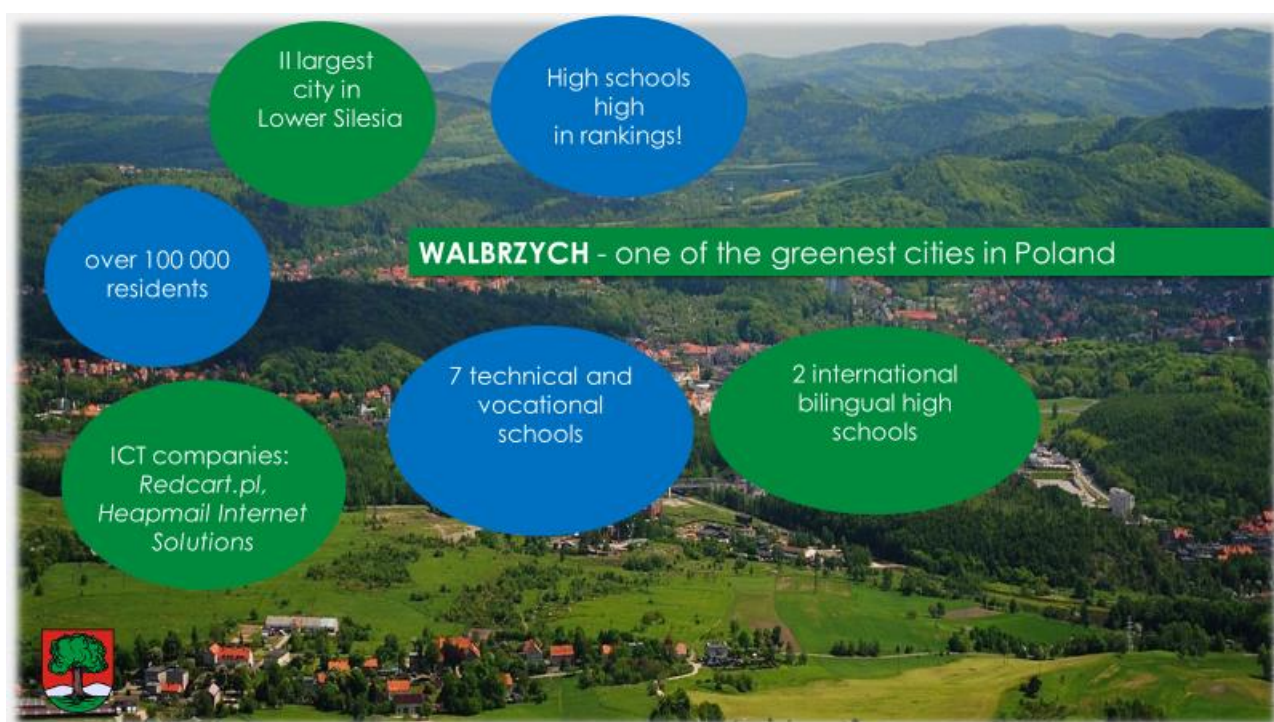
Wałbrzych also recognized the need to provide a supportive environment to stimulate and support new small and high skilled (often IT linked) businesses created by local people or people attracted to base themselves in the city. This emerged as a key priority for the city during our interviews and investigations,

²⁴ Op cit

even before COVID. This is particularly an issue as there is a low level of entrepreneurship among inhabitants and low level of economic development (GDP per capita in the Walbrzych subregion is 50%, and 76% in Lower Silesia). Although the city has more enterprises than on average in other similar cities, the level of investment in local enterprises is low. In the Sudety subregion, Walbrzych has one of the lowest levels of revenues from taxes (CIT, PIT, real estate tax) per 1,000 inhabitants. A study conducted by the City in 2019²⁵ amongst micro entrepreneurs shows that the main development barriers for their companies is lack of qualified employees and high costs of external financing of actions. The study indicated that there is a demand for support in the City to develop SMEs, including creating perspectives and inspiration for the young to set up their own business activity, and reduction in time-intensive bureaucracy. The report also includes a section detailing the building already earmarked to house the new Incubator Hub, and how to successfully implement and run hubs of this kind was one of the drivers behind the IT Hubs workshop.

During Walbrzych's presentation at the IT Hub Workshop, the City set out clearly its advantages and challenges:

Figure 49: Walbrzych's summary of its advantages



²⁵ Strategia wykorzystania infrastruktury na potrzeby utworzenia Wałbrzyskiego Inkubatora Przedsiębiorczości (Strategy for the infrastructure for the creation of the Wałbrzych Incubator) City of Walbrzych (2019)

Figure 50: Walbrzych's summary of its challenges



Source – of figures above – City of Walbrzych workshop presentation

A more detailed summary assessment of the strengths, weaknesses, opportunities and threats of the development of the innovation hub from the Walbrzych 2019 incubator study cited above is:

Figure 51: SWOT analysis for the development of the Walbrzych Innovation Hub

Strengths

- Walbrzych is one of the most important centers of socio-economic development in the southern part of the Lower Silesian province.
- The city is the largest urban center of the functional "Walbrzych Agglomeration".
- Walbrzych is a city recognized in the region and in Poland, associated with strong industrial traditions and high development potential.
- Direct proximity to the Polish - Czech border is an important location advantage.
- Location in an extremely attractive landscape and touristic part of the Lower Silesian province.
- Walbrzych Special Economic Zone and its subzones with high potential for attractive investment areas.
- The highest number of operating business entities outside of Wrocław in the region.
- Well-developed vocational and technical education, with well-developed technical facilities and teaching staff.
- High demand of local enterprises for well-educated technical and vocational youth.

Weaknesses

- Negative demographic trends associated with a systematic decline in population.
- Negative population growth - the lowest among comparable cities in Lower Silesia.
- Outflow of city residents, in particular young people, to Wrocław – the provincial capital.
- Negative demographic forecasts in the 2030 perspective, showing a decrease in the population by 15,000 inhabitants.
- Increasing aging of the population and the associated adverse social and economic consequences.
- The number of economic entities decreases every year.
- The lowest indicator of the number of registered business entities per 1000 inhabitants among key cities in Lower Silesia.
- High share of the unemployed in the total number of people at working age.
- Decreasing number of students and graduates of Walbrzych schools (applies to all levels of education, including universities).
- Slow restructuring of the local economy, based on decades on the mining and processing industries
- Lack of specialized and professional Business Environment Institutions whose task would be to provide comprehensive support to entrepreneurs from the city.

Opportunities:

- Decrease in the number of unemployed in the city.
- Increase in the number of working inhabitants.
- Further development of the Economic Zone.
- Development of cooperation between local self-governments within the functional area of "Walbrzych Agglomeration".
- Improving the city's transport accessibility, which will be a direct impulse for the economic development of Walbrzych.
- Establishment of an entrepreneurship incubator as one of the 7 most important business support institutions.

Threats:

- Negative migration balance
- Loss of Walbrzych significance as a center of higher education.
- Progressive city depopulation.
- Strongly aging demographic structure of the city.
- Establishment and development of Business Environment Institutions in cities with comparable potential, i.e. Legnica, Jelenia Góra, Świdnica, which are potential competitors.
- Increasing investment competitiveness of other cities in the region.
- Progressing peripheralization of the entire Walbrzych region due to the lack of development-oriented activities.
- Limitation of the Walbrzych Special Economic Zone activity.

4.3. Options and good practice from other cities

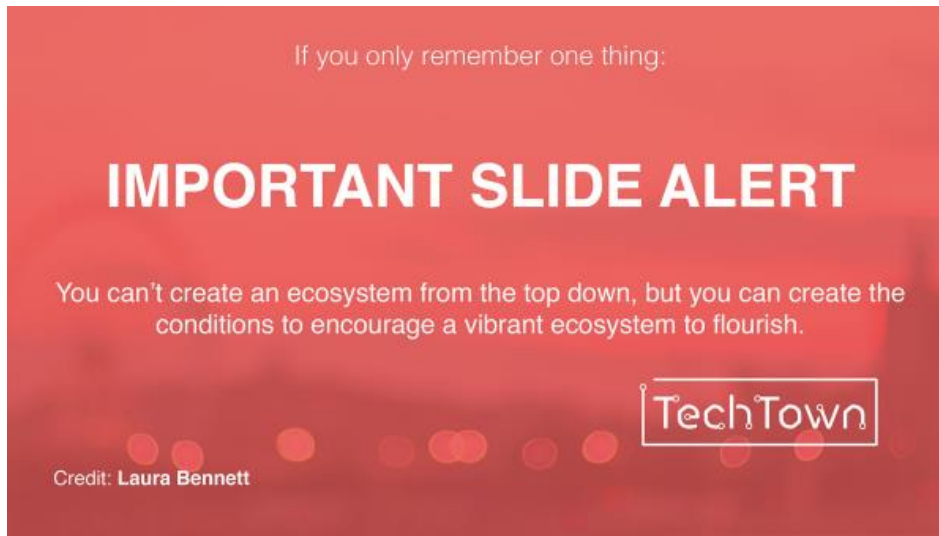
Extensive good practice has been generated across 11 cities comprising the URBACT Tech Town network, and the workshop was attended by the network lead expert, Alison Partridge who has worked extensively and for many years in this area. In addition the cities of Barnsley in the UK and Nyíregyháza in Hungary attended, being example of cities of similar size, and in the case of Nyíregyháza with a similar post-Soviet background. To provide a wider contrast of option we also included information in the January presentation from Sheffield, which has a linked investment park, similar to the SEZ in Walbrzych, and from Lille which has a similar post-industrial coal mining heritage to Walbrzych.

The workshop first provided an overview of the main lessons from the 11 cities. This included a recap of the importance of the digital economy:

- 8% of the GDP of the G20 major economies
- Potential for 1.5m additional jobs in the EU
- For every job created in high tech industries, 5 jobs are created in other industries
- 75% of the value created by the internet is found in traditional industries

In outlining the main issues where Walbrzych could learn from the network, there were two main linked themes. The first was in relation to what made a successful incubator hub work well – which could be summed up thus:

Figure 52: TechTown network - the one main point



Source: Workshop presentation

Walbrzych has already undertaken research on the wishes of local enterprises – in the Walbrzych 2019 incubator study noted above – but the emphasis in the workshop presentation was to stress that many talented individuals seeking to set up start up SMEs were in fact very mobile – digital nomads – and would potentially find Walbrzych attractive as a location due to its “Green” credentials and economic opportunities in the adjacent SEZ – but the type of incubator hubs and services offered needed to be flexible, appealing, and responsive to the needs of these

entrepreneurs. More details were provided of what this involved. One of Walbrzych's questions prior to the workshop was about what services the Incubator should have. Two slides provides indications, around the offer:

Figure 53: TechTown - characteristics of hub spaces

A TECHTOWN HAS OPEN WORKSPACES

- ...of, for and with the digital community
- Incubators, accelerators, coworking spaces
- Design
- Co-location
- Differences not similarities - places have meaning; spaces don't - there are lots of anywhere towns
- Coffee, pizza and beer! **COMMUNITY**



TechTown

Digital City Futures | Adapt or Die





Source: Workshops presentation

Figure 54: TechTown - characteristics of the offer



A TECHTOWN HAS TALENT

- Lifestyle offer is appealing
- Role models - alumni programme
- Programmes which 'hack' into the educational curriculum to offer wider tech skills training e.g. coding clubs, TeenTech-type events
- 'Soft' stuff - fruit, ping pong, good tea and coffee



TechTown

Digital City Futures | Adapt or Die

Source: Workshop presentation

The second main theme was around what the City could do to support the growth of these businesses through this type of development. Some of this is again about “softer” aspects of stimulating these businesses, and linked to the discussion above about issues in Walbrzych:

Figure 55: TechTown - the offer from the City

MEDIUM SIZED CITIES CAN:

- Facilitate digital community
- Learn from their larger counterparts but offer a more attractive 'lifestyle' choice
- Attract 'alumni' back from larger neighbouring or capital cities
- Engage with whole community to better understand their skills and talent needs
- Reach out to young people to better understand lifestyle and career priorities
- Work with local schools, colleges and (neighbouring) universities to help them to understand what digital companies need and want
- Make it fun!

TechTown Digital City Futures | Adapt or Die

European Union
URBACT
Smart City Challenge

Source: Workshop presentation

This also meant a continuing programme of creative support and engagement:

Figure 56: TechTown - what the City can do

MEDIUM SIZED CITIES CAN:

- Support local communities to identify and articulate local (smart city) challenges
- Facilitate events and initiatives to enable local entrepreneurs to develop solutions to these challenges (e.g. hackathons)
- Provide follow up support to enable solutions to be developed, piloted and implemented
- Provide makerspaces and infrastructure to allow for success

TechTown Digital City Futures | Adapt or Die

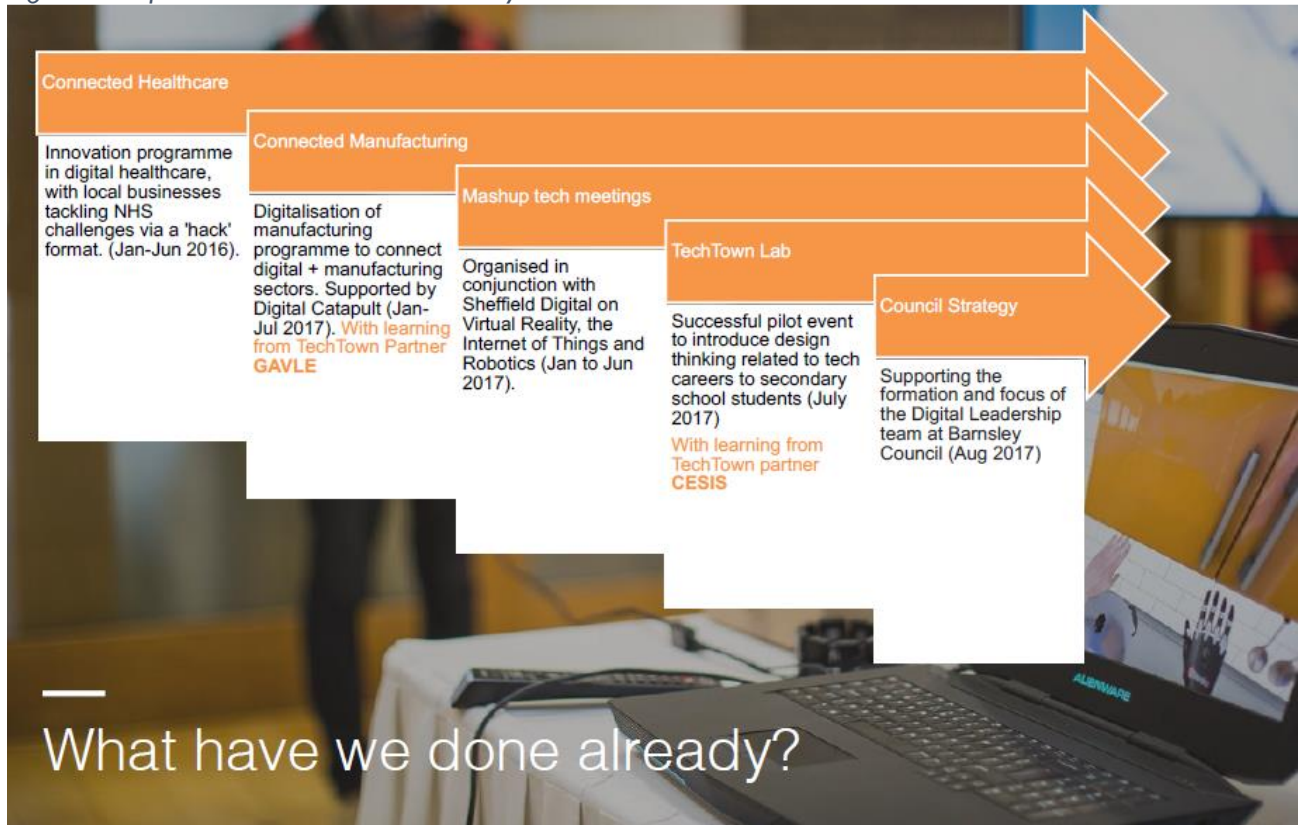
European Union
URBACT
Smart City Challenge

Source: Workshop presentation

Barnsley and Nyíregyháza provided concrete examples of these approaches. In previously circulated material Barnsley had set out some of its approaches, which were also presented and

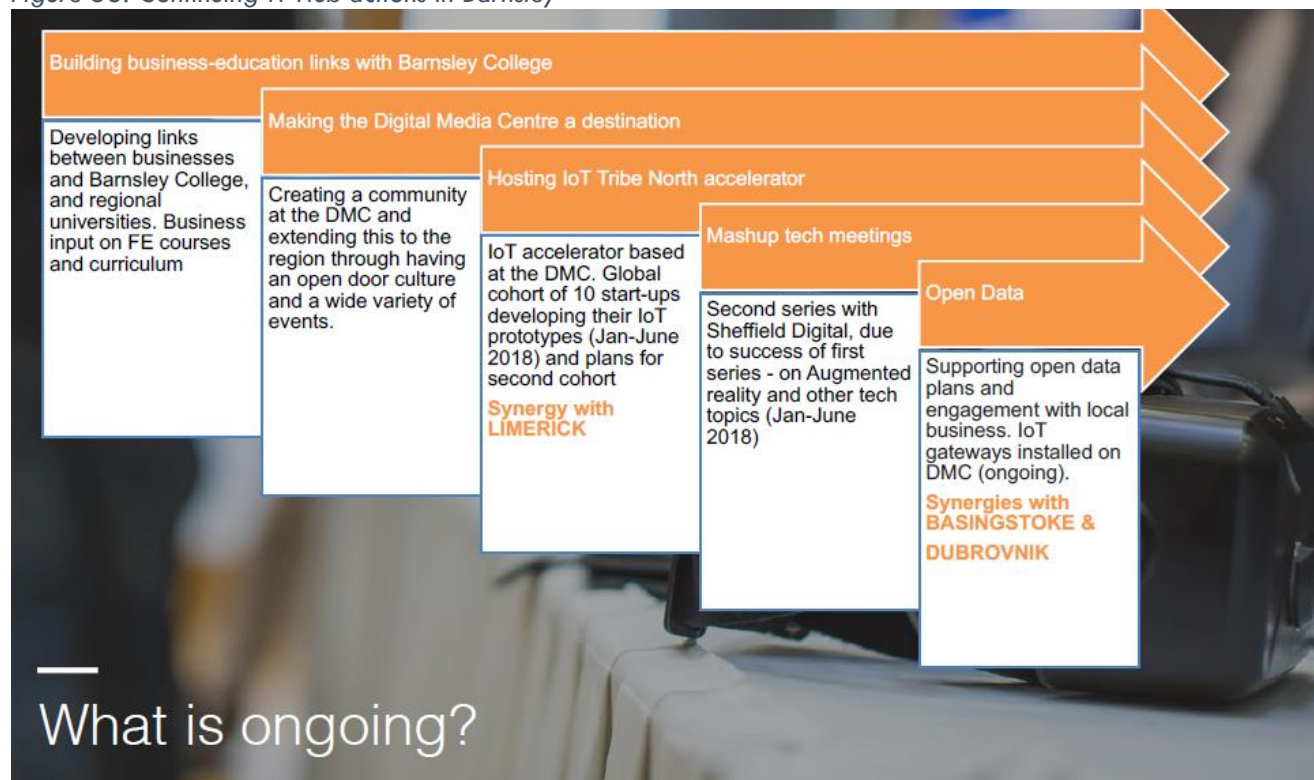
discussed at the meeting. Two of these slides set out specific actions which served to illustrate the types of specific city level action which was being described in the previous slides:

Figure 57: Specific IT Hub actions in Barnsley



Source: Workshop presentation

Figure 58: Continuing IT Hub actions in Barnsley



Source: Workshop presentation

The full “Barnsley Tech Town Action Plan” is included as part of the background Workshop documentation section of this report.

Similar practical examples and lessons were provided by Nyíregyháza. In addition to the “post-Soviet” context, Nyíregyháza also had a similar governance aspect of a very dynamic and forceful Mayor whose presence influenced how the programme had developed in the city. Socio-economic issues were also similar:

Figure 59: Nyiregyhaza - City characteristics

HOWEVER...

- Low average annual income - even in national comparison (lots of low income, semi-skilled jobs)
- Relatively high level of youth unemployment
- Outmigration of talented young people
- Weak SME sector, low level of competitiveness, innovative capacity
- Limited political buy-in for enterprise support structure is fragmented
- Digitalisation, digital economy at an early stage

Source: Workshop presentation

Figure 60: The Incubator Hub building in Nyíregyháza



Source: Workshop presentation

One particularly useful illustration of the issues to be addressed in Nyiregyhaza, and clearly overlapping with the issues in Walbrzych, was circulated (in translation) prior to the meeting:

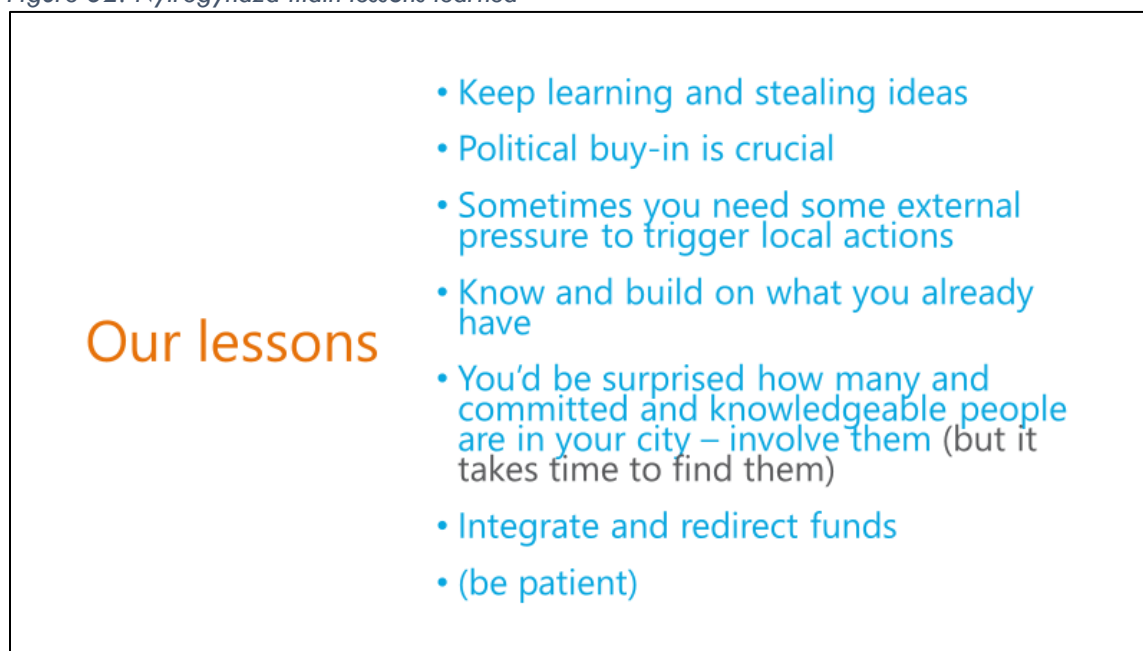
Figure 61: Problems being addressed in Nyiregyháza



Source: Nyiregyháza TechTown Integrated Action Plan 2018

Amongst the lessons which were learned were:

Figure 62: Nyiregyhaza main lessons learned



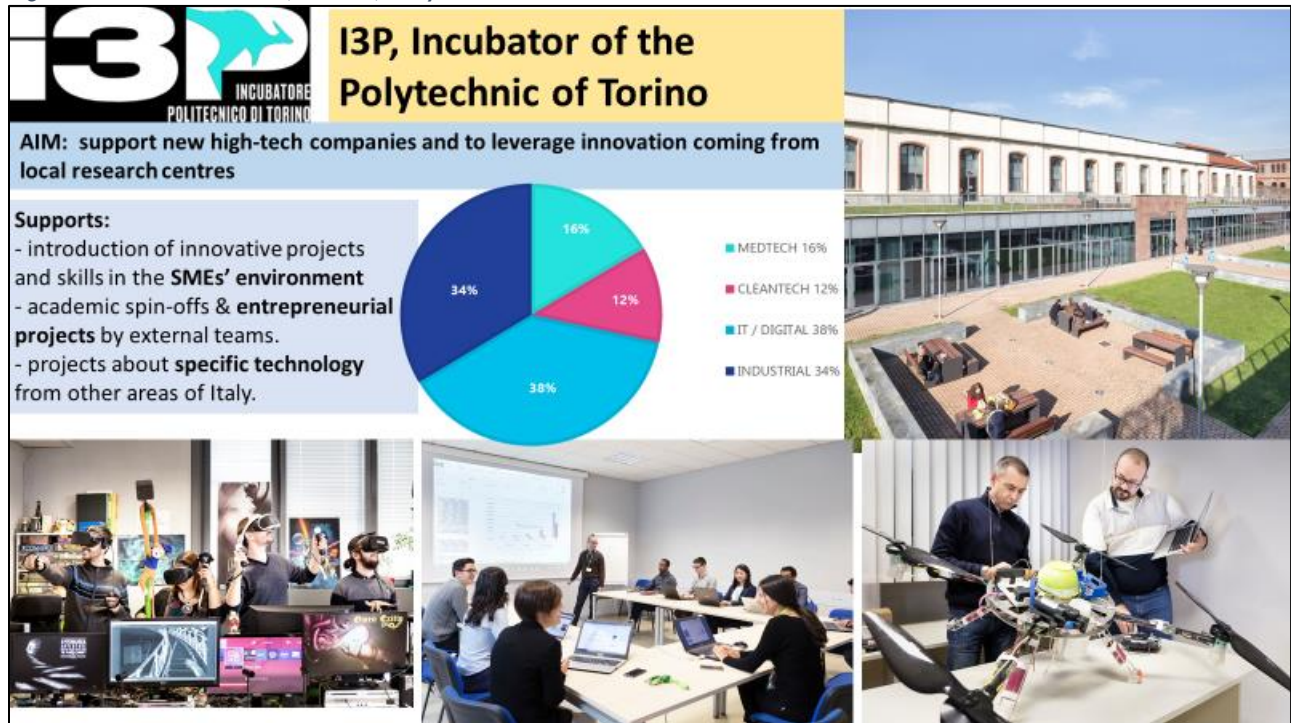
Source: Nyiregyhaza workshop presentation

And, very importantly, Nyiregyhaza invited Walbrzych to a three city meeting (four including Walbrzych) of central and eastern cities building similar incubators, which was taking place in the autumn (COVID permitting), and Walbrzych were pleased to accept.

Discussion at the workshop was very focused and fluid. The Walbrzych team had prepared a set of questions based on the pre-exchanged material and in response to the live presentation. Some of the discussions focussed on practical issues, for example around questions of how to select appropriate people to manage the facility, and how to build up networks of entrepreneurs in the city and wider region. Extensive advice was given, not least about how persistence, flexibility, and focus was needed to make these types of incubator work, and how different it was in doing this in a place like Nyiregyhaza or Barnsley compared to doing it in Cambridge, Torino or Warsaw.

Further options and good practice examples were provided at the January presentation. While Torino is an Italian city of much greater size and with access to a range of universities and firms which Walbrzych does not have, it is nevertheless similar in its proximity to automotive manufacturing (Fiat in the case of Torino), and is a model of good practice in the development of local supply chains and SMEs based around digital technology.

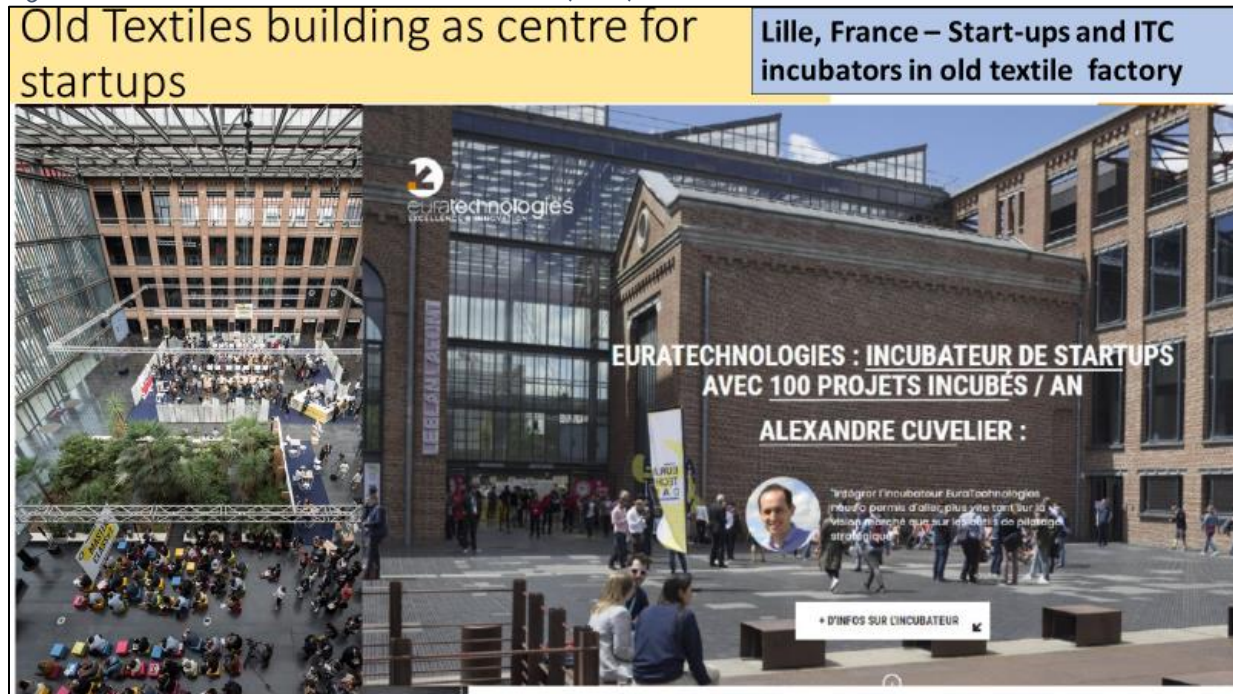
Figure 63: I3P Incubator, Torino, Italy



Source: Author's Presentation slide

Similarly Lille, one of the case studies in this report, has made good use of empty post industrial buildings to build a large hub with multiple firms and types of flexible provision, thereby addressing neighbourhood development and the promotion of digital industries through one development:

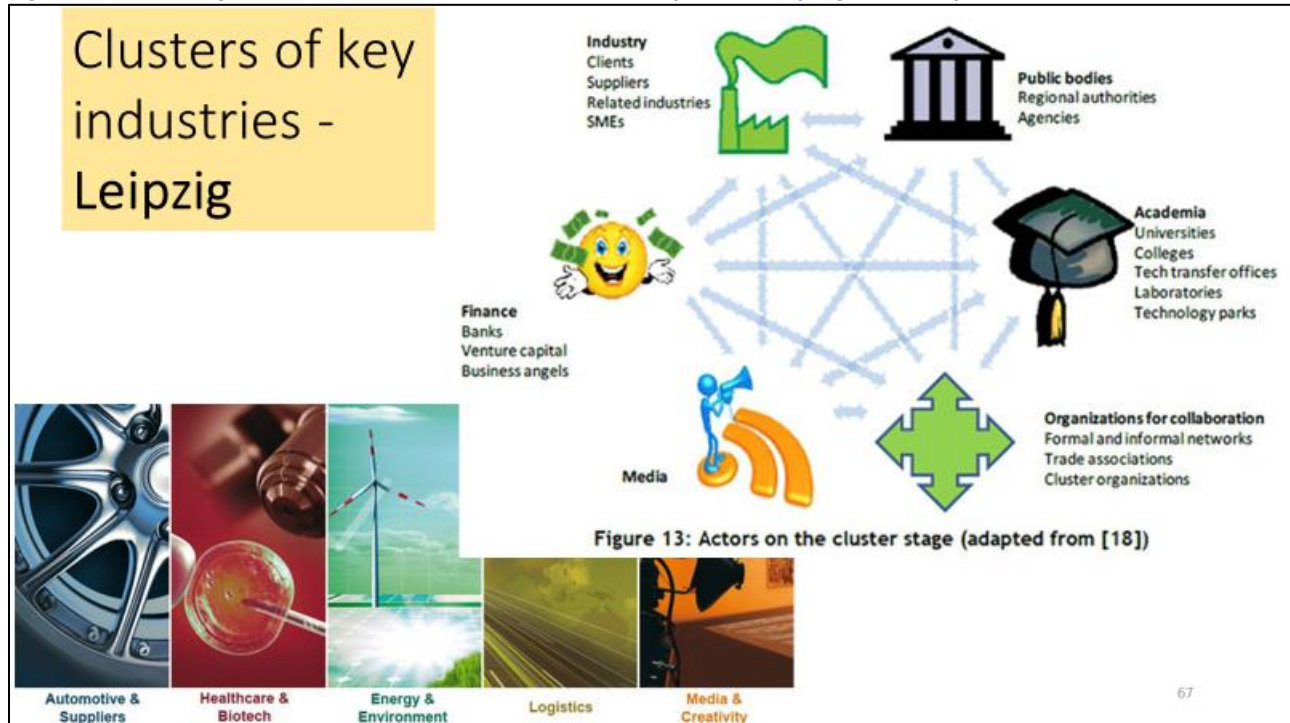
Figure 64: Use of old textile mill for IT incubators, Lille, France



Source: Author's Presentation slide

A final city example comes from Leipzig, one of the case study cities, where the focus has been on developing supply chains in “clusters” which mirror the major industrial and commercial sectors in the city:

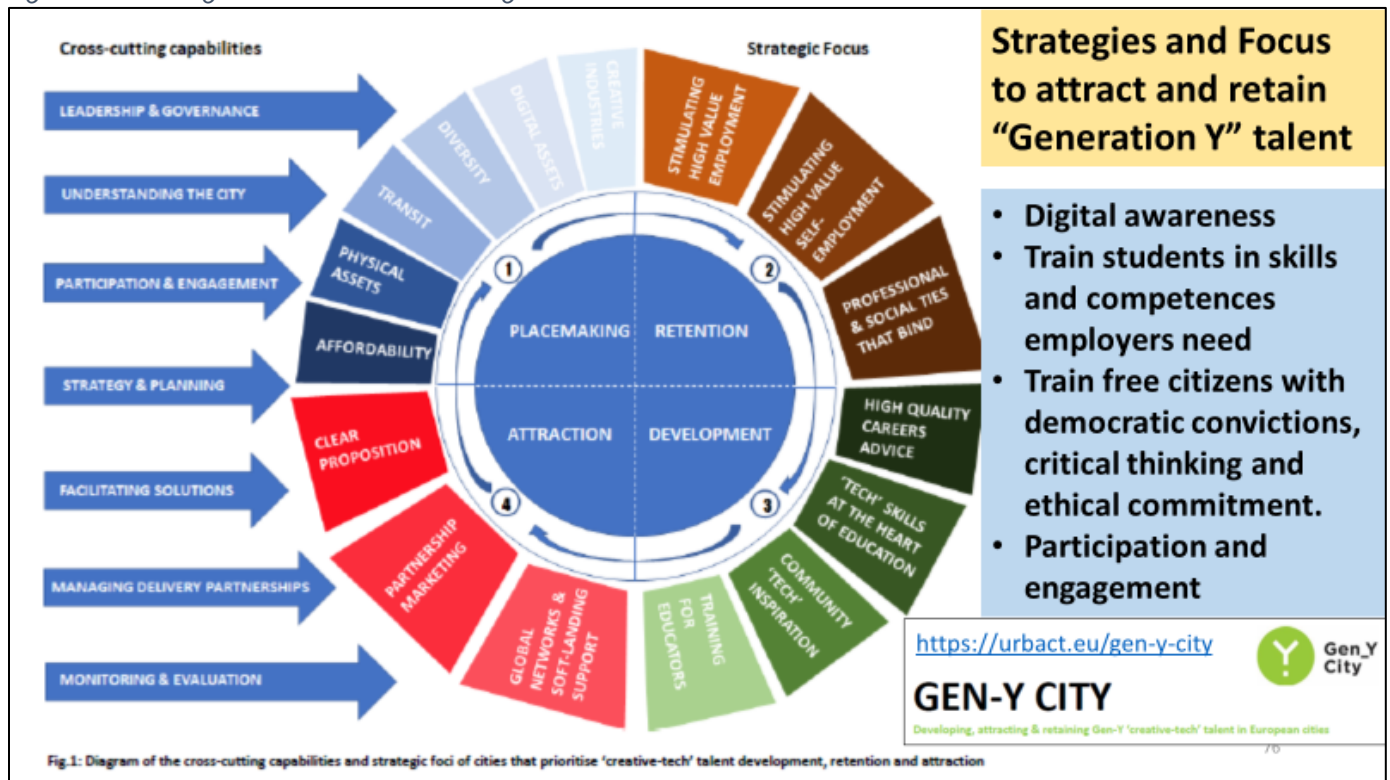
Figure 65: Focusing "clusters" of SME and economic development - Leipzig, Germany



Source: Author's presentation slide

There are also options specifically around attracting and retaining younger people who could work in the city. The Polish city of Poznan is part of the EU network working on solutions to meet the needs of “Generation Y” – the 26 to 40 year old group. The presentation included some specific strategies being developed:

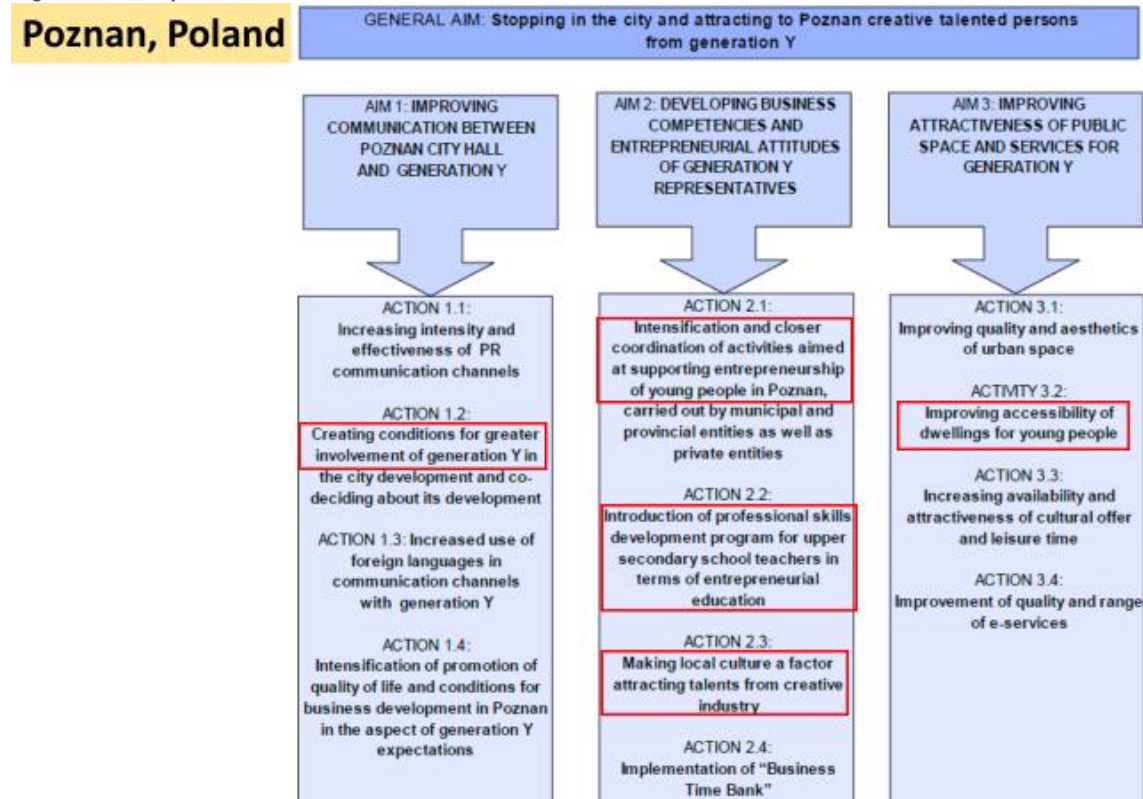
Figure 66: Strategies to attract and retain "generation Y"



Source: Author's presentation slide

The way this was being adapted and used in the Polish city of Poznan was also presented for discussion:

Figure 67: City of Poznan actions to attract and retain Generation Y



Source: Author's presentation slide

Four important actions can be seen in this slide above. Engagement of this sector of the population with the city government and decision making – empowerment and communications is highlighted. Action to support enterprise, skills development (starting in schools) and encouraging the creative industries is highlighted. And having a good (and varied) housing offer to make it easy to move to the city – including different sizes, tenures, and types of individual or share homes – could be a deciding factor. This housing point is one which was echoed by the Walbrzych InWalbrzych COE in the discussion.

5. THE CIRCULAR ECONOMY

The EU approach to developing and implementing concrete actions to successfully tackle challenges of cities and to contribute to smart, sustainable and inclusive growth was set out in the 2016 Pact of Amsterdam²⁶, by the EU Ministers responsible for Territorial Cohesion and Urban Matters. The initiative was developed from United Nations agreements of the New Urban Agenda²⁷ and the 2030 Agenda on Sustainable Development²⁸. The Amsterdam Pact strives to involve Urban Authorities in achieving Better Regulation, Better Funding, and Better Knowledge. This is set out in The Urban Agenda for the EU (the “Urban Agenda”) which helps ensure that these issues are acknowledged and reflected by EU legislation, funding and knowledge sharing. This Urban Agenda is composed of 12 priority themes essential to the development of urban areas. Originally, 12 thematic priorities were agreed for the EU Urban Agenda: jobs and skills in the local economy; urban poverty; housing; inclusion of migrants and refugees; sustainable land use; circular economy; climate adaptation; energy transition; urban mobility; air quality; digital transition; and innovative and responsible public procurement. Recently, two new partnerships have started work on security in public spaces and cultural heritage as part of the Urban Agenda.

One of the workshops focused specifically on the Urban Agenda Partnership on Circular Economy. For Walbrzych, the main national document relevant to this is the Polish “Road Map towards the transition to Circular Economy”²⁹. This report was exchanged in preparation for the workshops. The overarching objective is “Circular economy (hereinafter “CE”) is an economic development model in which the following basic assumptions are met while maintaining the productivity condition:

- added value of raw materials/resources, materials and products is maximised or
- amount of waste generated is minimised and the resulting waste is managed in accordance with waste hierarchy (waste prevention, preparation for re-use, recycling, other recovery, disposal). “

The main overview diagram is below:

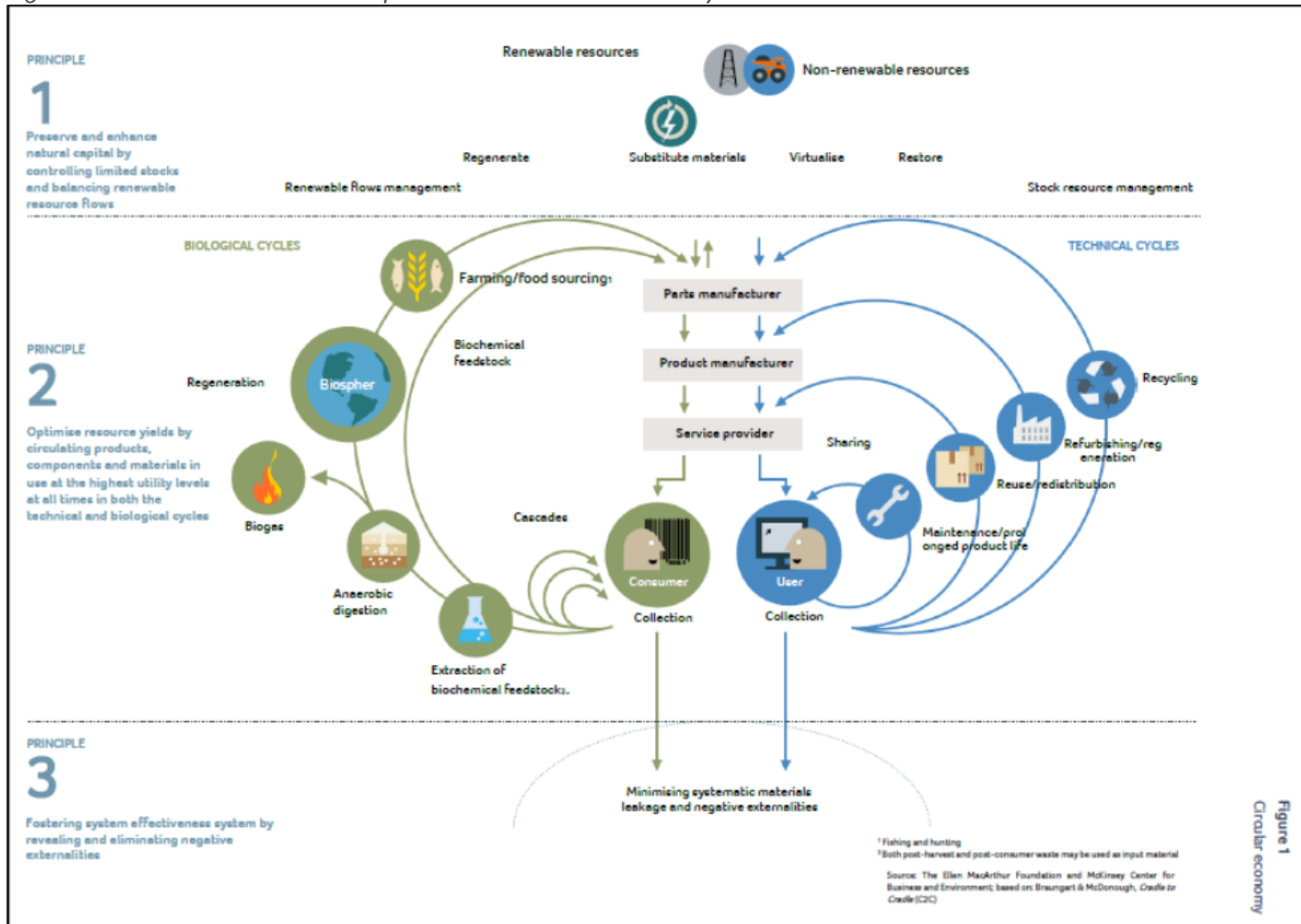
²⁶ http://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf

²⁷ <https://unhabitat.org/new-urban-agenda-adopted-at-habitat-iii/>

²⁸ <http://www.un.org/sustainabledevelopment/development-agenda/>

²⁹ MAPA DROGOWA transformacji w kierunku gospodarki o obiegu zamkniętym Adopted by the Resolution of the Council of Ministers of 10 September 2019

Figure 68: Overview of the Roadmap to the Polish Circular Economy



Source: Roadmap for the Circular Economy (op cit)

5.1. Recap of issues in Walbrzych

Walbrzych is situated in a valley in the central Sudety Mountains, surrounded by the forested Walbrzyskie Mountains. The city covers 85 km² consisting in:

- 66% agriculture and woodland
- 13% residential areas
- 7% industrial areas
- 7% roads
- 2% tourist areas

When the mining activities were closed down in the period 1993-2000, all the drawshafts except one were filled in. The remaining assets were transferred to the National Hard Coal Restructuring Agency (which became the Mining Restructuring Company), and many of the assets were privatised or let. This has been described as lacking "...visions or concepts for global planned and coherent management of this property....As a result privatisation was selective, chaotic and spontaneous. The

structure of post-mining areas is thus extremely fragmented and incoherent both in respect to ownership, function and location."³⁰ As a result there are continuing problems of water and soil contamination, subsidence due to continuing movement and destruction of underground workings, water pollution from flooded shafts, the need for constant monitoring for gas risks, ground movement and pollution stemming from the residual large mining slag heaps, continuing degradation from shallow coal beds worked after the main mine shafts had closed, and continuing issues from the use of coal (and now less polluting natural gas), although air quality has improved over the last 25 years in Walbrzych. Over the period since closure of the mines, Walbrzych has had difficulties getting compensation from the Mining Restructuring Company or government. The project to create the National Fund for Łódź Revitalization (deputy's project) shows that there could be a possibility for the City of Łódź to apply for central funds, although the fall of the industry in Łódź did not result from a government decision, as in the case of Walbrzych. From this perspective, the request to support the regeneration of Walbrzych from national funds seems to the City of Walbrzych to be based on a very strong case.

5.2. Action being taken

Walbrzych has been taking clear steps to move away from its reputation as the "dirtiest city in Poland" to a 'Green City'. In terms of natural resources it has:

- 550ha of municipal forests
- 68 ha of city parks
- 140 ha of green areas
- 3,154 ha Książ Landscape Park

It also has active management of these areas, presented at the workshop:

³⁰ Dolzbasz (2012) p95

Figure 69: Greening Walbrzych 2020



Source: Walbrzych workshop presentation slide

There has also been a “no plastics” campaign since 2018

Figure 70: Walbrzych's "No Plastics" campaign



Source: Walbrzych workshop presentation slide

There is a waste recycling plant in Walbrzych, opened in 2018 – see <https://www.youtube.com/watch?v=Qn4oD6saULU&feature=youtu.be> (in Polish). In summary:

Figure 71: Walbrzych's Municipal Waste Management Plant

Commitment to green – driven by President

Waste Recycling Plant

- 2 Stations for Selective Municipal Waste Collection
100% of waste is recycled
- Municipal Waste Processing Plant:
 - segregation of 65% of recyclable materials;
 - containers with T-Mobile sensors.




Source: Walbrzych workshop presentation slide

There are also extensive networks of district heating:

Figure 72: Walbrzych's networks of district heating

District heating

- Lack of heating network in most of the city due to spatial conditions - individual heating systems.
- Coal-based heating in the old part of town
 - coal furnace replacement program;
 - thermal insulation of buildings using renewable energy sources.
- About 73% of flats use central heating, and about 92.8% of households use gas, 10% of gas consumers also use it for heating purposes.
- Heating for the two largest housing estates provided by Przedsiębiorstwo Energetyki Ciepłej (PEC) S.A. (39 487m of heating networks).
- Approximately 37.3 km of heating network and 320 heating nodes in operation in the city.
- The heating network doesn't cover even 50% of the city's needs.
- In total, there are over 350 local boiler rooms.
- Alternative ecological heat sources are sought.



Source: Walbrzych workshop presentation slide

Note that the final line in the slide above raises the question of ecological heat sources, which are included in the good practice below. This is linked to the problems of further reducing harmful emissions. Walbrzych currently has a major programme which has been underway for some time,

to address the air quality, which is degraded by emissions from domestic heating. The city has developed a "Low Emission Limit Program for the City of Walbrzych", including loans to support the move to natural gas heating, but it recognised that this is only a partial solution and would like to move to as far as possible to nil omissions heat sources, possibly using heat pumps from flooded mine shafts. Between 2014-18 reduction of emissions to the atmosphere were :

- o PM10 dust - 25.4 Mg / year,
- o CO2 - 2.314 Mg / year.

There are also issues of surface and ground water management, linked to the surface water problems described above. The city is entirely located in the catchment of the Pełcznica River and the Szczawnik stream. The commune's surface water network is relatively poor, and the rivers feed into the main drainage channels and ditches. There are no larger water reservoirs on watercourses to cope with flooding risks. The city wishes to install systems to allow the recycling of rain water to be used to irrigate their public and household green areas, for example with rainwater collection barrels.

Finally, in relation to developing resilience and adaptation plans, Walbrzych, as a city with more than 100,000 inhabitants, participated in the development of a plan for adapting to climate change and developing greater climate resilience, as part of a Polish initiative for cities with 100,000 residents. This "Urban Adaptation Plan for climate change for Walbrzych" sets out a series of activities in various areas of the city's functioning - its organization, education and warning of residents about hazards and technical solutions in the city space. It also includes organizational, educational and information activities as well as technical activities.

5.3. Options and good practice from other cities

We invited Eileen Crowley, based in Cork, Ireland, to this workshop in her role as lead expert in the URBACT Circular Economy & Resourceful Cities Network. Oslo, Norway, is a leading city in this network and was identified by both Walbrzych and the LSE team as a potential source of considerable advice and good practice. The city of Opole in Poland was also very active in the network, particularly around the engagement of citizens in green and circular economy activity, as well as being a good Polish comparator city.

The summary of the nature and benefits of moving from the current approaches to the circular economy was set out by Eileen Crowley:

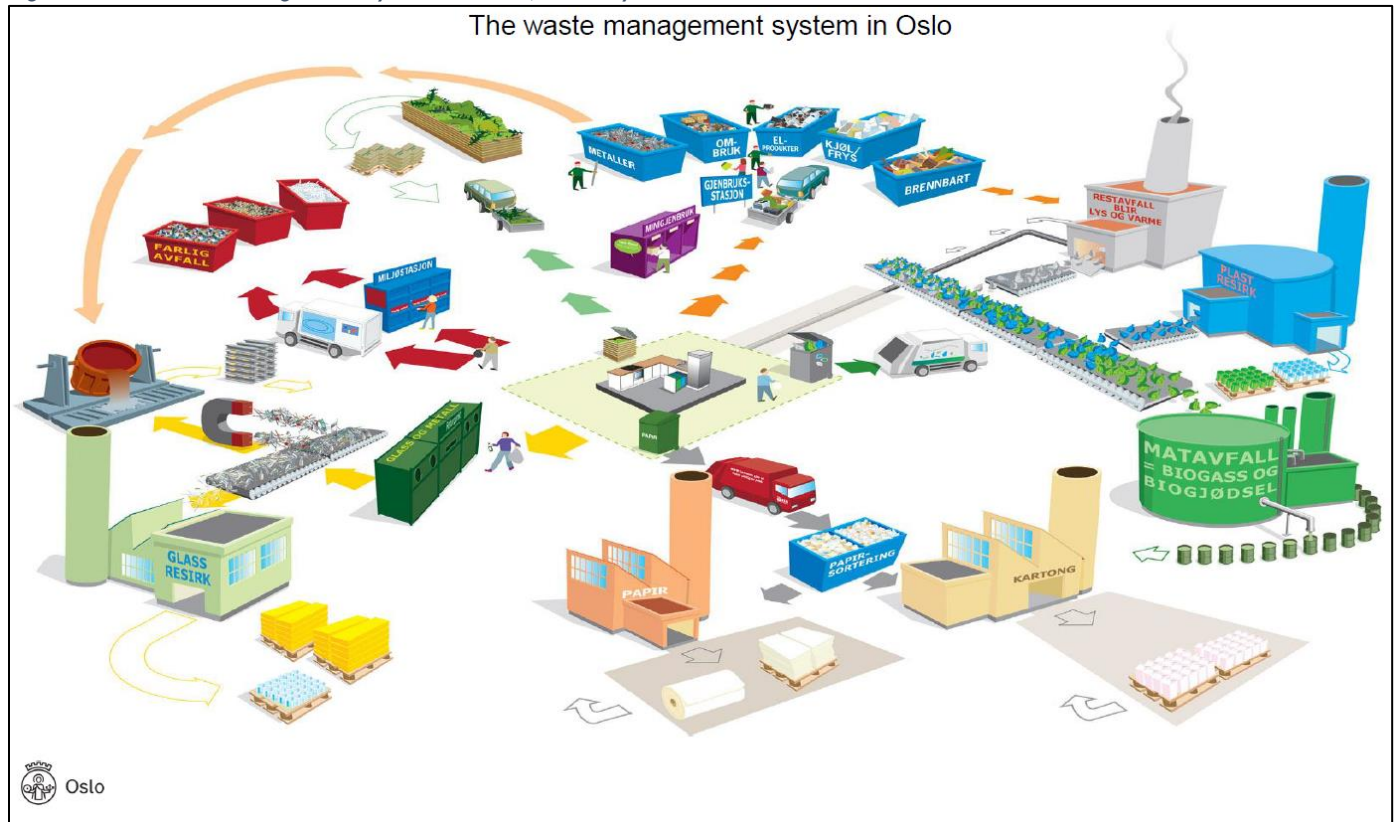
Figure 73: Summary of the benefits of moving to the Circular Economy



Source: Workshop presentation, Eileen Crowley, Circular Economy URBACT domain expert

Parts of the workshop and pre-exchange of documents concerned environmentally focused waste management plants. Olso has had one for some 10 years already, and is constantly evaluating new approaches to improve the recycling capacity. The comprehensive nature of the system is shown in the diagram presented (and below) which includes separation of different types of waste, production of bio-gas, recycling, reuse, and a small amount of incineration to produce heat.

Figure 74: Waste management system in Oslo, Norway




Source: Oslo workshop presentation slide

Improving rates of recycling involved engaging with the public to take advantage of the systems being provided. This includes bringing both waste collection and also re-use to local neighbourhood centres:

Figure 75: Local ease collection and recycling centres in Oslo, Norway



10 smaller recycling stations:
Established closer to the city centre
Non-car based accessibility



- Work to incorporate them into the local community
- Encourage more re-use and recycling
- A social platform for citizens to meet

Source: Oslo workshop presentation slide

Some specific strategies had proved more successful in engaging the public:

Figure 76: Strategies to engage citizens in waste management, Oslo, Norway

How to get the citizens onboard?

- ▶ Technology
- ▶ Pay-as-you-throw
- ▶ Targeted communication
- ▶ Gamification and better information

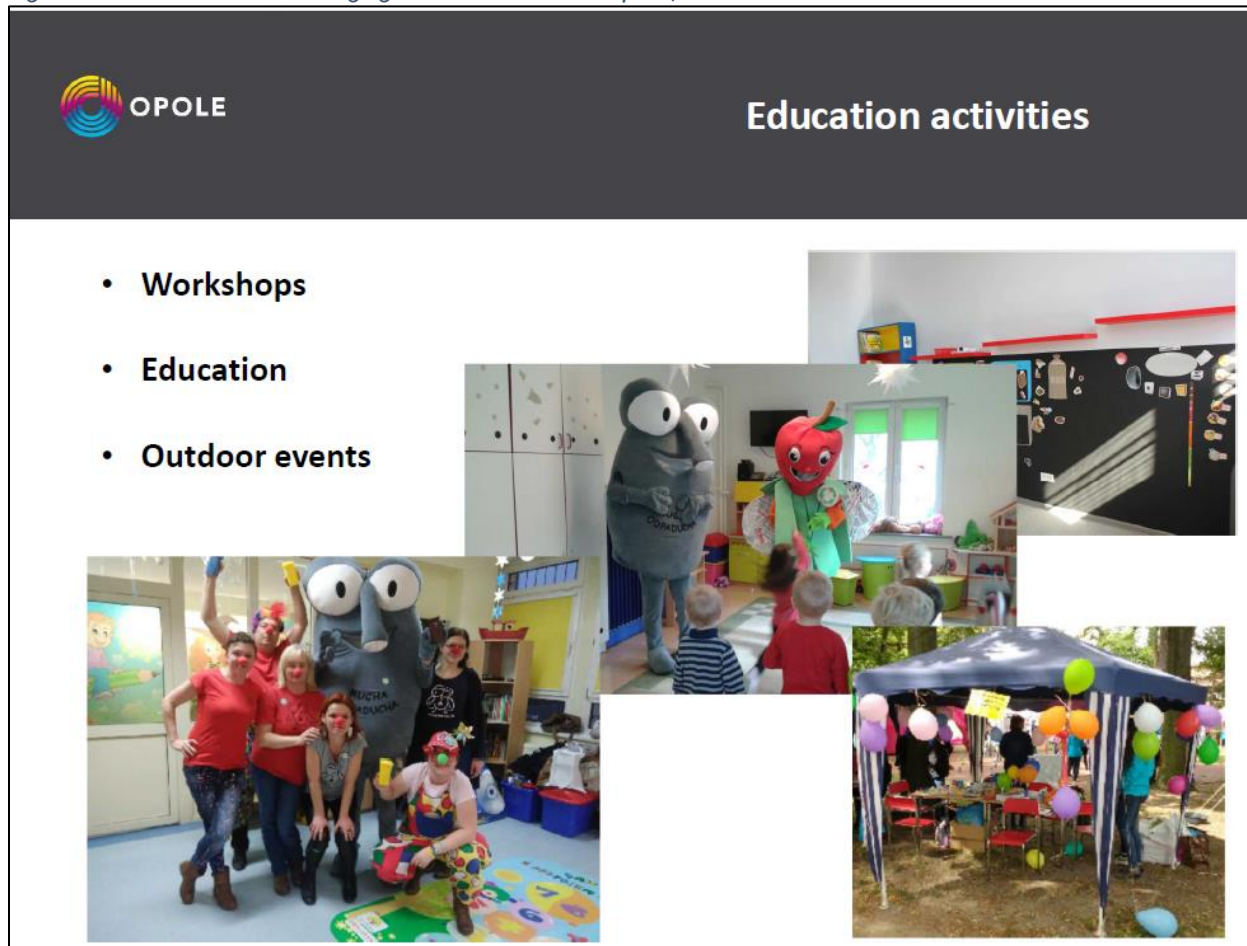


Source: Oslo workshop presentation slide

Opole also presented its education activities. In its pre-circulated material it had, in response to questions from Walbrzych and the LSE team, noted that school students tended to get more involved

initially, and they then interest their parents in the issues. Opole had used two cartoon characters as “Mascots” in city publicity to get the messages over. They can be seen in the slide below:

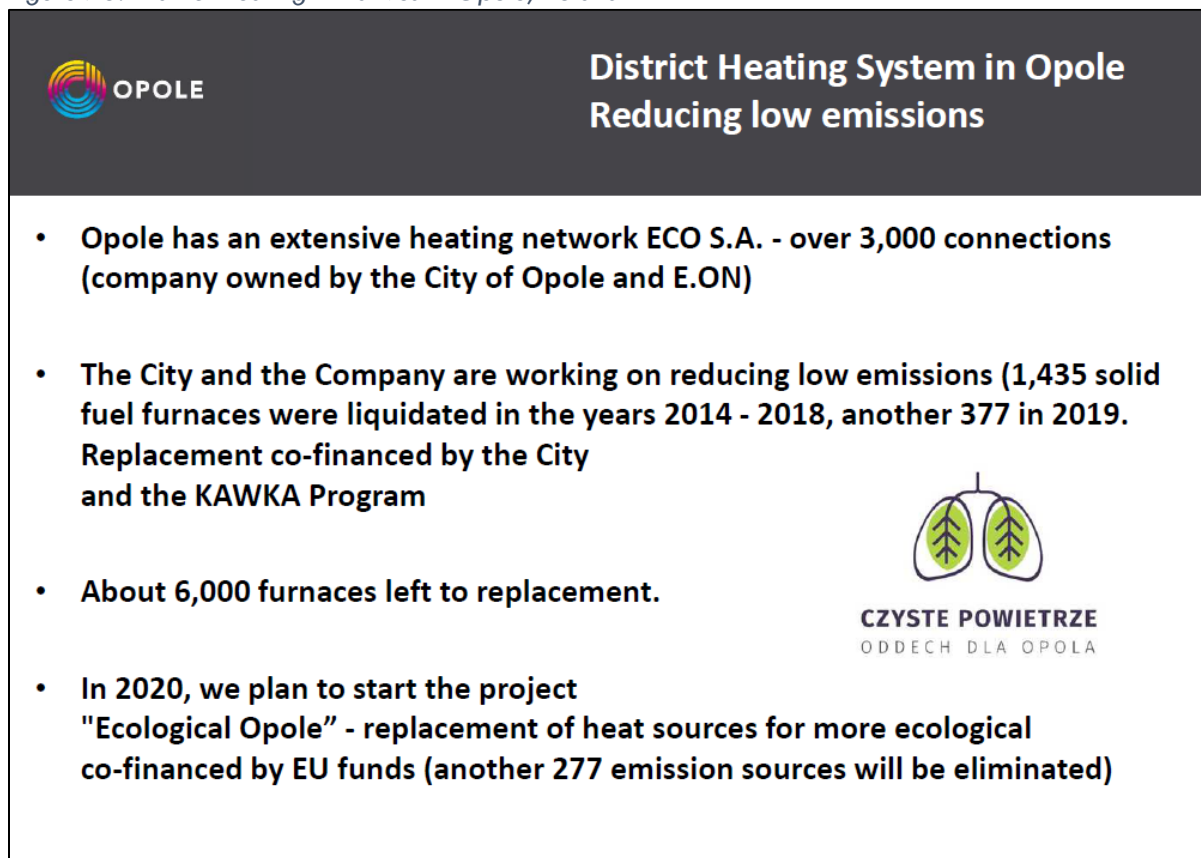
Figure 77: Educational and engagement activities in Opole, Poland



Source: Opole workshop presentation slide

Opole also provided information on alternative forms of district heating and spoke about that during the workshop. Oslo had also provided district heating advice as part of the pre-exchange of documents.


Figure 78: District Heating initiatives in Opole, Poland



OPOLE

District Heating System in Opole Reducing low emissions

- **Opole has an extensive heating network ECO S.A. - over 3,000 connections (company owned by the City of Opole and E.ON)**
- **The City and the Company are working on reducing low emissions (1,435 solid fuel furnaces were liquidated in the years 2014 - 2018, another 377 in 2019. Replacement co-financed by the City and the KAWKA Program)**
- **About 6,000 furnaces left to replacement.**
- **In 2020, we plan to start the project "Ecological Opole" - replacement of heat sources for more ecological co-financed by EU funds (another 277 emission sources will be eliminated)**



CZYSTE POWIETRZE
ODDECH DLA OPOLA

Source: Opole workshop presentation slide

The Walbrzych team in the workshop included the CRO of the Walbrzych waste management company and there were a range of questions and points exchanged about some of the more specific and technical aspects of the different systems in each city. There was also considerable discussion about the use of landfills, the difficulties of getting the public to use the right bags to separate types of waste (with Oslo noting that some three quarters can be mis-bagged), options for Solar-PV power generation, and the use of local recycling and waste collection hubs. Other options included “Re-discovery” local centres like those being provided in Dublin to support greener, low carbon living through reuse (<http://www.rediscoverycentre.ie/about-us/gallery/>, in Eileen’s presentation).

As part of the January presentation, and in later follow-up work, additional information and options were provided around the green economy and community engagement. The city of Tampere in Finland has well developed initiatives around both, and is an EUGUGLE (sustainable renovation models for smarter cities) leader, as was presented in January:

Figure 79: EU sustainable renovation models – Tampere, Finland



Source: Author's presentation slide

The approach of Tampere is to have extensive ownership of monitoring and delivering energy efficiencies and savings by local residents, with housing block representatives and regular community meetings.

Figure 80: Community partnerships to deliver low-carbon living - Tampere, Finland

Tampere, Finland

TARMO+
Sustainable and energy efficient repair and construction through community partnerships (and competitions!)

Energy experts (residents) →

← Stakeholder meetings

- Target groups are **housing companies, municipalities, resident associations**, universities and research institutes
- The project concentrates on **enhancing low-carbon living and city infrastructure**
- And supports **low energy services** supply and demand

for sharing information with our residents and shareholders as quickly as possible.

70% SÄÄSTETÄÄN SÄHKÜSSÄ
5.000 € VUODESSA
LAINA-AIKA 25 V.
SÄÄSTETÄÄN 125.000 € ENERGIÄKULUISSA

That is equal to one sixth of the total cost of this big renovation.


Source: Author's presentation slide

In addition, the mineshaft heat pump technology approach was discussed at the January workshop, and extensive further work was done with a leading city in this area, Heerlen in the Netherlands:

Figure 81: Flooded mineshaft heat pump district heating - Heerlen, NL

The demonstration sites

Heerlen,
the Netherlands



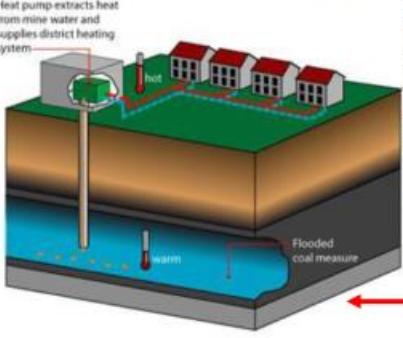
A highly innovative 4th generation network

- Very low temperatures ('hot' pipe 28°C - 'cold' pipe 16°C)
- Heating & cooling
- Coupled to underground mine water storage
- Objective: balancing of heat/cold producers and consumers


Heerlen,
NL

District heating
Control system

USING heat pump in
flooded mineshafts



Funded by the H2020 Programme of the EU • Grant Agreement #649743



73

Source: Author's presentation slide

An excellent video of this work can be found at <https://www.youtube.com/watch?v=o0Yfcpcyb4c&t=49s> and a further description of the project at <https://storm-dhc.eu/en/mijnwater-bv-site>

6. RETAINING AND ATTRACTING RESIDENTS AND TOURISTS

6.1. Recap of issues in Walbrzych

This section brings together a number of linked themes which have formed part of the discussions and examples in the earlier sections. These are:

- Walbrzych is a “shrinking city” with a falling population. Stabilising the population is one of the President’s main priorities, both to establish a thriving economy and to improve the overall quality of life for its residents
- Part of this is attracting three key groups of people to live in the city:
 - Young people who currently leave for education or work elsewhere, and don’t return
 - Current and prospective employees and entrepreneurs (including “digital nomads”) who may currently commute from other cities such as Wroclaw (including middle and higher managers in the SEZ)
 - Older residents of other more, crowded and congested cities in Poland who may be attracted to retire to the city
- In the section on housing agencies above we have already noted the point made by the InWalbrzych Agency CEO that his organisation believes that increasing the availability of excellent housing is the key to attracting and stabilizing population.
- Tourism has been seen, ever since the closure of the mines, as an opportunity for the development of the local economy. Visitors bring money and vibrancy to the city, as well as stimulating commerce, hotels and restaurants as well as building a better image of the city. Previous strategies and initiatives can be extended and built on, although currently the city centre has many empty shops. Nevertheless there are now more restaurants and cafés in the centre (around 15 compared to three 10 years ago) although there is generally a lack of high quality restaurants, few attractive shops, or street life.
- The region has many historic towns, castles, regional traditions, theatres, post-industrial buildings, and links with the nearby Czech and German areas with a shared history.
- The geography of the city – in the forests of the Sudety Mountains – provides the opportunity to extend and develop an innovative offer in terms of outdoor sports and leisure activities for different ages.
- There is no airport, and the town is not on an Autoroute; but a new station and rail link, and the new by-pass road make it more accessible.
- It is not clear that the city currently has a widely recognized identity and USP for business, tourism, or as a good place to live.
- Wroclaw, the nearest large agglomeration and regional capital, also has a major impact on the development potential of Walbrzych, which can be positive or negative. Developing an agreed and mutually beneficial relationship between these two city areas is part of the objectives of the Sudety 2030 Development Strategy.
- The contrast to the past provides an important context to this section. Ten years ago the appearance, and general condition, of the city was much worse. According to several interviewees during the project, the city used to exhibit all the markers of its coal mining past, with blackened dilapidated buildings, poor roads, poor air quality, neglected historical assets, no investment in the opportunities presented by the surrounding forests and mountains, and

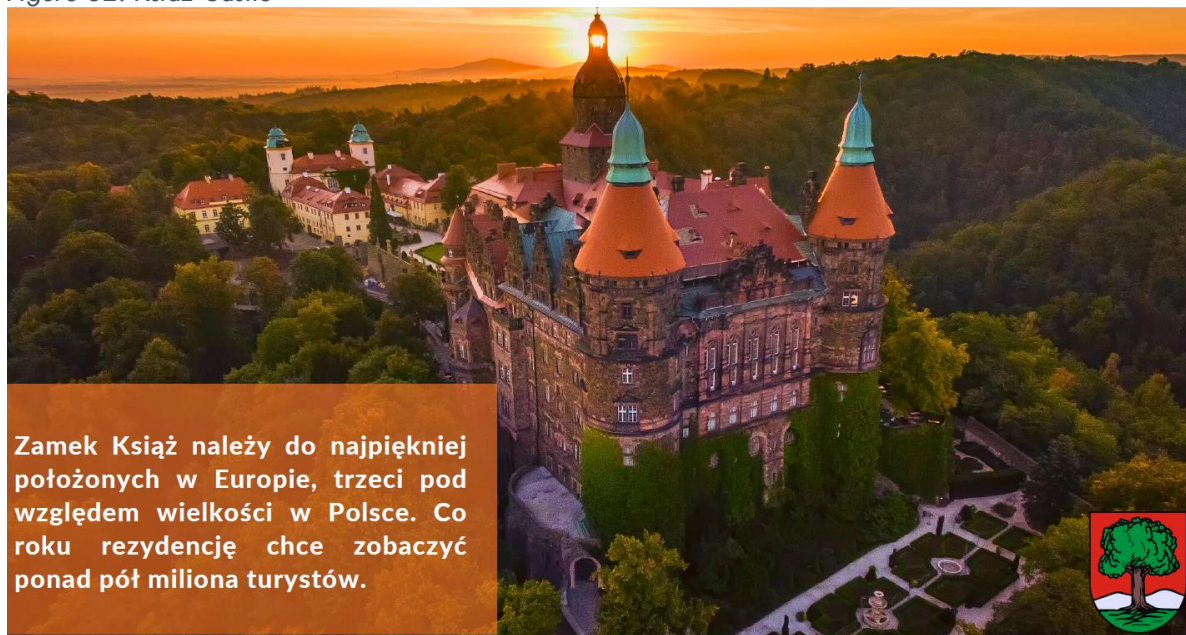
often with groups of intoxicated people in parks and main streets. People wanted to leave and were ashamed to be known to live in the city. Since then, and often said to be due to the interventions of the current city President, very considerable progress has been made to both provide much improved infrastructure and urban fabric, and to develop the real assets and strengths of the town. This report is about building on progress, not addressing failure.

6.2. Action being taken

There is considerable awareness of the need to continue improving and extending the offer the city can make to potential residents and visitors. The opportunity to develop tourism has been part of many of the strategic documents adopted in the last 15 years. During the workshop presentations a number of the initiatives already delivered were highlighted by Walbrzych.

First, there is considerable tourism generated by the Ksiaz Castle which receives around 500k visitors a year (pre-COVID). The Castle was for many years under-restored and poorly managed, but was then devolved to be a self-funding semi-independent entity, which recently broke even and overall contributes positively to the city budget through increased taxes and other contributions. Floors 4 and 5 of the castle are still in an unrestored state, with plans to restore them once financing become available. There are also a set of “barracks” buildings which it is intended to restore in due course. The Castle already comprises additional restored buildings including the Palm House; which include a network of excavated tunnels and bunkers which housed an emergency retreat route for Nazi leaders during WW2. In addition the Castle lets out associated commercial premises including two hotels, 4 restaurants/bars, and shops selling local products. It also holds concerts and events, including the annual Flower Festival in early May which is the largest such festival in Poland. There are current plans to open a “Princess Daisy” museum to reflect the life of one of the prominent members of the Hochberg family who were the owners of the castle until 1944.

Figure 82: Ksiaz Castle



Source: Walbrzych workshop presentation

Figure 83: Palm House at Ksiaz Castle



Source: *Walbrzych workshop presentation*

At one point there was a sub-regional grouping of Silesian castles and museums who had planned out a “Castles Tour” route for visitors, but this had not continued as the many owners (private and public) failed to commit to continuing it. There was also, for a while, a series of tours sparked by the “Nazi Gold Train” publicity, but they too had abated in recent years.

Two other major attractions are in the city. The Mining Museum was built as an extension of the old Museum of Industry and Technology on the Start Kopalnia mining site at a cost of some €12.5M, with two thirds being provide by EU funding. There is a range of buildings, mining tunnels, and exhibits on this site, as well as rooms for community events and an IT activity facility.

Figure 84: Mining Museum and community rooms, Walbrzych



Source: Walbrzych workshop presentation

Finally the Porcelain Museum is housed in a restored building in the city, containing exhibits reflecting the history of ceramic production in the city. Originally a general regional museum, the building was extensively restored and renovated, then re-focused to present the history of the region through the history of the 150 year old porcelain industry in the city.

Figure 85: Porcelaine Museum in Walbrzych



Source: Walbrzych workshop presentation

These four attractions (the Castle, the Palm House, the Mining Museum, and the Porcelain Museum) can be visited using an “Explore Walbrzych” ticket, of which 8,000 were sold in 2018.

Figure 86: Four attraction, year validity ticket to Walbrzych attractions

BILET EXPLORE WALBRZYCH

**4 ATRAKCJE
1 TAŃSZY BILET**

Zwiedzanie: Zamek Książ z zestawem audioguide, Stara Kopalnia z przewodnikiem, Palmiarnia bez przewodnika, Muzeum Porcelany z zestawem audioguide. **Zniżki partnerskie:** Kawiarnia Szttygarówka w Starej Kopalni, Restauracja Aqua-Zdrój, Salon Firmowy Porcelany Krzysztof, Hotel & Restauracja & SPA Maria, Kawiarnia Zielona Sofa

Bilet do wykorzystania przez 12 miesięcy od daty zakupu

Source: Walbrzych workshop presentation

Adjacent to the city in the town of Szczawno Zdroj there is also one of the small number of functioning Spa resorts in the region, of which there used to be several.

Figure 87: Spa at Szczawno Zdroj



Source: Trip Advisor

There is also a large, recently built aqua park, leisure and hotel complex – Aqua-zdrój Water Park – with pools, football pitches, squash and other sports and a sanitorium alongside the hotel.

Walbrzych has an extensive network of mountain trails, all terrain bicycle routes, climbing and camping facilities which can be built on. An emerging 200 km “Sudety Route” through the Sudety mountains from Karkonoski in the north to Paczkow in the south, is being developed in conjunction with other cities in the region, with work continuing to create or restore linking paths along the route. Recently a joint project between the City and the Agglomeration of Walbrzych, and the city of Jedlina Zdroj funded the building of an observation tower on the Borowa mountain (and walking trail to get there) which increased the participation of local walking by around a quarter.

Figure 88: Borowa Observation Tower



Source: <https://hasajacezajace.com/borowa-wieza-widokowa-oraz-ruiny-zamku/>

Overall there is a “Networking” tourist offer in the city to keep a tourist for longer by devising a cooperation plan between tourist entities. Promotion of the tourist sites is done by the City itself – in relation to the four main attractions above, through the Walbrzych Agglomeration website which promotes 11 cities in that area, and through the Lower Silesian Tourism Board who also do publicity for Walbrzych to wider national and international markets.

6.3. Options and good practice from other cities

The workshop was introduced by an oral presentation about the REVIVAL! Project. This project <http://revival.ioer.eu/projekt/> brings together ten small and medium-sized towns in Lower Silesia and East Saxony with the support of three research institutions to strengthen their historic city centers. The Leibniz Institute for Ecological Spatial Development (IÖR), represented by the Görlitz-based Interdisciplinary Center for Ecological and Revitalizing Urban Redevelopment (IZS), coordinates the project as a lead partner, headed by Robert Knippschild, who presented at the workshop. One main

element of the work is a study on the specific quality of life in small and medium-sized cities in structurally weak regions. It is intended to provide insights into the contribution of architectural heritage to the attractiveness and urbanity of this city type and to serve as the basis for ten municipal strategies of the partner cities, as well as an overall strategy for the sustainable development of the project area.

Figure 89: Market square in Kamienna Góra (REVIVAL city)



Source: Kamienna Góra City Council

Emerging lessons are set out below:

Figure 90: Emerging lessons from the REVIVAL! programme

REVIVAL!

The working hypotheses are:

1. **Identity** and essence of the city: the **cultural heritage** makes the city unique and contributes to the residents' sense of home.
2. **Society**: The inhabitants of the city are proud of the cultural heritage, it unites us, they are actively involved in its conservation and use.
3. **Building structure, urban structure and public space**: the historic city centre plays an important role in the everyday life of city dwellers. In the city centre, the social, cultural and religious institutions, the city administration and the retail. In addition, it offers attractive living and working spaces as well as public rooms.
4. **Services**: The architectural heritage offers the city dwellers of all ages cultural activities, leisure and education activities, which are often adapted to local traditions and link into festivals.
5. **Economy**: The cultural heritage plays an important role for the local economy, by providing jobs in the crafts and construction, tourism, and events sectors. It helps to attract companies and investments.

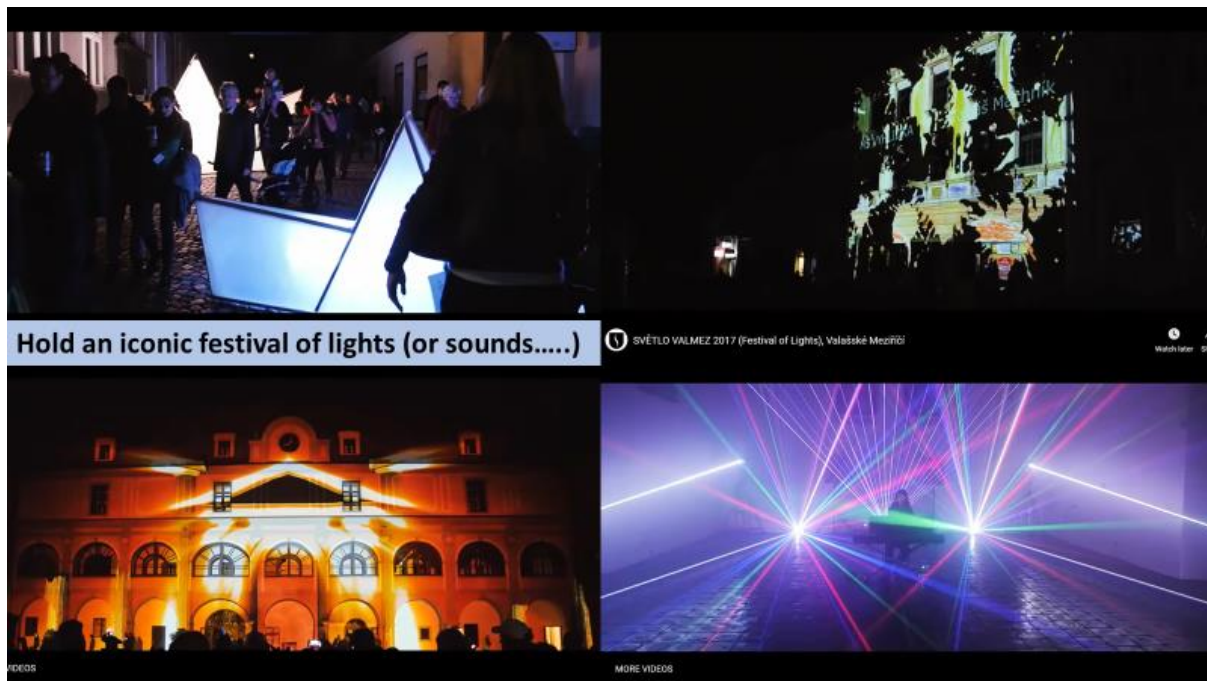
Emerging areas for focus:

- A **spatial planning policy** is needed which will lead to a distribution of functions using the polycentric settlement structure ("network metropolis")
- Small and medium-sized towns are always **part of the surrounding region** whose functions also work across that region.
- Planning tools must enable cities to develop a focus on the inner cities development in close cooperation and **coordination with their surroundings**, in this respect, there is a significant deficiency, particularly in Poland, to take account of this and in particular of **suburbanization**.
- Small and medium-sized cities **cannot compete with the offer of large cities**, e.g. in terms of events, wealth, and higher-quality services. They must be therefore **highlight their own advantages and actively promote them**. In this sense, soft location factors, including **environmental quality**, are much more important and when considering quality of life, questions of emotional attachment and to illuminate identity more intensively.
- In the development of inner cities and in particular the refurbishment of buildings, it is essential to consider **functional and social aspects**. In the context of demographic change, for example, aesthetic considerations and heritage requirements must be aligned to special needs including making buildings and spaces **accessible** for people with disabilities.
- Support should be better **coordinated**, administrative burdens and legal restrictions should be reduced to a reasonable level
- There is a need, especially on the Polish side, to improve the **quality of the data bases** to provide more fine grained understanding of small areas, in physical as well as social terms.
- The possibilities for cities to develop particularly important land needs to be improved – **unclear ownership and lack of ownership**. Commitment to improvements on the part of non-municipal property owners can work for a coherent development of the city center.
- The consequences and effects of the current **immigration** processes from the Ukraine, which is also evident in Polish small and medium-sized cities and (temporarily) helps to stabilize these places.

In addition, one of the cities, Görlitz, (162 km from Walbrzych) is offering potential new residents one month free accommodation and studio space in the city as a means of attracting new workers, particularly the “digital nomads” mentioned in the section above on Innovation Hubs – see <https://www.theguardian.com/cities/2019/sep/25/try-before-you-buy-german-city-offers-workers-a-free-one-month-stay>

In addition the January presentation explored a range of issues in relation to the leisure and tourism economy. Walbrzych has a May Flower Festival and also has a regular Mountain Bike racing event. Other cities have used innovative festivals to both improve the image of their city and to create opportunities to draw people to see the city first hand. One striking example is the Festival of Light in the small Czech city of Svetko Valmez, which attracts thousands of younger visitors and families annually.

Figure 91: Festival of light in Svetko Valmez, Czech Republic



Source: Author's presentation slide

Similarly lessons could be learned from other cities about how to exploit major cultural draws to the City, similar to the Kasiz Castle. The Mining Museum in Saint Étienne is considered in that case study; there is also a mining museum in the recently twinned city of Cape Breton Regional Municipality in Nova Scotia, Canada. Cape Breton is also a post-industrial area with an excellent mining museum which the Walbrzych President and group of officials had visited in June 2019.

Other cities have cultural centres which serve as focal points for the city's wider image and for employment around the tourism industries:

Figure 92: Cultural hubs attracting visitors



Source: Author's presentation slide

These cities are larger than Walbrzych, but both Belfast and Bilbao are provincial centres and the techniques to build a wider offer based on the attraction of one lighthouse institution can be shared with Walbrzych. These buildings and surrounding quarters provide not only direct jobs to run them but also provide the spaces for weddings, conferences, and cultural events (as is the case with the Ksiaz Castle) which can create wider employment in smaller service outlets, bars, shops, cafes, small hotels, restaurants, guides, tourist memento sales. The option of inviting a CEO of a major private UK Castle (such as Leeds Castle) or from one of the cities in the slide above to the workshops was explored but in the end not able to be realized.

The January workshop also considered wider issues of city identity and image. A useful URBACT article and city were identified, as shown on the slide below, including a reference to a useful background article on logos (<https://urbact.eu/while-you-were-designing-your-city-logo> on the slide).

Figure 93: Guidance on image and branding, including city of Alba Lulia (Romania)

Europe needs to start invest strategically in city brands.

Not logos. Brands.

<https://urbact.eu/while-you-were-designing-your-city-logo>



<http://www.visitalbaiulia.com/>

Walbrzych: Where you can live your dreams
Walbrzych – Inclusive, Innovative, Incredible
Lets have a contest for a logo.....

Developing a better “City Image”



- The need to re-learning city branding.
- Narrative is the first and most fundamental.
- Cultivating uniqueness to avoid the lack of differentiation in today's city branding.
- Crowdsourcing the city story.
- Logos & mottos can play a role, but not always, and never the main role
- City branding is basically an organisational challenge..
- There is no one single formula but some drivers to institutionalize such collaborative models.
- City branding does not come to replace the different sector-focused city marketing practices.

Branding the city might not be something disconnected to the local population.

Cities need to expand the concept of what communication action is.

Source: Author's presentation slide

The January presentation also included two slides around attracting workers and tourists, not least as these had been the subject of discussions with several Walbrzych stakeholders and officials, including stakeholders in the SEZ. Walbrzych had worked with the four firms in the SEZ (including Toyota and the brake manufacturer and leading **Corporate Social Responsibility** firm NSK) to provide additional information to both welcome new workers, and to make informal offers of accommodation, but this was not consolidated into a “Welcome Pack” of any kind which could be offered to new residents.

Figure 94: Possible actions to welcome new residents

Actions to welcome and attract workers

Workers

- Work closely with local employers on workers needs and wishes
- City Brochure and welcome pack
- City team to support workers orient themselves in the city
- Guaranteed housing for 6 months
- Cheap housing to buy or rent incentives
- Easy ways to get places in good local schools
- Recruit immigrants (Ukrainians?) by offering work permits and jobs

81

Source: Author's presentation slide

In addition there was discussion about actions to encourage tourists, and some of the issues in this slide, which was used to trigger comments rather than being a considered set of recommendations, are explored more in the discussion section below.

Figure 95: Possible actions to welcome and attract tourists

Actions to welcome and attract tourists

- “5 attractions in a day” free bus every 15 minutes
- New hotels
- Street life in city centre
- Promote the cultural offering
- Build up new demand for the Spas
- Promote the green walks, mountain bike trails, and events around these
- Get some local new Restaurants in the Michelin Guide
- Sell tourism jobs to school children, and languages
- City weekend package
- Bus in German and Czech pensioners looking for roots and history

82

Source: Author's presentation slide

6.3.1. Discussion and emerging issues

We have had extensive discussions with several stakeholders and officials in the City about the opportunities and issues around growing the tourism offer. Amongst those are:

- As stressed above, the leisure and tourism offer is in fact something which can be designed to be as much for permanent residents as for temporary visitors. They are the people who will keep visiting the aqua park, mountain trails, museums, good restaurants, and other facilities in the area.
- Recent research reports obtained by the city had shown that the Lower Silesian region was most likely to have a market to attract short and weekend visits, rather than longer. This may not be the case for people visiting spas and sanatoria.
- International visitors (and new residents) can have higher expectations about the quality of goods and services than are provided. Unless training is provided for counter and wait staff in shops and restaurants, more stress is put on the quality of meals, goods and service provided, and basic training in English or German speaking provided, as well as sufficient publicity and information materials in a variety of languages, then the offer would fall short of what it could be.

- There was no easy way to get from the Castle (a magnet for visitors) to the other city attractions and to the city centre, and little encouragement to do so apart from the multi-site ticket. This point was discussed on many occasions, mainly in connection with asking why there was not something like a fleet of regular circular transportation options from the Castle to these other destinations. This might, for example, be a fleet of frequent “hop on hop off” minibuses circulating round the main attractions. Often it was not considered viable because there was no money available to provide new buses for this purpose - priorities for the city and its spending were housing, roads and transportation, and there was no spare resource. In any case, it was said, many people arrived at the Castle by car. Current bus timetables, regrettably, meant that the journey would take around 40 minutes to the centre, with one change, and the bus was once an hour – and 90 minutes with two changes for the Mining Museum. So people would not take the regular bus. Apparently a tram line had been considered, but it was too expensive.

The discussions and the opportunities demonstrated by other cities can be summarised under three main headings:

- *Leisure and tourism strategy must be about more than leisure and tourism*

Although there had been many tourism strategies over the years, they did not fully integrate with the wider city strategies. For example, training of workers and businesses to maximise their offer (as set out above) was not part of the overall schools or business strategies; the development of SMEs providing services or goods to the tourist and leisure industries was not a priority; the leisure and tourism strategy was managed from the Castle, and while there was no doubt that the Castle CEO did a good job it was nevertheless the case that the decisions and actions were not fully incorporated to the City’s priorities and targets, and it was instead a bit at arms length.

This also extends to the offer for potential investors. In response to questions about the number and quality of hotels and restaurants, as well as retail opportunities in the city (both large stores and local artisanal, green, or cultural artefacts), it appeared that there was no strategic approach to stimulating business. Often the view was expressed that the City could not directly fund or direct these types of growth and provision, but neither was there a sense that there were ways in which they were being identified as good options, or being targeted with incentives and offers.

- *Promoting leisure and tourism needs professional and community engagement*

In addition to formal strategic “joining up”, there is also an issue around managers and stakeholders in leisure and tourism activities. Some people indicated that these managers lacked entrepreneurial spirit and creative ideas, preferring to stick to traditional approaches and products than to imagine and implement new ideas in areas of opportunity. Innovation and creativity could create a new and attractive offer for Walbrzych, if the professionals in the tourist industry were more aware of the high expectations of visitors and new residents.

Similarly there was limited public outreach and engagement to raise the profile of leisure and tourism, and to seek the participation and support from a wider range of citizens, stakeholders, and

enthusiasts who may be very active in local organisations. The point has been made above of the problems of interesting school students in careers in skilled manufacture. A similar point can be made here, where the opportunities of a worthwhile and rewarding career in the leisure and tourism industries does not appear to be being promoted. It was remarked to us the people in the city think that service industries, and the provision of good customer service (including language skills and a pride in the job being done) were in fact servile activities “beneath” the dignity of residents, despite the fact that in many other countries they were major drivers of economic growth and city attractiveness.

A contrasting but related point made in this context, which has been noted above, was that pervasive welfare dependency, passivity, and lack of motivation, made recruitment of workers in these industries very difficult, particularly in a context of very low unemployment in the city. Applicants for jobs were hard to find, and when found could be unmotivated.

- *Detail matters*

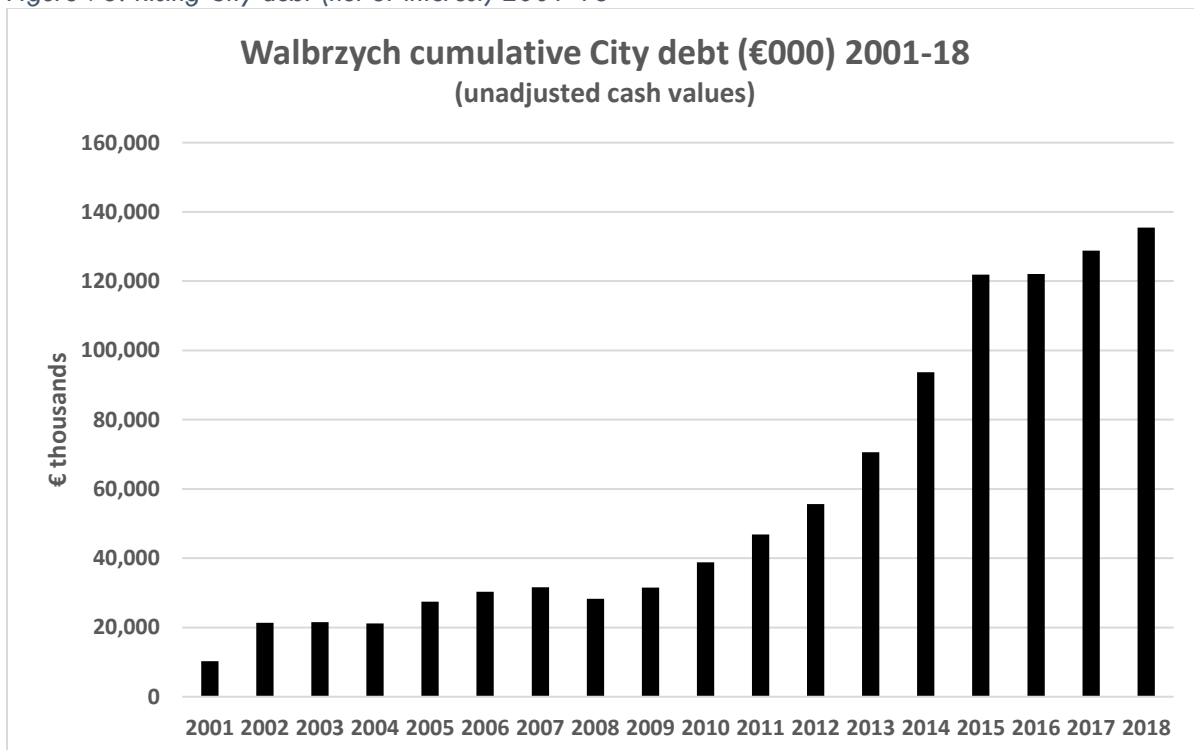
It was pointed out to us that it is perfectly possible to go to the Castle, buy a parking ticket, then get to the castle gates and find it has been closed an hour previously. Similarly in relation to the Borowa observation tower mentioned above, one initial point being made by visitors was that it was built with no appropriately located car parking. Similarly it was only a few years ago that any specific parking for tourist buses was provided in the city. In the hotel in the Old Mine (a flagship hotel owned and managed by the city), the beds are not made, nor the towels changed and bathrooms cleaned in the rooms for several days, and few of the staff speak even a minimum of English (though apart from that we wish to stress it was a comfortable and enjoyable place to stay!). Looking on the Web for information about tourism in Walbrzych in English is a difficult task, except through the major international sites like Trip Adviser or Booking.com, which the City does not control. In some of the Castle restaurants there is an atmosphere of “take it or leave it” and the choices are limited. All of these (perhaps small sounding) issues lead, nevertheless, to a sense that the leisure and tourism offer is not fully thought through, fully road tested, adequately open to encouraging feedback, and seemingly indifferent to viewing everything from the client’s point of view. These little details can make all the difference in generating a groundswell of public awareness of the benefits and opportunities of living in and visiting Walbrzych.

7. ADDRESSING THE BURDEN OF CITY DEBT

7.1. Main financial issues

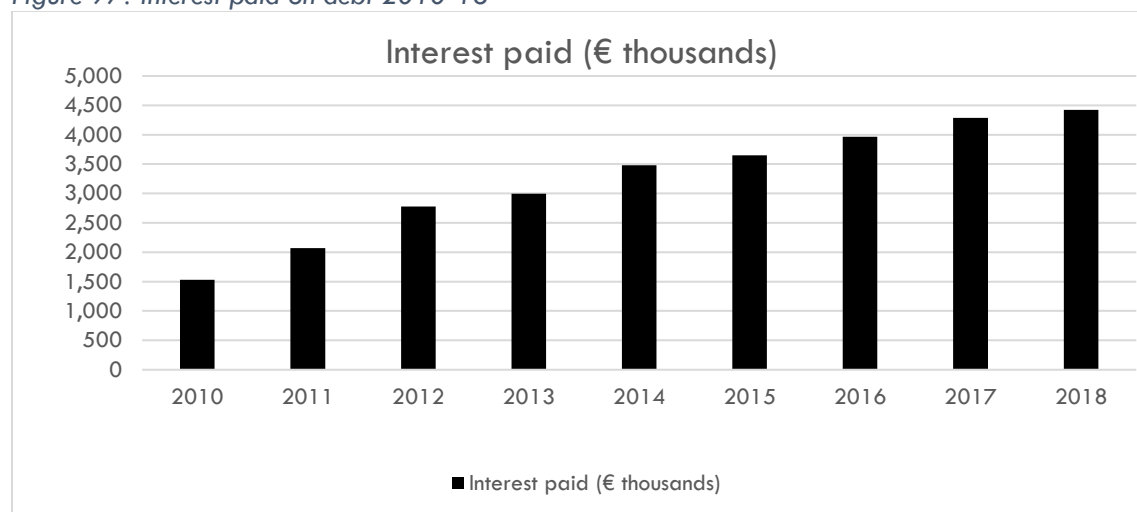
The level of city debt has been rising steadily each year since 2001 (with some exceptions). In cash terms it has gone from €10m in 2001 to €136m in 2018. It is worth emphasizing that in the years 2001-2009 the value of the city's assets decreased by approximately €26.7 million with an increase in debt by €20.7 million whereas in more recent period 2010-2018 the value of the city's assets increased by approximately €202 million with an increase in the debt of €94 million. (NOTE: charts in this section are based on financial information provided by the City of Walbrzych, edited by the authors)

Figure 96: Rising City debt (net of interest) 2001-18



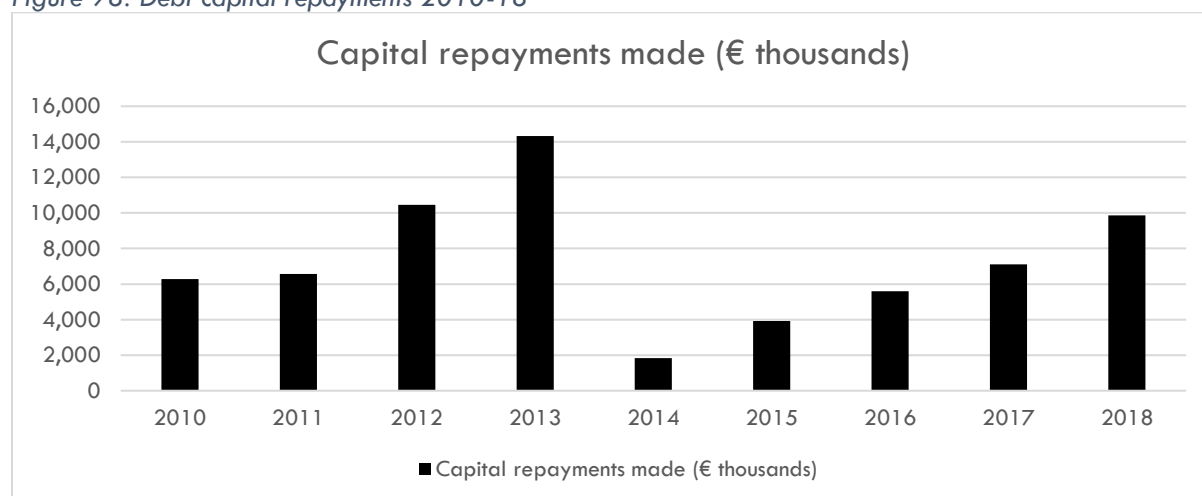
The amount of interest paid on debt year by year is:

Figure 97: Interest paid on debt 2010-18



The amount of debt capital repayment made year by year is:

Figure 98: Debt capital repayments 2010-18



The city's capital expenditure in 2010-2018 exceeded €202 million and was four times higher than in 2001-2009. The city has invested in recent years and borrowing has been used to invest in the city's development. Nevertheless:

- the average cost of debt service (capital + interest) in the years 2001-2018 was about 9% of the city's annual budget.
- In 2018 it cost €7.0 to service the debt per 1000 PLN of city budget revenues. This is the highest cost amongst the 66 cities with county status in Poland, according to the CSO Local Data Bank, and Walbrzych has had this highest cost during the period 2015-2018. The mean cost for the 66 cities in 2018 was €2.08 for the 66 cities, and the median cost €1.85³¹.
- The 2018 debt burden per Walbrzych resident, including capital and interest, was €126.86

³¹ See CSO Local Data Bank table *Expenditures of communes and poviats in department 757 Serving public debt per PLN 1000 total budget revenues*

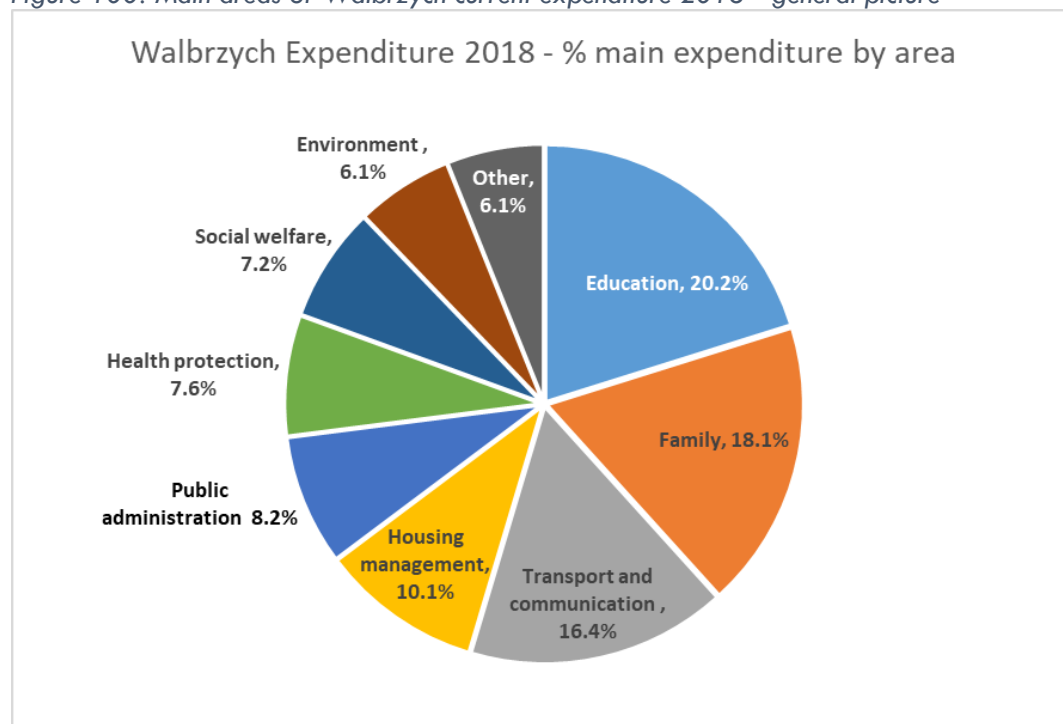
In terms of the city's main revenue budget, after a period of deficit in six out of the years 2001-2010, it returned to surpluses in the years since then:

Figure 99: Walbrzych city revenue budget €000, 2001-2018

| | Current revenue | Current expenditure | Surplus/Deficit |
|------|-----------------|---------------------|-----------------|
| 2001 | € 59,953 | € 54,009 | € 5,944 |
| 2002 | € 61,517 | € 62,052 | -€ 535 |
| 2003 | € 45,781 | € 49,977 | -€ 4,196 |
| 2004 | € 49,149 | € 49,972 | -€ 823 |
| 2005 | € 51,437 | € 53,977 | -€ 2,540 |
| 2006 | € 55,545 | € 55,095 | € 450 |
| 2007 | € 60,564 | € 58,282 | € 2,282 |
| 2008 | € 64,278 | € 60,191 | € 4,088 |
| 2009 | € 67,128 | € 67,499 | -€ 371 |
| 2010 | € 65,349 | € 68,511 | -€ 3,162 |
| 2011 | € 67,750 | € 67,405 | € 344 |
| 2012 | € 70,727 | € 69,775 | € 953 |
| 2013 | € 95,858 | € 94,013 | € 1,845 |
| 2014 | € 100,793 | € 98,267 | € 2,526 |
| 2015 | € 111,174 | € 98,785 | € 12,389 |
| 2016 | € 117,760 | € 110,589 | € 7,171 |
| 2017 | € 122,879 | € 119,458 | € 3,421 |
| 2018 | € 130,433 | € 123,159 | € 7,274 |

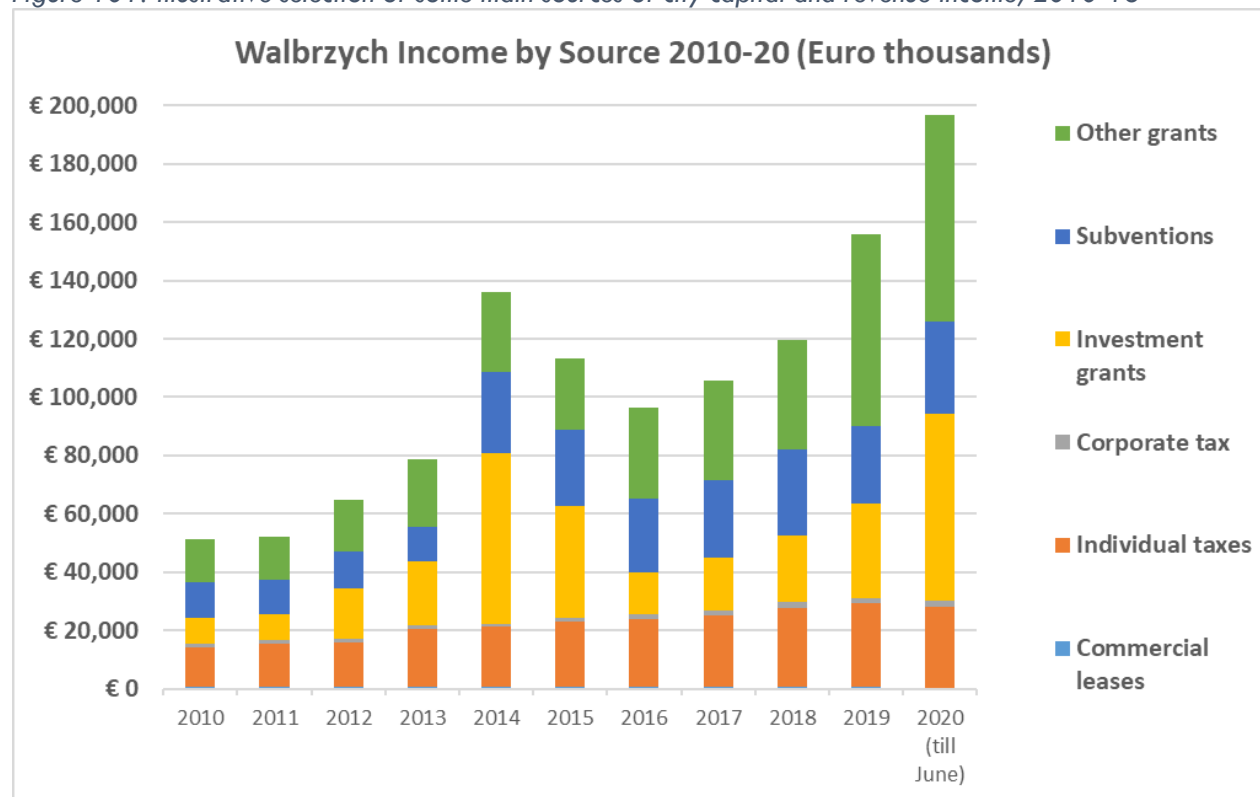
The main areas of expenditure, in overall terms, are:

Figure 100: Main areas of Walbrzych current expenditure 2018 - general picture



In terms of contributions to the city revenue income, around 21% comes from individual taxes, and 2% from corporate taxes. Less than 1% comes from commercial leases. The city has a wide range of other grants, loans, specific grants (“subventions”) and other income which is applied to the regular budget items in the city budget, and also to a range of specific programmes, capital projects, and initiatives. This report does not break these down into more detailed categories, but an overview of the wide range of city sources of income for all of its activities is below. Note that this is only a selection from amongst the main sources of income, for illustrative purposes. Note also that the 2020 to date figures include a large element of investment grant for the new bypass road.

Figure 101: Illustrative selection of some main sources of city capital and revenue income, 2010-18



In concluding this section, we can note that from 1995 to 2018 the population of Walbrzych decreased by almost 20% compared to the base year. The accelerated aging of the Walbrzych community was also taking place, and Figure 12 has shown the increasing dependency rate in the city. The financial situation is a bit more complex, however. Analysis of the income base of residents and available through taxes to support the city budget in 2016-2018 indicates that with a nearly unchanged total number of taxpayers, the total local tax income generated increased by almost €78.5 million, and income tax by €7.9 million. In fact the highest increases of both numbers of taxpayers and income collected is observed among people of retirement age. The number of taxpayers in retirement age increased in this period by 22%, and tax paid by approximately 35%. In turn, the group of young people (below 26 years) in the same period increased only by 8% with an increase in income tax of about 25%. This means there is a large dependence of the city's income on retired residents, and a decline in the number of working age people replacing them, particularly in terms of a low number of young people entering the job market.

Nevertheless the longer term decline of the population, and the small but constant number of residents on social welfare benefits, results in a reducing income base over this longer period. The city continues to have to meet higher running costs due to continuing expenditure as a consequence of the mining legacy, where subsidence, disrepair, and structural problems significantly increase the costs of current maintenance of the existing municipal infrastructure. As has been set out earlier in this report, the city has not had the capital or revenue resources to undertake the full and necessary upgrading of many of the dilapidated assets at the point they were transferred to it after the closure of the mines and of the transfer of the previously mining company owned mines and buildings. These transfers came without equivalent transfers of funding to undertake such work, and for this reason, Walbrzych, like two other Polish shrinking cities (Bytom and Łódź), was included in the national Partnership Agreement³² to implement a pilot project in the field of revitalization – described in more detail below

Despite these pressures, in recent years year there has been a surplus of current income compared to current expenditures over the last 10 year, as shown above, and surpluses are invested in the city's development. The need to address overall current debt levels and mechanisms to reduce the burden of debt, is central to balancing the City budget, as is making new funding available for investment in the other issues identified in this paper. This view of the importance of debt is shared by the City Treasurer.

7.2. Walbrzych's new "attractions"

Amongst the major investments made in recent years have been in major "attractions" including the porcelain museum, the mining museum and the aqua park. These are intended to be city attractions and generate income and visits to the city. Outcomes for these three are below:

³² Partnership Agreement for Poland, 2014-2020, https://ec.europa.eu/info/sites/info/files/partnership-agreement-poland-may2014_pl.pdf.

Figure 102: Financial outturn for the Porcelain museum 2010-2020

| Porcelain museum outcome | |
|---------------------------------|-----------|
| 2010 | € 19,615 |
| 2011 | € 2,020 |
| 2012 | -€ 11,177 |
| 2013 | -€ 12,043 |
| 2014 | € 18,013 |
| 2015 | -€ 53,736 |
| 2016 | € 26,583 |
| 2017 | € 872 |
| 2018 | -€ 5,868 |
| 2019 | -€ 18,270 |
| 2020 | € 20,836 |

In order to generate more income, the city have identified several actions including:

1. Expanding the educational offer tailored to the age group of recipients
2. Extending external promotion in order to attract new recipients of the Porcelain Museum offer, both through participation in fairs and permanent promotion on the Internet
3. Introduction of modern multimedia techniques
4. Expanding the offer by introducing a new cafe service in the gardens of the museum,
5. Extending the store's offer with online sales

Turning to the museum of the old mine Stara Kopalnia:

Figure 103: Financial outturn for the Old Mine Museum

| Old Mine Outcomes | |
|--------------------------|-----------|
| 2015 | € 120,859 |
| 2016 | -€ 36,518 |
| 2017 | € 74,393 |
| 2018 | € 24,214 |
| 2019 | € 75,640 |

For this museum, the city have identified measures to increase footfall and income, including:

- Expanding the educational offer
2. Extending external promotion in order to attract new recipients to the Old Mine
3. Introduction of modern multimedia techniques
4. Extending the offer of the Unique Ceramics Centre, e.g. commercial sales, regional product

5. Implementation of prestigious cyclical events aimed at attracting recipients from all over the country and abroad
6. Introduction in the Old Mine of a full gastronomic service (restaurant) along with the possibility of organizing, among others special events

In relation to the Aqua park, the amount of accumulated losses from the beginning of the Company's establishment to the end of 2019 amounted to €5,882,917. In addition up to the end of 2019 the park has benefited from recapitalisation by the city of € 10,662,754. In April 2020 a reorganization of the Company began. This envisages a 50% staff reduction, and the appointment of a new management board. This board will change the organizational structure of the company so that the activities of individual cost centres are more focused on delivering their financial targets. In addition, it is planned to change the contract with the City of Wałbrzych, which will be more favourable to the Company.

It is clear from the steps being taken, outlined above, that the city recognises that they are not delivering the expected returns. The bottom line here is not only in the financial outturns of the individual assets, but their ability, individually and together, to attract visitors and new residents, to generate wider business in the shops, restaurants, and facilities in the city, and to build the reputation and positive image of the city. This is why they were presented in the tourism workshop as key assets for the city, and why they could form part of a integrated city attractiveness package if developed and supported to that end. They represent very significant investment of capital, which continues to be part of the city's debt burden, and need to deliver the intended returns on that investment.

7.3. Analysis of the Multi-year investment plan and proposed investments addressing the revitalisation of the historical parts of the City

The short-term horizon of regeneration programs in Poland is often identified as a problem by commentators. Activities are planned for several years, but the problems identified in the area of regeneration have continued to progressively worsen, and the recovery requires a longer time than originally envisioned. The view that there is too short a perspective taken to revitalization programs in Poland is often attributed by local stakeholders to the specific requirements imposed by awards of EU-funds for revitalization under regional operational programs. In a city like Wałbrzych, a model of mixed private/public funding extending over a longer period, and part of a longer term overarching plan – such as the ANRU planning mechanisms in France, or the Érige framework in Seraing – could be of assistance. This would not only provide the time to undertake a systematic and comprehensive programme, but also potentially provide a more attractive framework for private investment. This approach is still rare in Polish local governments.

Wałbrzych in fact presents itself as being part of the avant-garde in respect to longer term financial planning. City officials have set out to us that since 2004 the vision of revitalization has been systematically evolving, in line with changes in the approach at the national level. The city has set out to incrementally develop an approach that moves away from simply grants from the EU to also exploiting the potential of private investment, in housing and related the revitalization of the city. It

also highlights its use of financial instruments (e.g. EIB loans) and the increasing integration of various public policies for the development of regeneration areas, as described in previous sections.

The experience of implementing the first two Wałbrzych revitalisation programs (2004-2006, 2008-2015) had shown that the shortage of funds led to an extended implementation phase and in some cases indefinite postponement of planned elements of the programme. Following the 2016 pilot project, Wałbrzych sees itself as already ahead of many Polish cities in developing a longer term plan for financing regeneration. The Municipal Revitalization Program of the City of Wałbrzych for the years 2016-2025 (GPR)³³, sets out a long term vision of changes in the area of revitalization, addressing social, environmental, spatial and technical problems, is cited as a good example.

This programme is now part of a wide ranging financial investment plan, for which repayable financing from EIB was obtained. As part of this, in October 2017 Wałbrzych began cooperation with the European Investment Bank (EIB) for financing the implementation of the GPR revitalization programme under the so-called "Juncker Plan", agreeing terms which gave the city the increased flexibility in financing regeneration projects with a low cost of capital.

Wałbrzych is the only local government in Poland that was supported under the "Juncker Plan" - the loan for Wałbrzych is the first one that the EIB granted to a Polish city, with the support of the European Fund for Strategic Investments (EFSI). The project also uses technical support URBIS (Urban Investment Support - part of the European Investment Advisory Center (ECDI), which is the advisory pillar of the investment plan for Europe.

Funds from the EIB loans occupy now a significant place among external sources of financing projects in the GPR, which also includes co-financing under cohesion policy funds amounting to about twice the EIB investment amount. While further funding is needed to address all the city's problems, it is nevertheless this is a significant change compared to the previous programming period (2008-2015), in which it was only grant-based. Analysis of the GPR financial framework by source of financing shows that the EIB loan finance capital investment in high quality public space and improvement of living conditions, while the grant funds generally are used for stimulating social activities and economic development.

Wałbrzych finalized an agreement with the EIB in 2018. The investment plan covered parts of the GPR which did not at that point have funding and met the support criteria defined by the EIB. The GPR, the elements funded were:

- environment (air quality)
- energy (e.g. thermo-modernization)
- social housing
- social assistance
- education
- culture
- care

³³ <http://bip.um.walbrzych.pl/uchwala/22671/uchwala-nr-xxix-385-2016>.

- road repair
- urban space revaluation and urban property management including parks.

In total, 54 multi-annual projects from the agreement with the EIB were included in the related “Multiannual Financial Forecast of the City of Wałbrzych (WPF)”. The total value of the GPR is over €58.5 million, with the city's projects amounting to €53.4 million. The EIB loan provides approximately 50% of the value of projects.

With each programming period (2004-2006, 2008-2015, 2016-2025), revitalization activities have had an increasing scale. At the same time, the vision of planned changes is becoming clearer. The modernization of public space is alongside the development of housing; the attractiveness of the cultural offer is intended to be based on the unique industrial heritage; and the improvement of energy efficiency and communication accessibility of regeneration areas are linked to the green agenda. This evolution of activities is intended, in the view of the city, to improve the efficiency of using public funds in regeneration areas.

The city also believes that first signals of rebirth of the city are already visible. Although demographic trends have not yet been reversed, revitalization activities are being planned in a comprehensive manner. Moving forward, it intends to ensure that the next stage of the city's revitalization activities (at the end of 2025) should include an assessment of the extent of progress in city revitalization and the development of another investment plan with mixed funding pot of grants, loans, and private investments. As noted elsewhere in this report, the city also seeks increased levels of funding from the National programme level. Meantime a recent report on revitalization processes in Poland³⁴ found that Wałbrzych is currently mentioned by other cities as providing illustrating good practice worth following.

7.4. National Revitalisation Project

Wałbrzych was one of the early beneficiaries of the regional policy of the government of Poland. This includes the Special Economic Zone, and the modernization of the communication network road and railway. At the beginning of the EU programming period which has just concluded, the government of Poland had decided to develop the support for the revitalisation (renewal) of cities. The National Revitalisation Plan, drawn up in 2014 and with the perspective up to 2022, had proposed initiating local level actions in this field, although in fact the Plan and programme was not implemented as originally proposed. Nevertheless as result of the preparatory works a 2015 Revitalization Act was adopted by Parliament, which set out detailed ministerial guidelines and a pool of financial resources for Regional Operational Programmes (RPO). Regional authorities and communes began planning bids for Communal Revitalization Programmes (GPR), in the context of a government competition and offer of expert support (which did not in the end take place). In parallel three of most neglected cities in the country - Łódź, Bytom and Wałbrzych - became part of the additional governmental sponsored national pilot revitalisation project.

Each of the cities was to receive a relatively small amount of additional resources, to make preparatory works for the use of considerably greater financial means from Regional Operational

³⁴ IRMiR (forthcoming 2020) “Evaluation of the system of management and implementation of revitalisation processes in Poland”, Warsaw, produced for the Polish Ministry of Funds and Regional Policy

Programmes which were intended to follow, or funding from elsewhere. Resources in Pilot Projects were intended exclusively on soft actions, which can enable the use of the greater resources for larger investment projects.

Each city received a range of support and funding in regional operational programmes (but no extra support from the government itself), although the funding awarded to Wałbrzych was lowest from among the three.

- for Lodz – PLN 2,000 million (€446m),
- for Bytom – PLN 400 millions (€89m)
- for Wałbrzych – PLN 75 millions (€16.7)

The focus of the Pilot Project was:

- Spatial planning – using model statutory planning documents (in line with the spatial planning Act) enabling efficient delivery of functional and spatial activities as part of revitalization processes (leading topic);
- Housing - delivering residential and revitalization investments (public and private) to permanently strengthen the housing function in the area of revitalization of Wałbrzych due to the implementation of integrated measures aimed at improving the quality of life of residents (supporting topic);
- Financing revitalization activities - applying an innovative financial tool to strengthen the capacity of the city of Wałbrzych to implement projects included in the overarching Municipal Revitalization Program of the City of Wałbrzych (supporting topic).

The pilot area was based in the same neighbourhoods which were part of the City of Wałbrzych's later overarching plan for poor neighbourhoods in the city, the "Municipal Revitalization Program of the City of Wałbrzych "(GPR) which was adopted by the City Council on 18 October 2016. More details of this wider City programme are at Section 1.4.5 above. These areas were characterized by high levels of poverty, unemployment and crime, low qualifications of the unemployed persons, dilapidated and degraded public and residential infrastructure, low level of entrepreneurship, and poor working conditions. More information on the GPR programme and financing is also in the previous section.

In the end the originally proposed National Revitalisation Plan and programme was not put into effect, so there was no national follow on to the pilots. The pilot project in Wałbrzych implemented from the POPT 2014-2020 funds was aimed at supporting the city in preparing the revitalization process. Urban concepts for problem areas, documentation for the needs of tenement house renovations and an IT tool were developed. An economic efficiency calculator for thermo-modernization projects was developed for energy efficiency, and supporting social actions were developed for the residents themselves by introducing the function of "Social Lighthouse Keeper" (to provide intensive support to families in difficulty, and a special "micro-migrant program"³⁵. All

³⁵ For more details, see <https://www.funduszeuropejskie.gov.pl/strony/o-funduszach/rewitalizacja/projekty-pilotazowe/walbrzych/>

activities around the pilot programme objectives in Walbrzych are now part of the wider, overarching GPR programme described in more detail in the section above and in other parts of this report.

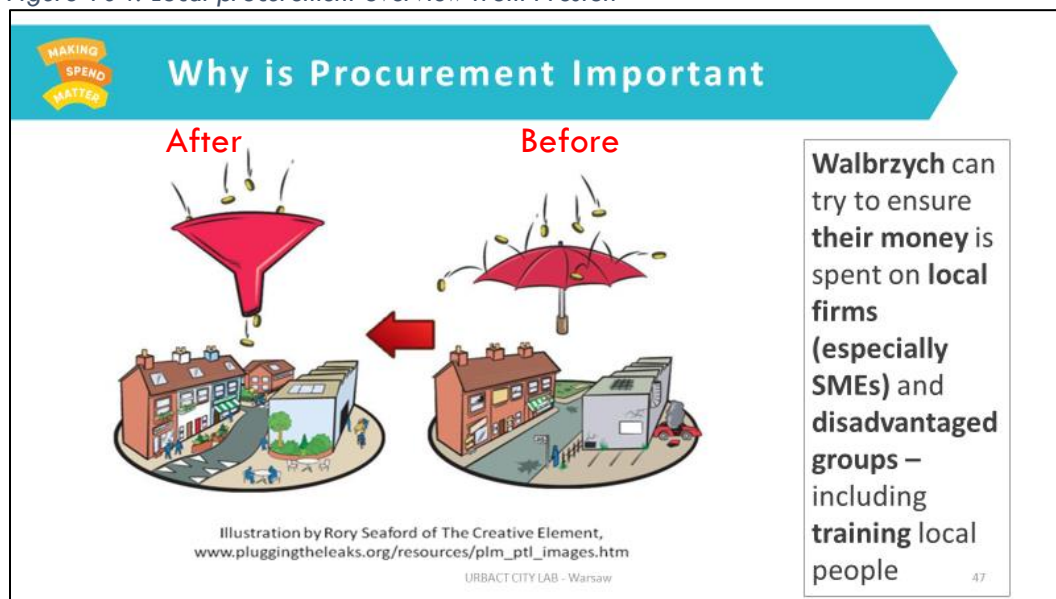
7.5. Options and good practice from other cities

One aspect of addressing poor neighbourhoods set out in section 3.2.3 is the use of procurement and contracting to stimulate local businesses and skills building in the local population, and stimulating local delivery chains. This was explored with the city, including during the PowerPoint presentation where some background and examples were given, drawn from the URBACT “Making Money Matter” network.

The background³⁶ is the EU policy context where in 2014, the European Commission changed their Procurement Directives. The refreshed Directives retained a core emphasis on compliance, efficiency and competitiveness in public procurement, but introduced some wider considerations. One of these was particularly relevant with the Directives wanting procurement to become more strategic, so that procurement decisions were not made solely on the basis of cost efficiency, but also to consider wider factors such as quality and predominantly how procurement could be used to achieve wider social and environmental goals. Procurement also links intrinsically to the priorities of the overarching EU2020 Strategy. It links, for example, to the priority of ‘Sustainable Growth’ because of the key emphasis upon encouraging local businesses and SMEs to bid for contract opportunities, which in turn create employment and skills development opportunities.

This was outlined at the presentation in Walbrzych through examples of two cities, Preston in the UK and Koszalin in Poland. The image used by Preston to explain the benefits is of an umbrella which can either catch and channel spend into the city, and not dispersed.

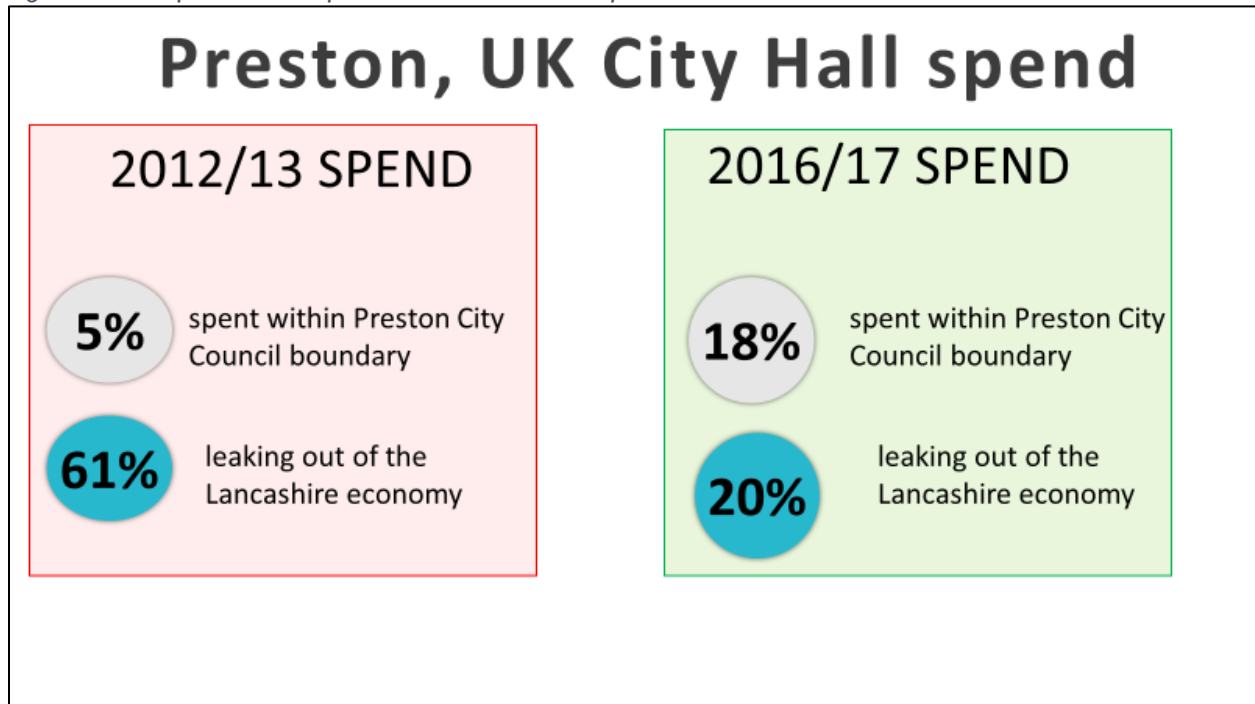
Figure 104: Local procurement overview from Preston



³⁶ Information here drawn from the URBACT Transferability Study document “Making Spend Matter” 2018

The impact on Preston has been assessed in terms of the impact on both the city itself, and in the wider region:

Figure 105: Impact of local procurement on Preston spend



An example of a Polish city which is already taking these types of steps in procurement and the development of local delivery chains is Koszalin:

Figure 106: Local procurement activity in Koszalin, Poland



8. CONCLUDING REMARKS

Located in the Sudety mountains of south west Poland, the Lower Silesian city of Walbrzych has many geographical advantages. A small town, near the Czech Republic and Germany, it boasts seven large wooded and upland parks which make up a third of the low density city. As well as some beautifully restored historic buildings in the centre and outskirts, including restored Spas including Szczawno Zdrój and Jedlina Zdrój, it has a thriving cultural life of local theatres, cinemas, museums, and sports grounds, linked by a modern network of public transport and cycle ways. It has a major new industrial park The Special Economic Zone (SEZ) incorporated to the edge of the city, which had driven the current very low unemployment rate.

But Walbrzych also has a long history of coal mining, dating from 1536 until its precipitous and ill planned closure mid 1990. The city found itself underfunded and insufficiently unsupported in addressing the consequent economic and social shock. It inherited a quickly degrading industrial legacy including ground subsidence and disused mineshafts, 25% unemployment amongst workers whose skills were entirely in mining, a stock of ex-mining housing in disrepair lacking basic amenities, and a reputation as one of the dirtiest cities in Poland.

Between 2000 and now the city has been engaged in a wide range of renewal and recovery initiatives and programmes. During the period from the mine closure until 2011 there were many strategies and initiatives put in place, including the establishment of the SEZ by a government ordinance of 1997. Led since 2011 by a reforming and proactive President local to the area, it has built on the opportunities offered by the SEZ and previous strategies, by the restoration of Powiat (County) status, and a committed team in City Hall led by the City Treasurer. The city will soon be only 40 minutes by high speed train from the dynamic regional capital of Wrocław, is building agglomeration and Lower Silesian links with local partners in joint ventures around tourism and the circular economy, and actively seeking and receiving financial and programme support from the Polish government, EU, EIB, EEA and Norway grants programme, OECD, and the private sector. These programmes are aimed at restoring dilapidated city infrastructure, building new skills and economic resilience, and attracting and retaining residents through developing a higher, greener, quality of life and local services. That said, a continuing issue for the city remains balancing the need to fund new and existing development and better services in the context of the underfunded legacy transfer of mining liabilities, a reduced local tax base due to a shrinking population, outstanding and expensive loans for investments over the last decade and more, and the continuing struggle to attract business investment and new residents.

This final section of the report provides concluding remarks on the detailed material explored in the sections above. It provides ideas, options, and observations based on the main report. It does not provide recommendations, as this was not part of the project brief and nor did we consider it appropriate to do so. It does draw together and expand on some of the major themes which have emerged during our work on this report.

1. The main report sets out the many initiatives and opportunities which the city is pursuing to address its main problems. Some of these problems are severe and continue to subvert the ability to make progress in other areas. For example the disrepair of buildings and the many derelict or cleared sites in the city centre presents an unattractive face of the city to residents, potential new

residents, and visitors. It remains the fundamental problem that half the city owned properties lack proper bathrooms and 43% lack toilets. Although this may be a continuing issue in other Polish cities nevertheless is likely to be unappealing to the existing and new residents including, for example, the types of “digital nomads” and entrepreneurs who Walbrzych wants to attract. The underlying low tax base in the city, combined with high levels of historic debt accumulated over 20 years, leaves limited financial headroom to support new investment. There is potential to be an attractive green city open for new residents and tourists, but the lack of facilities and infrastructure – like decent restaurants, shops, and customer centred services – inhibits the city’s ability to realise this this potential. Exploring the options from other cities set out in this report can only realistically be done in the context of addressing and mitigating these continuing legacy problems.

2. The fact finding interviews during the research, and the workshops and presentations of options from other cities, were opportunities which Walbrzych took to reflect openly on the problems shared with other cities. The Walbrzych workshop presentations clearly articulated their awareness of the strengths and weaknesses of the city. They provided an opportunity for the city to explore what others had done, make new links, and challenge the transferability of the solutions from other countries. Walbrzych now has a set of contacts and a number of invitations to take part in wider international network events and city visits following on from this work (including invitations from Chemnitz, Barnsley, and Nyiregyhaza).
3. Several of the successful cities in the report, particularly in the case study of Sheffield , have been part of innovative sub-regional partnerships with agreed aims and a shared understanding of the complementary roles of each participating city at a strategic regional level. Walbrzych has begun to strengthen these links in recent years, working out where they fit in relation to Wroclaw, other small towns in Lower Silesia, including becoming the leader of the Wałbrzych Agglomeration. Developments such as the new rail link with Wroclaw, and the potential impact of Covid 19 in changing attitudes to living in large and dense urban areas, could help to make Walbrzych more attractive to families and new workers in the region. The city may have the potential to play a new role as a smaller (but no longer shrinking) city in a loosely constituted interdependent regional federation.
4. Walbrzych has continuing problems of a low tax base, high residual debt to service, and high running costs due to its industrial heritage. Nevertheless in recent years year there has been a surplus of current income compared to current expenditures, surpluses are invested in the city's development. Debt is and has been taken on only to finance development and new investments, which is particularly noteworthy in the context of many other cities in Poland that are in debt to cover the deficit in current expenditures year-on-year.
5. Walbrzych produced a planning study of spatial development moving forward, in July 2019, with an overarching framework for economic, housing, transport and other key city developments. The document aims to have a stabilised city of 100,000 residents. This now sits alongside the 2016 Municipal Revitalization Program of the City of Wałbrzych (GPR) which provided a type of “master plan” or the poorest areas of the city. Examples cited in the PowerPoint presentation, and in the case studies of Seraing and Saint Étienne, explore other types of long term master plans for the development of those cities, which can complement spatial development plans. In Seraing this was the product of three years’ work in concluding in 2006 and updated for the 2019-25 period. It was developed in conjunction with local businesses, residents, regional links, expert advisors, and other stakeholders. The experience of those cities was that bids for funding and attracting private investment were often enhanced by being put in a more comprehensive, detailed, and systematic development master plan of this type, on the basis of the underlying strategic spatial development statement.

6. The GPR Municipal Revitalisation plan mentioned above was created with a wide participation of the Walbrzych residents and key stakeholder groups. In each of the sub-areas included in the programme, debates, workshops and meetings with experts, representatives of public institutions, urban activists, local non-governmental organisations, entrepreneurs and housing community managers were held. Different participation forms were chosen for different stakeholder groups. There were also participation exercises during the preparation of the spatial development plan. Nevertheless a number of officials and stakeholders interviewed stated that in other areas of service delivery the city has had more difficulty engaging citizens and supporting local resident organisations. This was highlighted in the Circular Economy workshop where methods of engaging citizens were explored, as well as examples being given in the case studies and PowerPoint presentation. Some city officials, and other Walbrzych stakeholders, have often expressed frustration about what they see as the workshy attitudes of some of the poorest residents, and wider problems in involving other residents. Good practice cited from cities like Oslo, Opole, Lille, and Tampere and Nyiregyhaza has shown the clear commitment and effective approaches to positively engaging residents in areas like recycling, waste disposal, increasing building insulation, and transport policy. These cities deploy good communication of highly visible environmental targets and outcomes. They also are very active in promoting schemes such as home energy efficiency, on the basis that residents engage more when incentivised by clear explanations of the financial and social benefits. In terms of fostering resident associations and participation, the Lille case study provides details of its highly developed web based offer to empower residents to engage, and become co-producers of the city's development.
7. Dilapidated city centre housing and concentrations of poverty – particularly in the south of the city - are problems. Walbrzych is continuing work in the six neighbourhoods of its municipal revitalisation programme, although up to date information about progress was not available. It has set up one Housing Agency (InWalbrzych) and has explored options for a complementary second agency along the Chemnitz/Rybnik model in that workshop. There is also a current project on site to re-develop a new Central Station as part of a wider neighbourhood development hub in that area. Discussions provided additional models of redevelopment and assess how they might provide additional and ambitious options. This included options from Warsaw, Dąbrowa Górnicza and in the Lille case study which also explored the re-use of post-industrial buildings. There were also options for city centre renewal where some immediate and interim options (like pop up shops and meeting places) provide good practice examples (Lille, Altena). Many of these options incorporate two of the strategic approaches noted above – an overall long term master plan for development projects to grow within, and a commitment to active and continuing resident, business and wider stakeholder participation in the planning and delivery processes.
8. Part of the benefits of these development projects can involve developing specific opportunities for the poorest residents. This can involve focused training and jobs policies assisted by procurement rules insisting on local employment, and guaranteed delivery chains as part of the contractual framework of the programme of work (Lille, Preston). Our interviews in Walbrzych indicated there were also current and emerging opportunities for proactive use of CSR to support city residents, and engagement in the SEZ job marketing and educational and work experience programmes for school students and new graduate and often coordinated through the Invest in EDU education cluster. Examples of this type of linking to graduates are also illustrated in the Sheffield case study.
9. In the report and case studies we highlight the systematic approaches of Sheffield, Leipzig, and Saint Étienne in developing SME links to local economic growth clusters. In Walbrzych this could include linking into current new developments in the SEZ such as to the emerging electric automobile engine industry in Toyota, and related automotive and high tech areas. In addition

links to the excellent local hospitals could be made in relation to medical products. This type of linkage currently appears nascent in Walbrzych. The economic hub workshop noted that in the case of IT development hubs there are particular markets which smaller towns can focus on – with the clear advice that SME and IT hub development in a place like Nyiregyhaza or Barnsley could be totally different from development in Budapest or Cambridge – but nevertheless possible to foster.

10. Leisure, tourism and marketing the opportunity for a good quality of life living in the city are important potential assets, but we were provided with limited evidence that they are integrated as essential part of the main policies and thinking of the City. There are no hotel schools or language schools for tourist sector workers, no drives to attract investment in hotels and leisure, little strategic consideration of how leisure and tourism can be an integral part of all aspects of city development, and sometimes cautious reserve. Possible new developments like weekend breaks, Spa breaks, local tours with resident guides and providing a small fleet of buses to link the four major tourist attractions were discussed as options for Walbrzych. There is also a wish to support the Ksiaz Castle and the proactive team there, the option to work with REVIVAL cities (see that workshop output). There is considerable scope to develop this sector, although it should be noted that this scope has already been identified in several previous city strategic documents.
11. In terms of new residents and work with local firms on recruitment, the Saint Étienne case study provides a particular example of linking jobs and housing offers, while other options include integration weekends for incoming residents and firms, getting them to meet sports associations, go to the football with local residents, eat local speciality food at an event in the town square. These can be developed in conjunction with city businesses, and could include links to finding childcare needs, meeting the needs of disabled family members who come with new workers, and supporting other working age household members - for example having ways to link their husbands to jobs as well. Saint Étienne has a dedicated team to undertake this work, and material on the web in English showing what this is, illustrated in that case study.
12. One issue not raised in discussion, but cross cutting in terms of the attractiveness of Walbrzych to business, new residents and visitors is the quality of the material and English translations on the Walbrzych website. Regrettably they are of a standard which suggests a lack of attention to detail and limited commitment to understanding and meeting the needs of new businesses and residents for effective and international standard communications.
13. Politically, the current president is coming to the end of his second (and hence final) term. He has been effective in turning the city round and has considerable electoral support but the issue is now passing on this legacy. His style has been to be very personally involved in issues, and directive, but needs to pass the city leadership on a strong, empowered, coordinated team of City Officials as a legacy. Currently city official feel a great deal of loyalty to him, but in fact need now to be both confident in taking delegated decisions and actions under their own authority, and coordinated into a cohesive, cooperative, strategically focused team each contributing to a shared vision of long term development if his legacy is to be preserved. This is the case irrespective of the political character of the new President.

In conclusion, the city needs to be bold, confident, outward looking, prepared to take well researched risks, forward looking, compassionate towards its more disadvantaged residents, and inclusive of new resident. It's already doing these things in a range of ways, and has the potential to do much more. The past has gone, and no matter how that past has influenced where the city is now, it needs to focus on the future. Walbrzych has lots to offer and can reasonably expect to be able to flourish as a thriving, green, attractive and community empowered city.

8.1. UWAGI KOŃCOWE (in Polish)

Położone w Sudetach w południowo-zachodniej Polsce dolnośląskie miasto Wałbrzych ma wiele zalet geograficznych. To średniej wielkości miasto leżące w pobliżu Czech i Niemiec ma siedem rozległych, zalesionych wyżyn, które stanowią jedną trzecią powierzchni miasta i są odpowiedzialne za jego niską gęstość zaludnienia. Oprócz pięknie odrestaurowanych zabytkowych budynków w centrum i na obrzeżach miasta, w tym odrestaurowanych uzdrowisk Szczawna Zdrój i Jedliny Zdrój, życie miasta kwitnie w lokalnych teatrach, kinach, muzeach i na boiskach sportowych, połączonych ze sobą nowoczesną siecią transportu publicznego i tras rowerowych. W mieście i jego okolicy zlokalizowane jest także Specjalna Strefa Ekonomiczna (SSE), dzięki czemu obecna stopa bezrobocia jest na bardzo niskim poziomie.

Wałbrzych ma jednak również długą historię przemysłu wydobywczego węgla, trwającego od 1536 r. aż do gwałtownego i źle zaplanowanego zamknięcia kopalni w połowie lat 90. ubiegłego wieku. Miasto zaczęło zmagać się z niedofinansowaniem i niewystarczającym wsparciem w zakresie łagodzenia szoku gospodarczego i społecznego. Odziedziczyło szybko niszczącą infrastrukturę przemysłową, w tym osiadające grunty i nieczynne szyby wydobywcze, 25% stopę bezrobocia, jako że umiejętności większej części mieszkańców skupiały się wyłącznie na górnictwie, zaniedbane mieszkania robotnicze pozbawione podstawowych udogodnień oraz reputację jednego z najbrudniejszych miast w Polsce.

Od 2000 roku do chwili obecnej miasto zaangażowało się w szereg inicjatyw i programów renowacji i rewitalizacji. W okresie od zamknięcia kopalni do 2011 r. wdrożono wiele strategii i inicjatyw, w tym ustanowienie specjalnej strefy ekonomicznej na mocy rządowej ustawy z 1997 r. Miasto, zarządzane nieprzerwanie od 2011 r. przez reformatorskiego i proaktywnego Prezydenta, opierało się na możliwościach oferowanych przez SSE i poprzednich strategiach opracowanych dla miasta mających na celu przywrócenie miastu powiatowego należnego mu statusu, w czym sekunduje Prezydentowi oddany zespół z ratusza pod kierownictwem Pani Skarbnik. Miasto wkrótce od dynamicznej stolicy regionu Wrocławia będzie dzieliło jedynie 40 minut jazdy szybkim pociągiem, rozbudowywana jest też cała aglomeracja i kontakty z regionalnymi partnerami w ramach wspólnych przedsięwzięć w dziedzinie turystyki i gospodarki o obiegu zamkniętym. W celu sfinansowania powyższych inwestycji rozwojowych, Wałbrzych aktywnie poszukuje i uzyskuje wsparcie finansowe i programowe z polskiego rządu, UE, EBI, programu grantów EOG i Funduszy Norweskich, z OECD oraz z sektora prywatnego. Finansowane inwestycje mają na celu odbudowę zniszczonej infrastruktury miejskiej, stworzenie nowej bazy umiejętności i odporności gospodarczej oraz przyciąganie i zatrzymywanie mieszkańców poprzez rozwój lepszej, bardziej ekologicznej jakości życia i lokalnych usług. Niemniej, ciągłym wyzwaniem dla miasta pozostaje równowaga między potrzebą finansowania nowych i istniejących już działań rozwojowych oraz lepszych usług w obliczu niedofinansowanej infrastruktury pogórnicznej, zmniejszonych przychodów z podatków w związku z depopulacją, niespłaconych i drogich w obsłudze pożyczek na inwestycje w ciągu ostatniej dekady, a także ciągłej walki o przyciągnięcie inwestycji biznesowych i nowych mieszkańców.

Przedstawiona poniżej końcowa część Streszczenia zawiera uwagi na temat materiału omówionego w szczególności w powyższych sekcjach. Zapewnia pomysły, opcje i obserwacje szerzej opisane w głównym Raporcie. Nie zawiera zaleceń, ponieważ nie było to częścią projektu i nie uważaliśmy wysnuwania

ich za stosowne. Konsoliduje natomiast i rozwija niektóre z głównych tematów, które pojawiły się podczas pracy nad niniejszym dokumentem.

1. Główny Raport przedstawia wiele inicjatyw i możliwości, które miasto stara się wprowadzić w celu rozwiązania głównych problemów. Niektóre z tych wyzwań są poważne i ograniczają możliwość dokonywania usprawnień na innych obszarach. Na przykład stan zniszczenia budynków i pustostany w centrum miasta stanowią o nieatrakcyjnym wizerunku miasta dla jego mieszkańców, obecnych lub przyszłych, oraz turystów. Podstawowym problemem wydaje się być brak łazienek w połowie, a toalet w 43% mieszkań komunalnych. Być może taki problem pojawia się i w innych polskich miastach, ale zapewne trudno będzie przekonać taką infrastrukturą obecnych i nowych mieszkańców, w tym na przykład tzw. „cyfrowych nomadów” i przedsiębiorców, o których Wałbrzych tak walczy. Niskie wpływy z podatków w połączeniu z wysokim poziomem historycznego zadłużenia z ostatnich 20 lat, pozostawia ograniczony zapas finansów na wsparcie nowych inwestycji. Miasto może być atrakcyjnie zielone i otwarte na nowych mieszkańców i turystów, ale brak udogodnień i infrastruktury - takich jak przyzwoite restauracje, sklepy i usługi zorientowane na klienta - hamuje jego zdolność do wykorzystania tego potencjału. Próba wdrożenia rozwiązań z innych miast przedstawionych w niniejszym raporcie będzie realna tylko w kontekście rozwiązania lub złagodzenia najpowszechniej występujących problemów wynikających z historii miasta.

2. Wywiady przeprowadzane podczas badań, a także warsztaty i prezentacje innych miast zostały przez Wałbrzych wykorzystane do otwartej refleksji na temat problemów wspólnych dla innych jednostek miejskich. Wałbrzyskie prezentacje warsztatowe wyraźnie pokazywały świadomość mocnych i słabych stron miasta u ich autorów. Warsztaty dały miastu okazję do zbadania tego, co w podobnych sytuacjach zrobili inni, nawiązania nowych kontaktów i dostrzeżenia możliwości przeniesienia dobrych rozwiązań z innych krajów. Wałbrzych zakończył projekt bogatszy o zestaw kontaktów i szereg zaproszeń do wzięcia udziału w szerszych międzynarodowych sieciach miast, a także wizyt studyjnych (w tym zaproszenia z Chemnitz, Barnsley i Nyiregyhazy).

3. Kilka opisanych w raporcie miast, którym udało się przewyciężyć podobne problemy, co jest szczególnie widoczne w studium przypadku Sheffield, uczestniczyło w innowacyjnych sieciach subregionalnych, posiadających uzgodnione cele i wspólne rozumienie uzupełniających się ról każdego z miast partnerskich na strategicznym poziomie regionalnym. Wałbrzych zaczął rozbudowywać podobne kontakty w ostatnich latach, zacieśniając swoje relacje z Wrocławiem i mniejszymi miastami na Dolnym Śląsku, w tym stając się liderem Aglomeracji Wałbrzyskiej. Zmiany, takie jak nowe połączenie kolejowe z Wrocławiem oraz potencjalny wpływ pandemii na zmianę podejścia do życia w dużych i gęsto zaludnionych obszarach miejskich, mogą przyczynić się do zwiększenia atrakcyjności Wałbrzycha dla rodzin i nowych pracowników w regionie. Miasto może potencjalnie odegrać nową rolę jako mniejsze (ale już nie kurczące się) miasto w luźnej, ale współzależnej federacji regionalnej.

4. Wałbrzych nadal ma problemy z niską bazą podatkową, wysokim długiem i kosztami bieżącymi związanymi ze swoim dziedzictwem przemysłowym. Niemniej, w ostatnich latach odnotowano nadwyżkę dochodów w porównaniu do wydatków bieżących, którą inwestuje się w rozwój miasta. Zadłużenie przeznaczane jest wyłącznie na finansowanie rozwoju i nowych inwestycji, co jest szczególnie godne uwagi w kontekście wielu innych miast w Polsce, które są zadłużone w celu pokrycia deficytu wydatków bieżących rok do roku.

5. W lipcu 2019 r. Wałbrzych opracował studium uwarunkowań i kierunków zagospodarowania przestrzennego, z nadrzędnymi ramami dla gospodarki, mieszkalnictwa, transportu i innych kluczowych inwestycji miejskich. Dokument ma na celu ustabilizowanie miasta na poziomie 100 000 mieszkańców. Jest to zgodne z Gminnym Programem Rewitalizacji dla Miasta Wałbrzycha (GPR), który stanowi „plan generalny” dla najuboższych dzielnic miasta. Przykłady cytowane w prezentacji PowerPoint oraz w studiach przypadków Seraing i Saint Étienne pokazują podobne długoterminowe plany generalne dotyczące rozwoju tych miast, które mogą stanowić uzupełnienie dla planów zagospodarowania przestrzennego. W Seraing był to wynik trzyletniej pracy zakończonej w 2006 r. i zaktualizowanej na lata 2019–25. Został opracowany we współpracy z lokalnymi firmami, mieszkańcami, regionalnymi partnerami, ekspertami i innymi zainteresowanymi stronami. Wartością dodaną dla tych miast był fakt, że oferty finansowania i przyciągania prywatnych inwestycji były często postrzegane jako lepsze lub bardziej atrakcyjne dzięki istnieniu takiego kompleksowego, szczegółowego i systematycznego planu rozwoju leżącego u podstaw strategicznego dokumentu o zagospodarowaniu przestrzennym.

6. Wspomniany wyżej plan GPR powstał przy szerokim udziale mieszkańców Wałbrzycha i kluczowych grup interesariuszy. W każdym z podobszarów objętych programem odbywały się debaty, warsztaty i spotkania z ekspertami, przedstawicielami instytucji publicznych, działaczami miejskimi, lokalnymi organizacjami pozarządowymi, przedsiębiorcami i zarządcami wspólnot mieszkaniowych. Dla różnych grup interesariuszy wybrano różne formy uczestnictwa. Podczas przygotowywania planu zagospodarowania przestrzennego odbyły się także ćwiczenia partycypacyjne. Niemniej wielu urzędników i przedstawicieli zainteresowanych stron stwierdziło, że w innych obszarach świadczenia usług miasto miewa większe trudności z zaangażowaniem mieszkańców i wspieraniem lokalnych grup. Zostało to podkreślone podczas warsztatów poświęconych gospodarce o obiegu zamkniętym, podczas których badano metody angażowania obywateli, a także w przykładach podanych w studiach przypadków i prezentacji. Niektórzy urzędnicy miejscy i przedstawiciele zainteresowanych stron często wyrażali frustrację z powodu braku zaangażowania lub chęci do działania ze strony najuboższych grup mieszkańców oraz szersze problemy z angażowaniem mieszkańców Wałbrzycha. Przytoczone dobre praktyki z miast takich jak Oslo, Opole, Lille, Tampere i Nyiregyhaza pokazały przykłady skutecznego podejścia do pozytywnego angażowania mieszkańców w obszarach takich jak recykling, usuwanie odpadów, poprawa termoizolacji budynków i polityka transportowa. Miasta te wypracowały dobrą komunikację w zakresie widocznych celów środowiskowych i osiągniętych wyników. Zobaczyliśmy także przykłady aktywności w promowaniu programów dotyczących np. efektywności energetycznej, oraz angażowanie mieszkańców przez jasne wyjaśnienie korzyści finansowych i społecznych. Jeśli chodzi o wspieranie stowarzyszeń i uczestnictwa mieszkańców, studium przypadku z Lille zawiera szczegółowe informacje na temat dobrze rozwiniętej oferty opartej o Internet, która umożliwia mieszkańcom angażowanie się i współodpowiedzialność za rozwój miasta.

7. Problemem pozostają zniszczone mieszkania w centrum miasta i skupiska problemów społecznych - szczególnie na południu miasta. Wałbrzych kontynuuje prace w sześciu dzielnicach w ramach GPR, chociaż aktualne informacje o postępach nie były dostępne. W mieście dział dedykowana spółka (InValbrzych), która mogłaby pełnić funkcje publicznej agencji mieszkaniowej, w trakcie warsztatu omówione zostały możliwości stworzenia uzupełniającej agencji opartej na modelu z Chemnitz/Rybnika. Miasto realizuje również projekt przebudowy dworca centralnego w ramach

szerszego planu rozwoju okolicznego terenu. Dyskusje na ten temat dostarczyły dodatkowych modeli działania i oceny możliwości realizacji dodatkowych zadań przez wznoszony kompleks. Rozważono rozwiązania z Warszawy, Dąbrowy Górniczej oraz studium przypadku z Lille, które zakładało ponowne wykorzystanie budynków przemysłowych. Omówiono także pomysły na rewitalizację centrum miasta, między innymi opcje przejściowe (takie jak tymczasowe sklepy i miejsca spotkań dla mieszkańców) poparte przykładami dobrych praktyk (Lille, Altena). Wiele z tych opcji obejmuje dwa strategiczne podejścia po części wspomniane powyżej – stworzenie długoterminowego planu rozwoju oraz zobowiązanie najemców do aktywności w obrębie wynajmowanej nieruchomości i szerszego udziału interesariuszy w procesach planowania i realizacji planów rozwoju.

8. Projekty rozwojowe mogą być źródłem konkretnych możliwości dla najuboższej grupy mieszkańców, np. ukierunkowane szkolenia, polityk zatrudnienia i organizacji przetargów kładących nacisk na lokalne zatrudnienie oraz gwarantowane łańcuchy dostaw jako część ram umownych programu pracy (przykłady z Lille i Preston). Wywiady przeprowadzone w Wałbrzychu wskazywały również na możliwość proaktywnego wykorzystania CSR do wspierania mieszkańców miasta oraz zaangażowanie WSSE we wspólne z miastem poszukiwanie nowych pracowników, tworzenie programów edukacyjnych i praktyk dla uczniów i absolwentów, potencjalnie koordynowanych przez klaster edukacyjny Invest in EDU. Przykłady tego rodzaju powiązań są również zilustrowane w studium przypadku Sheffield.

9. W raporcie i studiach przypadków podkreślamy systematyczne podejście Sheffield, Lipska i Saint Étienne do rozwijania powiązań MŚP z lokalnymi klastrami rozwoju gospodarczego. W przypadku Wałbrzycha może to obejmować wsparcie inicjatyw realizowanych przez WSSE, jak rozwijający się przemysł silników elektrycznych w Toyocie, czy osiągnięcia powiązanych obszarów motoryzacji i firm z branży zaawansowanych technologii. W odniesieniu do produktów medycznych, można nawiązać współpracę z doskonałymi lokalnymi szpitalami. Taki rodzaj powiązań wydaje się w Wałbrzychu dopiero powstawać. Podczas warsztatów poświęconych centrom innowacji zauważono, że istnieją konkretne branże IT, na których mogą się skupić mniejsze miasta - z wyraźnym wnioskiem, że rozwój MŚP i centrów IT w miejscu takim jak Nyiregyhaza czy Barnsley może zupełnie różnić się od rozwoju analogicznych organizacji w Budapeszcie lub Cambridge - ale mimo to można je z powodzeniem tworzyć.

10. Czas wolny, turystyka i marketing, a także szansa na dobrą jakość życia w mieście są ważnymi aktywami, ale grupa badawcza otrzymała jedynie ograniczone dowody na to, że są one dobrze zintegrowane z główną polityką i sposobem myślenia o mieście. Nie ma szkół hotelarskich czy językowych mogących kształcić pracowników sektora turystycznego, nie ma widocznych dążeń do przyciągnięcia inwestycji w hotele i wypoczynek, brakuje strategicznych wniosków, w jaki sposób wypoczynek i turystyka mogą stać się integralną częścią rozwoju miasta. Możliwe opcje rozwoju, takie jak weekendowe zwiedzanie miasta, oferta ośrodków spa, lokalne wycieczki z przewodnikami dla mieszkańców i zapewnienie niewielkiej floty autobusów łączących cztery główne atrakcje turystyczne, zostały omówione jako opcje dla Wałbrzycha. Widoczna jest również chęć wspierania Zamku Książ i działającego tam proaktywnego zespołu, czy możliwość współpracy z miastami w sieci REVIVAL (patrz wyniki odpowiednich warsztatów). Sektor ten ma duże możliwości rozwoju, choć należy zauważyć, że jego zakres został już określony w kilku poprzednich dokumentach strategicznych miasta.

11. Jeśli chodzi o nowych mieszkańców i współpracę z lokalnymi firmami przy znajdowaniu im zatrudnienia, studium przypadku Saint Étienne stanowi zawiera przydatny przykład łączenia pracy i ofert mieszkaniowych, pojawiły się też pomysły na weekendowe spotkania integracyjne dla nowoprzybytych mieszkańców i firm, zachęcanie ich do spotkań ze stowarzyszeniami sportowymi, mecze piłki nożnej z lokalnymi mieszkańcami, wspólne próbowanie lokalnych potraw podczas imprez okolicznościowych na rynku, wszystkie powyższe możliwe do zrealizowania we współpracy z wałbrzyskimi firmami. Takie inicjatywy mogą również wiązać się z zaspokajaniem potrzeb w zakresie znalezienia opieki nad dziećmi czy niepełnosprawnymi członkami rodziny, którzy mogą przyjeżdżać do Wałbrzycha z nowymi pracownikami, oraz wspierania pozostałych członków rodziny w wieku produkcyjnym - na przykład pomoc w znalezieniu pracy żonie nowo zatrudnianego w mieście mężczyzny. W Saint Étienne istnieje specjalny zespół do realizacji tym podobnych zadań, a dołączone do studium przypadku materiały pokazują szczegóły ich pracy.

12. Jedną z kwestii dot. atrakcyjności Wałbrzycha dla biznesu, nowych mieszkańców i odwiedzających, która nie została bezpośrednio poruszona w dyskusji, ale się przez nią przewijała, jest jakość materiałów i angielskich tłumaczeń na stronie internetowej miasta. Niestety sugerują one brak dbałości o szczegóły i ograniczone zaangażowanie w zrozumienie i zaspokojenie potrzeb nowych firm i mieszkańców w zakresie standardów skutecznej i międzynarodowej komunikacji.

13. Jeśli chodzi o kwestie polityczne, obecny prezydent zbliża się do końca swojej drugiej (a zarazem ostatniej) kadencji. Skutecznie odmienił oblicze miasta i cieszy się niestąbnym poparciem wyborczym, zatem głównym wyzwaniem będzie przekazanie tych wartości swojemu następcy/następczyni. Ma w zwyczaju bardzo osobiście angażować się we wszystkie kwestie dotyczące miasta, ale powinien stopniowo przekazywać władzę silnemu, skoordynowanemu i świadomemu swojej wartości zespołowi urzędników miejskich. Podlegli mu pracownicy są wobec niego niezwykle lojalni, ale by działać jeszcze skuteczniej i kontynuować wypracowane osiągnięcia, powinni z pewnością siebie podejmować oddelegowane im decyzje i brać za nie odpowiedzialność, a także tworzyć skoordynowany, strategicznie skoncentrowany zespół, w którym każdy przyczynia się do wspólnej wizji długoterminowego rozwoju. Powinno tak być niezależnie od politycznej afiliacji an

Podsumowując, miasto musi z odwagą i pewnością siebie spoglądać poza swoje granice, być przygotowane na podejmowanie dobrze zbadanego ryzyka, wybiegać w przyszłość, z wyczuciem podchodzić do najuboższych mieszkańców i sprawić, by ci nowo przybyli szybko poczuli się jak w domu. Robi to wszystko już na wiele sposobów, ale ma potencjał, by robić znacznie więcej. Przeszłość trzeba zostawić za plecami i bez względu na to, jak wpłynęła ona na teraźniejszość miasta, trzeba skupić się na przyszłości. Wałbrzych ma wiele do zaoferowania i są wszelkie podstawy by sądzić, że będzie rozwijał się jako miasto kwitnące, zielone, atrakcyjne i oparte na społeczności swoich mieszkańców.

ANNEX 1: RESPONSE TO COVID 19

Amended TOR section agreed with EIB on 21/4/20 (by email)

COVID-19 and implications for assignment AA-010029 - City of Walbrzych: Technical Assistance for mitigating the social and economic challenges of the city

A comparison about how the proposed planning for the outstanding activities due to the Corona Virus lockdowns compares with the original TOR. This note uses the Terms of Reference tasks list as its framework:

Task 1: Identification of key issues –

The outcomes of this task will be included in a report (the “Inception Report”), as described in §5.3

TASK COMPLETED, Inception Report submitted and agreed

Task 2: Presentation of Case Studies

UNCHANGED, provisional list in Inception Report as required, and Case Studies to be included in Final Report

Task 3: International multi-city workshop:

ALTERNATIVE DELIVERY METHOD

PREVIOUS:

The Service Provider will prepare and deliver a multi-city workshop (the “**Multi-Day Workshop**”, as referred to in §5.3 hereafter) relying on a knowledge exchange approach. It should be designed as a research and learning forum during which ideas are exchanged between people actively engaged in similar city-based programmes of urban recovery and regrowth in other EU countries.

The focus of the workshop would be a presentation, by the representatives of the City of Walbrzych, of the problems they are facing, and their possible options to solve them. It will be complemented with presentations from other cities on their experiences. Experts from other cities would bring examples of successful programmes and the initiatives they took to tackle similar problems, and outline how these were delivered with financial support from national and/or regional sources. The cities can present the most up to date and recent evidence of progress and difficulties, in the context of the contemporary economic and social challenges facing Europe as a whole. This evidence would be explored in the Multi-Day Workshop, seeking to highlight potential areas of opportunity for Walbrzych, as well as wider lessons on city recovery and regrowth.

The Multi-Day Workshop will also provide a forum for peer exchange of experiences, and discussion of best practices and lessons learnt from the management of the recovery process. This will enhance 1) the understanding by the relevant stakeholders from the City of Walbrzych of that recovery process, and 2) their capacities to manage it.

The Multi-Day Workshop will base its evidence and discussions around key indicators to identify problems and monitor progress in Weak Market Cities – which include population decline, loss of jobs, empty housing, skills mismatch, etc.

REVISED:

The Service Provider will prepare and ***deliver a series of workshops by video conference***, (the ***Video Workshops***”, as referred to in §5.3 hereafter) relying on a knowledge exchange approach. It should be designed as a research and learning forum during which ideas are exchanged between people

actively engaged in similar city-based programmes of urban recovery and regrowth in other EU countries.

The focus of the *video workshops* would be *an agreed list of issues which had been prepared by the Service Provider and shared with the workshop attendees. These materials will be based on previous video conferences and other preparatory work involving the Service Provider individually and more intensively working with the City of Walbrzych and the other cities and experts invited. The material will reflect problems previously identified by the representatives of the City of Walbrzych, and their possible options to solve them. Preliminary materials will include information from other cities on their experiences. This includes examples of successful programmes and the initiatives they took to tackle similar problems, and outline how these were delivered with financial support from national and/or regional sources. The cities can present the most up to date and recent evidence of progress and difficulties, in the context of the contemporary economic and social challenges facing Europe as a whole through the use of the preliminary materials and in the video workshop. Key elements of this evidence would be explored in the Video Workshops, which will be actively managed and focused on exploring previously agreed key areas of opportunity for Walbrzych, as well as wider lessons on city recovery and regrowth. The Video Workshops will also provide a forum for peer exchange of experiences, and discussion of best practices and lessons learnt from the management of the recovery process. This will enhance 1) the understanding by the relevant stakeholders from the City of Walbrzych of that recovery process, and 2) their capacities to manage it.*

Since these workshops are by video link, the types of in person and informal exchanges which can happen at an actual workshop cannot take place. This will be, as far as possible, be compensated for by the extensive preparation of the written materials exchanged in advance, by the Service Provider.

Furthermore the workshops will additionally seek to enable the City of Walbrzych to establish subsequent good working links with the other cities who attend, assisted by the Service Provider.

The video workshops will base their evidence and discussions around key indicators to identify problems and monitor progress in Weak Market Cities – which include population decline, loss of jobs, empty housing, skills mismatch, etc.

Task 4: Analysis of the Multi-year investment plan and proposed investments addressing the revitalisation of the historical parts of the City

UNCHANGED except for the reference to the video workshops

Based on the findings of the previous activities, the Service Provider will analyse the proposed investments addressing the revitalisation of the historical parts of the City of Walbrzych. The analysis will take into account the specific circumstances of Walbrzych, as well as the approaches, best practices and lessons learnt identified in the desk research, and shared during the video workshops

The outcomes of the analysis will be included in the final report (the “**Final Report**”) to be prepared by the Service Provider, as described in §5.3 hereafter.

ANNEX 2: POWERPOINT PRESENTATION OF CITY GOOD PRACTICE EXAMPLES, JANUARY 12 2020

This Powerpoint presentation, made in Walbrzych on 14 January 2020 as part of the lecture on cities providing good practice examples, can be found at <https://sticerd.lse.ac.uk/CASE/new/research/Walbrzych/home.asp> The slides are available in both Polish and English

ANNEX 3: MULTI-CITY INTERNATIONAL WORKSHOPS, 25-28 MAY

Overview

Following completion of the pre-workshop exchanges of documents and presentations, a series of 4 two hour multi-city international workshops were held by Zoom over this period. This involved nine officials from 6 cities, plus three additional experts working alongside those cities but also leading networks of other cities. Those experts could therefore put the actions and opportunities for both Walbrzych and the 6 cities actions in a wider international city context. Workshops were provided with simultaneous translation throughout, with a choice of English and Polish.

The workshops

The full details of attendees at the Zoom workshops are at Figure 107 below.

The website <https://sticerd.lse.ac.uk/CASE/new/research/Walbrzych/home.asp> provides additional material about the workshops including:

- The formats and agendas for the workshops
- Video recordings of the workshop, with the English audio channel
- The Polish language audio channel for each workshop
- The copies of the presentations given on screen in the workshops
- Pre-workshop papers which were exchanged between Walbrzych and the experts and cities attending the workshops.

Figure 107: Full list of workshops and attendees

| Green city and the circular economy | | |
|-------------------------------------|--|-----------------------|
| Monday 25th | | Poland 1000/UK 0900 |
| Attending | From | Paper/presentation? |
| Bert Provan | LSE | Chair and facilitator |
| Maciej Borsa | IRMiR | No |
| Eileen Crowley | Resourceful Cities/Circular Economy, Cork, Ireland | Presentation |
| Siri Karlsen Bellika | Oslo, Norway/ Resourceful Cities | Presentation |
| Rafał Makarewicz | Opole, Poland/Resourceful Cities | Presentation |
| Bogdan Stanek | Wałbrzych - Municipal Services Department Sp. z o.o. CEO | Presentation |
| Michel Liguz | Wałbrzych - Environmental Protection Department | Presentation |
| Wiesław Sójka | Wałbrzych - Environmental Protection Department | No |
| Robert Szymala | Wałbrzych - Revitalization and Spatial Planning Department | No |
| Agnieszka Więckiewicz | Wałbrzych - Infrastructure and Property Department | No |
| Piotr Kruczkowski | Wałbrzych - PEC (Heating and Power Company) Sp. z o.o. | No |
| Grzegorz Piątkowski | TransAnglo (Interpreter) | No |
| Paulina Piątkowska | TransAnglo (Interpreter) | No |
| Tourism and regional development | | |
| Monday 25th May | | Poland 1330/UK 1230 |
| Attending | From | Paper/presentation? |
| Bert Provan | LSE | Chair and facilitator |
| Maciej Borsa | IRMiR | No |
| Robert Knippschild | REVIVAL! Lower Silesia, and Leibniz Institute of Ecological Urban and Regional Development (IOER), Leipzig | Presentation |
| Andrzej Kosiór | Wałbrzych - Strategic Management and Economic Development Department | No |
| Edward Szewczak | Wałbrzych - PR Department (Spokesperson) | Presentation |
| Anna Żabska | Wałbrzych - Książ Castle Sp. z o.o. CEO | No |
| Justyna Pichowicz | Wałbrzych - Revitalization and Spatial Planning Department | No |
| Robert Szymala | Wałbrzych - Revitalization and Spatial Planning Department | Presentation |
| Jan Jędrasik | Wałbrzych - Old Mine's Director | No |
| Grzegorz Piątkowski | TransAnglo (Interpreter) | No |
| Paulina Piątkowska | TransAnglo (Interpreter) | No |
| Housing regeneration and provision | | |
| Tuesday 26th May | | Poland 1100/UK 1200 |
| Attending | From | Paper/presentation? |
| Bert Provan | LSE | Chair and facilitator |
| Maciej Borsa | IRMiR | No |
| Martin Neubert | Chemnitz, Germany and ALT/BAU | Presentation |
| Anna Pomykol | Rybnik, Poland and ALT/BAU | Presentation |
| Kamil Orpel | Wałbrzych - Strategic Management and Economic Development Department | No |
| Kacper Nogajczyk | Wałbrzych - MZB (Municipal Building Management) Sp. z o.o. CEO | Presentation |
| Krzysztof Urbański | Wałbrzych - InWałbrzych Sp. z o.o. CEO | No |
| Jolanta Pabisz | Wałbrzych - Housing Department | No |
| Ewa Klusek | Wałbrzych - Treasurer, Wałbrzych Municipality | No |
| Justyna Pichowicz | Wałbrzych - Revitalization and Spatial Planning Department | No |
| Grzegorz Piątkowski | TransAnglo (Interpreter) | No |
| Paulina Piątkowska | TransAnglo (Interpreter) | No |
| Economic development and IT Hubs | | |
| Thursday 28th | | Poland 1200/ UK 1100 |
| Attending | From | Paper/presentation? |
| Bert Provan | LSE | Chair and facilitator |
| Maciej Borsa | IRMiR | No |
| Alison Partridge | URBACT TechTown UK | Presentation |
| Tracey Johnson | Barnsley, UK TechTown | Presentation |
| Bela Kezy | Nyíregyháza, Hungary TechTown | Presentation |
| Kamil Orpel | Wałbrzych - Strategic Management and Economic Development Department | Presentation |
| Martyna Dąbrowska | Wałbrzych - Strategic Management and Economic Development Department | No |
| Krzysztof Urbański | Wałbrzych - InWałbrzych Sp. z o.o. CEO | No |
| Andrzej Łoziński | Wałbrzych - Chairman of Economy Development Council | No |
| Justyna Pichowicz | Wałbrzych - Revitalization and Spatial Planning Department | No |
| Grzegorz Piątkowski | TransAnglo (Interpreter) | No |
| Paulina Piątkowska | TransAnglo (Interpreter) | No |

ANNEX 4: BIBLIOGRAPHY

Documents received from the City

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| 1. | ZARZĄDZENIE Nr 430.Org.90 MINISTRA PRZEMYSŁU z dnia 29.11.1990 r w sprawie likwidacji przedsiębiorstwa państwowego pod nazwą: KOPALNIA WĘGLA KAMIENNEGO „THOREZ” w Walbrzychu [ORDER No. 430.Org.90 THE MINISTER OF INDUSTRY dated November 29, 1990 on the liquidation of the state-owned enterprise named "THOREZ" STONE COAL MINE in Walbrzych] |
| 2. | ZARZĄDZENIE Nr 432.Org.90 MINISTRA PRZEMYSŁU z dnia 29.11.1990 r w sprawie likwidacji przedsiębiorstwa państwowego pod nazwą: KOPALNIA WĘGLA KAMIENNEGO „VICTORIA” w Walbrzychu [ORDER No. 432.Org.90 MINISTER OF INDUSTRY dated November 29, 1990 on the liquidation of the state-owned enterprise named "VICTORIA" COAL MINE in Walbrzych] |
| 3. | UCHWAŁA NR IX.68.90 RADY MIEJSKIEJ GMINY WALBRZYCH z dnia 28.11.1990 r. w sprawie zaciągnięcia kredytu z Funduszu Zmian Strukturalnych w Przemysle [RESOLUTION NO. IX.68.90 OF THE MUNICIPAL COUNCIL OF THE WALBRZYCH COMMUNE of 28.11.1990 regarding taking a loan from the Structural Change Fund in Industry] |
| 4. | UCHWAŁA NR XI.85.90 RADY MIEJSKIEJ GMINY WALBRZYCH z dnia 21.12.1990 r. w sprawie eksploatacji górniczej w filarach ochronnych [RESOLUTION NO. XI.85.90 OF THE MUNICIPAL COUNCIL OF THE WALBRZYCH COMMUNE of December 21, 1990 regarding mining in protective pillars] |
| 5. | UCHWAŁA Sejmu Rzeczypospolitej Polskiej z dnia 30.10.1992 r w sprawie restrukturyzacji województwa walbrzyskiego i likwidacji Dolnośląskiego Zagłębia Węglowego [RESOLUTION of the Sejm of the Republic of Poland of 30.10.1992 regarding the restructuring of the Walbrzych vojvodship and the liquidation of the Lower Silesian Coal Basin] |
| 6. | DECYZJA Nr 137.92 MINISTRA PRZEMYSŁU I HANDLU z dnia 6.08.1992 r. w sprawie likwidacji zakładu górniczego pod nazwą: Kopalnia Węgla Kamiennego „Thorez” w Walbrzychu [DECISION No. 137.92 OF THE MINISTER OF INDUSTRY AND TRADE of 6 August 1992 on the liquidation of the mining plant under the name: "Thorez" Coal Mine in Walbrzych] |
| 7. | UCHWAŁA NR XXXI.147.96 RADY MIEJSKIEJ WALBRZYCHA z dnia 28.11.1996 r. w sprawie stanowiska Rady Miejskiej Walbrzycha w zakresie finansów gmin na 1996 rok i lata następne [RESOLUTION NO. XXXI.147.96 OF THE WALBRZYCH MUNICIPAL COUNCIL of November 28, 1996 regarding the position of the City Council of Walbrzych in the field of municipal finance for 1996 and subsequent years] |
| 8. | UCHWAŁA NR XLIII.114.97 RADY MIEJSKIEJ WALBRZYCHA z dnia 28.10.1997 r. w sprawie przejęcia przez Gminę Walbrzych od Walbrzyskich Kopalń Węgla Kamiennego w Walbrzychu starej substancji mieszkaniowej |

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| | [RESOLUTION NO. XLIII.114.97 OF THE WALBRZYCH MUNICIPAL COUNCIL of 28.10.1997 regarding the takeover by the Walbrzych Commune from the Walbrzych Coal Mine in Walbrzych of an old housing stock] |
| 9. | DECYZJA Nr 76 MINISTRA SKARBU PAŃSTWA z dnia 30.08.1999 r w sprawie likwidacji przedsiębiorstwa państwowego o nazwie: Wałbrzyskie Kopalnie Węgla Kamiennego w Walbrzychu [DECISION No. 76 OF THE STATE TREASURY MINISTER of 30.08.1999 regarding the liquidation of a state-owned enterprise named: Walbrzych Coal Mine in Walbrzych] |
| 10 | UCHWAŁA NR 523.99 ZARZĄDU MIASTA WALBRZYCHA z dnia 22.06.1999 r w sprawie zaopiniowania programu restrukturyzacji finansowej Wałbrzyskich Kopalń Węgla Kamiennego na lata 1999-2005 [RESOLUTION NO. 523.99 OF THE WALBRZYCH CITY MANAGEMENT BOARD of 22.06.1999 regarding the opinion on the financial restructuring program of the Walbrzych Coal Mine for the years 1999-2005] |
| 11 | DECYZJA Nr 67.01 MINISTRA SKARBU PAŃSTWA z dnia 6.07.2001 r. w sprawie uznania przedsiębiorstwa państwowego Wałbrzyskie Kopalnie Węgla Kamiennego w likwidacji w Walbrzychu za zlikwidowane [DECISION No. 67.01 OF THE STATE TREASURY MINISTER of 6.07.2001 regarding the recognition of the state-owned enterprise Wałbrzyskie Coal Coal Mine in liquidation in Walbrzych as liquidated] |
| 12 | KONTRAKT dla Gmin Górniczych i Otoczenia Górniczego Regionu Wałbrzyskiego 1998 r. [CONTRACT for Mining Communes and Mining Surroundings of the Walbrzych Region 1998] |
| 13 | UCHWAŁA NR XLII/380/2013 RADY MIEJSKIEJ WALBRZYCHA z dnia 16 stycznia 2013 r. w sprawie przyjęcia Strategii Rozwoju Aglomeracji Wałbrzyskiej na lata 2013-2020 [RESOLUTION NO. XLII / 380/2013 OF THE WALBRZYCH MUNICIPAL COUNCIL of 16 January 2013 on the adoption of the Development Strategy of the Walbrzych Agglomeration for the years 2013-2020] |
| 14 | UCHWAŁA NR LXIII/645/2014 RADY MIEJSKIEJ WALBRZYCHA z dnia 17 czerwca 2014 r. w sprawie przyjęcia Strategii Zrównoważonego Rozwoju Walbrzycha do 2020 roku [RESOLUTION NO. LXIII / 645/2014 OF THE WALBRZYCH CITY COUNCIL of 17 June 2014 on the adoption of the Sustainable Development Strategy of Walbrzych until 2020] |
| 15 | UCHWAŁA NR LXI/625/2014 RADY MIEJSKIEJ WALBRZYCHA z dnia 15 maja 2014 r. w sprawie określenia zasad i trybu udzielenia dotacji celowej ze środków budżetu Gminy Walbrzych na dofinansowanie kosztów zadań inwestycyjnych związanych z ograniczeniem niskiej emisji na terenie miasta Walbrzycha (wraz z poprawkami) [RESOLUTION No. LXI / 625/2014 OF THE MUNICIPAL COUNCIL OF WALBRZYCH of 15 May 2014 on determining the rules and procedure for granting a specific subsidy from the budget of the Walbrzych Commune for co-financing the costs of investment tasks related to reducing low emissions in the city of Walbrzych] (with amendments) |
| 16 | UMOWA DOTACJI CELOWEJ ze środków budżetu Gminy Walbrzych na dofinansowanie kosztów zadań inwestycyjnych związanych z ograniczeniem niskiej emisji na terenie miasta Walbrzycha [SUBSIDY AGREEMENT from the budget of the Walbrzych commune for co-financing the costs of investment tasks related to reducing low emissions in the city of Walbrzych] |

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| 17 | <p>UCHWAŁA NR LVIII/583/2014 RADY MIEJSKIEJ WALBRZYCHA z dnia 20 lutego 2014 r. w sprawie przyjęcia Programu "Zielony Walbrzych 2020"</p> <p>[RESOLUTION NO. LVIII / 583/2014 OF THE WALBRZYCH MUNICIPAL COUNCIL of February 20, 2014 regarding the adoption of the "Green Walbrzych 2020" Program]</p> |
| 18 | <p>PROGRAM "Mała retencja" i zabezpieczenie przeciwpowodziowe miasta, Walbrzych 2014</p> <p>[PROGRAM "Small retention" and flood protection of the city, Walbrzych 2014]</p> |
| 19 | <p>UCHWAŁA NR X/139/2015 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 sierpnia 2015 r. w sprawie przyjęcia do realizacji Planu Gospodarki Niskoemisyjnej na lata 2014-2020 z perspektywą do 2030 r. dla Gminy Walbrzych z uwzględnieniem zapisów części wspólnej Planu dla Aglomeracji Wałbrzyskiej</p> <p>[RESOLUTION NO. X / 139/2015 OF THE WALBRZYCH MUNICIPAL COUNCIL of 27 August 2015 on the adoption of the Low-Emission Economy Plan for 2014-2020 with implementation until 2030 for the Commune of Walbrzych taking into account the provisions of the joint part of the Plan for the Walbrzych Agglomeration]</p> |
| 20 | <p>RAPORT o stanie zasobu mieszkaniowego rok 2012</p> <p>[REPORT on the state of the housing stock year 2012]</p> |
| 21 | <p>UCHWAŁA Nr XXXIII/305/2008 Rady Miejskiej Walbrzycha z dnia 19 grudnia 2008r. w sprawie przyjęcia Wieloletniego Programu Gospodarowania Zasobem Mieszkaniowym Gminy Walbrzych na lata 2009-2013</p> <p>[RESOLUTION No. XXXIII / 305/2008 of the Walbrzych City Council of December 19, 2008 on the adoption of the Multiannual Housing Resource Management Program of the Walbrzych Commune for the years 2009-2013]</p> |
| 22 | <p>ZAŁĄCZNIK NR 1 do Uchwały Nr XXXIII/305/08 RMW z dnia 19 grudnia 2008r. Całościowe zestawienie lokali stanowiących własność Gminy Walbrzych w budynkach stanowiących własność i współwłasność Gminy Walbrzych</p> <p>[APPENDIX No. 1 to Resolution No. XXXIII / 305/08 RMW of December 19, 2008. A comprehensive listing of premises owned by the Walbrzych commune in buildings owned and co-owned by the Walbrzych commune]</p> |
| 23 | <p>SPRAWOZDANIE z realizacji „Wieloletniego programu gospodarowania zasobem mieszkaniowym Gminy Walbrzych na lata 2009-2013”</p> <p>[REPORT on the implementation of the "Long-term housing resource management program of the Walbrzych Commune for the years 2009-2013"]</p> |
| 24 | <p>UCHWAŁA NR LIII/520/2013 RADY MIEJSKIEJ WALBRZYCHA z dnia 24 października 2013 r. w sprawie przyjęcia Wieloletniego Programu Gospodarowania Zasobem Mieszkaniowym Gminy Walbrzych na lata 2014-2018</p> <p>[RESOLUTION No. LIII / 520/2013 OF THE WALBRZYCH MUNICIPAL COUNCIL of October 24, 2013 regarding the adoption of the Multiannual Housing Resource Management Program of the Walbrzych Commune for the years 2014-2018]</p> |
| 25 | <p>SPRAWOZDANIE z realizacji „Wieloletniego programu gospodarowania zasobem mieszkaniowym Gminy Walbrzych na lata 2014-2016”</p> |

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| | [REPORT on the implementation of the "Long-term housing resource management program of the Walbrzych Commune for the years 2014-2016"] |
| 26 | UCHWAŁA NR XLIX/595/2017 RADY MIEJSKIEJ WALBRZYCHA z dnia 26 października 2017 r. w sprawie zmiany uchwały nr LIII/520/2013 Rady Miejskiej Walbrzycha z dnia 24 października 2013 r. w sprawie przyjęcia Wieloletniego Programu Gospodarowania Zasobem Mieszkaniowym Gminy Walbrzych na lata 2014 - 2018 (Dz. U. woj. doln. 2013.5523 z 30.10.2013r. ze zm.) [RESOLUTION NO. XLIX / 595/2017 OF THE WALBRZYCH MUNICIPAL COUNCIL of October 26, 2017 regarding the amendment to the resolution No. LIII / 520/2013 of the Walbrzych City Council of October 24, 2013 regarding the adoption of the Multiannual Housing Resource Management Program of the Walbrzych Commune for the years 2014 – 2018] |
| 27 | UCHWAŁA NR XLIX/596/2017 RADY MIEJSKIEJ WALBRZYCHA z dnia 26 października 2017 r. w sprawie wprowadzenia Programu restrukturyzacji zadłużenia za korzystanie z lokali wchodzących w skład mieszkaniowego zasobu Gminy Walbrzych [RESOLUTION NO. XLIX / 596/2017 OF THE WALBRZYCH MUNICIPAL COUNCIL of October 26, 2017 regarding the introduction of the Debt Restructuring Program for the use of premises that are part of the housing resource of the Walbrzych commune] |
| 28 | UCHWAŁA NR LXI/751/18 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 września 2018 r. w sprawie przyjęcia Wieloletniego Programu Gospodarowania Zasobem Mieszkaniowym Gminy Walbrzych na lata 2019-2023 [RESOLUTION NO. LXI / 751/18 OF THE WALBRZYCH MUNICIPAL COUNCIL of September 27, 2018 regarding the adoption of the Multiannual Housing Resource Management Program of the Walbrzych Commune for the years 2019-2023] |
| 29 | Uchwały budżetowe Miasta Walbrzycha na lata 2012-2019 [Budget resolutions of the City of Walbrzych for the years 2012-2019] |
| 30 | Uchwały RADY MIEJSKIEJ WALBRZYCHA w sprawie Wieloletnich Prognoz Finansowych Miasta Walbrzycha z lat 2014-2019 [Resolutions of the WALBRZYCH CITY COUNCIL regarding the Long-term Financial Forecasts of the City of Walbrzych from 2014-2019] |
| 31 | UCHWAŁA NR X/141/2015 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 sierpnia 2015 r. w sprawie przyjęcia Polityki Senioralnej Miasta Walbrzycha na lata 2016-2020 [RESOLUTION NO. X / 141/2015 OF THE WALBRZYCH MUNICIPAL COUNCIL of August 27, 2015 regarding the adoption of the Senior Policy of the City of Walbrzych for the years 2016-2020] |
| 32 | UCHWAŁA NR XVI/231/15 Rady Miejskiej Walbrzycha z dnia 29 grudnia 2015 r. w sprawie przyjęcia Strategii Rozwiązywania Problemów Społecznych Miasta Walbrzycha na lata 2016 – 2020 [RESOLUTION NO. XVI / 231/15 of the Walbrzych City Council of December 29, 2015 regarding the adoption of the Strategy for Solving Social Problems of the City of Walbrzych for the years 2016-2020] |
| 33 | Sprawozdanie z działalności Miejskiego Ośrodka Pomocy Społecznej w Walbrzychu w 2018 roku [Report on the activities of the Municipal Social Welfare Center in Walbrzych in 2018] |

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| 34 | UCHWAŁA NR XVI/236/15 RADY MIEJSKIEJ WALBRZYCHA z dnia 29 grudnia 2015 r. w sprawie przyjęcia Programu Wspierania Rodziny Miasta Walbrzycha na lata 2016-2018 [RESOLUTION NO. XVI / 236/15 OF THE WALBRZYCH CITY COUNCIL of December 29, 2015 regarding the adoption of the Family Support Program of the City of Walbrzych for the years 2016-2018] |
| 35 | UCHWAŁA NR XIX/289/2016 RADY MIEJSKIEJ WALBRZYCHA z dnia 29 marca 2016 r. w sprawie przyjęcia „Programu Ochrony Środowiska dla miasta Walbrzycha – miasta na prawach powiatu na lata 2016-2019 z uwzględnieniem perspektywy do 2023” [RESOLUTION No. XIX / 289/2016 WALBRZYCH MUNICIPAL COUNCIL of 29 March 2016 on the adoption of the "Environmental Protection Program for the city of Walbrzych - a city with county rights for 2016-2019 taking into account the perspective up to 2023" |
| 36 | USTAWA z dnia 9 października 2015 r. o rewitalizacji [ACT of October 9, 2015 on revitalization] |
| 37 | UCHWAŁA NR XXIX/385/2016 RADY MIEJSKIEJ WALBRZYCHA z dnia 18 października 2016 r. w sprawie przyjęcia Gminnego Programu Rewitalizacji Miasta Walbrzycha na lata 2016-2025 [RESOLUTION NO XXIX / 385/2016 OF THE WALBRZYCH MUNICIPAL COUNCIL of October 18, 2016. on the adoption of the Municipal Revitalization Program of the City of Walbrzych for the years 2016-2025] |
| 38 | OCENA AKTUALNOŚCI i stopnia realizacji Gminnego Programu Rewitalizacji Miasta Walbrzycha na lata 2016-2025 [REPORT on validity and degree of implementation of the Municipal Revitalization Program of the City of Walbrzych for 2016-2025] |
| 39 | UCHWAŁA NR XII/107/19 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 czerwca 2019 r. w sprawie uchwalenia Studium uwarunkowań i kierunków zagospodarowania przestrzennego miasta Walbrzycha [UCHWAŁA NO XII / 107/19 OF THE WALBRZYCH MUNICIPAL COUNCIL of June 27, 2019 regarding the adoption of the Study of conditions and directions of spatial development of the city of Walbrzych] |
| 40 | Miejsce plany zagospodarowania przestrzennego obowiązujące w Walbrzychu na obszarze rewitalizacji [Local spatial development plans in Walbrzych in the area of regeneration] |
| 41 | RAPORT o stanie gminy – stan mienia komunalnego, Walbrzych 2019 [REPORT on the state of the commune - status of municipal property, Walbrzych 2019] |
| 42 | UCHWAŁA NR III/35/18 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 grudnia 2018 r. w sprawie przyjęcia Programu współpracy Miasta Walbrzycha z organizacjami pozarządowymi oraz podmiotami wymienionymi w art. 3 ust. 3 ustawy o działalności pożytku publicznego i o wolontariacie na 2019 rok [RESOLUTION No. III / 35/18 OF THE MUNICIPAL COUNCIL OF WALBRZYCH of 27 December 2018 regarding the adoption of the Cooperation Program of the City of Walbrzych with non-governmental organizations and entities mentioned in art. 3 clause 3 of the Act on Public Benefit and Volunteer Work for 2019] |
| 43 | UCHWAŁA NR III/31/18 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 grudnia 2018 r. w sprawie przyjęcia Programu Wspierania Rodziny Miasta Walbrzycha na lata 2019-2021 |

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| | [RESOLUTION NO. III / 31/18 OF THE WALBRZYCH CITY COUNCIL of December 27, 2018 regarding the adoption of the Family Support Program of the City of Walbrzych for the years 2019-2021] |
| 44 | UCHWAŁA NR III/34/18 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 grudnia 2018 r. w sprawie przyjęcia Programu Działań na Rzecz Osób Niepełnosprawnych Miasta Walbrzycha na lata 2019 – 2021 [RESOLUTION NO III / 34/18 OF THE WALBRZYCH MUNICIPAL COUNCIL of 27 December 2018 on the adoption of the Action Program for Disabled People of the City of Walbrzych for the years 2019 – 2021] |
| 45 | UCHWAŁA NR III/32/18 RADY MIEJSKIEJ WALBRZYCHA z dnia 27 grudnia 2018 r. w sprawie przyjęcia Programu Rozwoju Pieczy Zastępczej Miasta Walbrzycha na lata 2019-2021 [RESOLUTION NO III / 32/18 OF THE WALBRZYCH CITY COUNCIL of December 27, 2018 regarding the adoption of the Foster Care Development Program of the City of Walbrzych for the years 2019-2021] |
| 46 | UCHWAŁA NR III/30/18 RADY MIEJSKIEJ WALBRZYCHA Z DNIA 27 GRUDNIA 2018 R. W SPRAWIE PRZYJĘCIA STRATEGII ROZWOJU SPOŁECZNO-GOSPODARCZEGO POŁUDNIOWEJ I ZACHODNIEJ CZĘŚCI DOLNEGO ŚLĄSKA, ZWANIEJ „STRATEGIA ROZWOJU SUDETY 2030” [RESOLUTION NO. III / 30/18 OF THE WALBRZYCH CITY COUNCIL OF DECEMBER 27, 2018 ON THE ADOPTION OF THE SOCIO-ECONOMIC AND DEVELOPMENT STRATEGY OF SOUTH AND WEST OF LOWER SILESIA, CALLED “STRATEGY OF DEVELOPMENT SUDETY 2030”] |
| 47 | THE SUDETY 2030 DEVELOPMENT STRATEGY: Strategia rozwoju społeczno-gospodarczego południowej i zachodniej części województwa dolnośląskiego na lata 2020–2030, obejmująca swoim zasięgiem subregiony Wałbrzyski i Jeleniogórski (NUTS 3) - Strategia Rozwoju Sudety 2030, Centrum Badawczo-Rozwojowe Samorządu Terytorialnego Uniwersytetu Ekonomicznego we Wrocławiu, Wrocław 2018. |
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CASE STUDIES

A set of five case studies accompanies this report. These are available on the website.

The cities and the options presented in each city are listed below:

| City | Options presented by the city | | |
|-----------------------|-------------------------------|----------------------|-------------------------------|
| Leipzig, Germany | Clusters of new industries | Gentrification | East/West European contrasts |
| Lille, France | Neighbourhood renewal | Resident engagement | Reuse of industrial buildings |
| Saint Étienne, France | Housing and urban renewal | Economic revival | Identity and "green city" |
| Seraing, Belgium | City centre renewal planning | Housing Agencies | |
| Sheffield, UK | Links to industrial parks | Regional development | |