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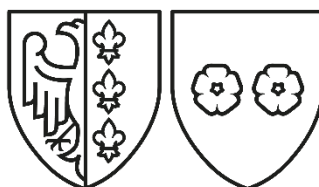
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U.R.IMPACT  
Prioritising Social Impact in Urban Regeneration

# Integrated Action Plan Bielsko-Biała



Miasto  
**Bielsko-Biała**



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# Section 1 - Diagnosis of crisis phenomena and developmental challenges

## 1. Overall theme being addressed

The city of Bielsko-Biała, like many other cities in Europe, is struggling with various problems in the city center area, such as a systematic loss of commercial attractiveness, loss of investment activities and depopulation. As a result, the quality of this public space is declining and more and more social problems are emerging. For many cities, problems in this part of the city are particularly burdensome for their image, because these are usually places of particular historical, symbolic and tourist importance.

The city of Bielsko-Biała has been carrying out revitalization activities for years on the basis of strategic documents that are integrated with each other, which allows for more effective planning of interventions in a designated area. Despite years of revitalization efforts in Biała's center district, the intended results have yet to be achieved. The intervention did not have a substantial impact on inhabitants' socioeconomic and living situations, as indicated by the failure to reverse the depopulation trend in this part of the city.

As a partner within the U.R. Impact Bielsko-Biała focuses on revitalization activities aimed at contributing to the socio-economic revival of the center of Biała and the impact of these activities on improving the well-being of the inhabitants of this area. The center of Biała is a small area with a total area of 50.05 ha, constituting less than 6% of the authorized regeneration area (and 0.4% of the area of the entire city), for which the Municipal Regeneration Program of Bielsko-Biała until 2030 (MRP 2030) was designed. By introducing new functions to this area, and thus new residents and users, revitalization activities are intended to contribute to stopping further depopulation of this area. This is an area where negative socio-economic and environmental phenomena are concentrated, where socio-economic indicators reach worse values compared to the average for the commune.

Despite many activities and efforts of the city to restore the former importance of this area of the city, there were no visible effects of the socio-economic revival of the center of Biała. Recently, an investment has been completed that involved changing the functional and spatial dimensions of the square that had previously served as a parking lot into a city square serving as an integration place for the local community. This action is the first major impulse providing space for action for the local community, which may have a positive impact on changing the current state of affairs. The new function of the square means new opportunities for this area, on the one hand creating space for better integration of the local community, and on the other hand, becoming an attraction for people living in other parts of the city to discover the center again.

Moreover, another impulse that undoubtedly contributes to the increase in the attractiveness of the center of Biała is the planned transformation of degraded post-factory buildings into the campus of a renowned medical university. This will allow, in the coming

years, to attract young people to the center of Biała, whose presence should significantly contribute to the socio-economic development of this area.

The above mentioned investments, combined with other activities planned in the area of center of Biała, which were provided in the Municipal Revitalization Program recently adopted by the City Council, were planned with the participation of many stakeholders representing both the public and private sectors and with complementarity to each other. Being a part of the U.R.Impact project adds value to this process not only in terms of assisting local communities in organizing and carrying out revitalization initiatives or enhancing the integration of various activities, but also in terms of efficiently tracking the results of these initiatives and evaluating their influence on enhancing the quality of life for inhabitants.

## 2. Current situation/data relevant to the themes addressed

### a) Population statistics and demography:

Bielsko-Biała, like many other cities in Poland and Europe, is struggling with various problems in terms of depopulation. The total number of inhabitants is systematically decreasing and at the end of 2022 it reached 166,765 people. The number of inhabitants of the city center in this period amounted to: 3,806 - which constitutes 2.3% of all city inhabitants. However comparing Bielsko-Biała to other Silesian cities the level of decrease is relatively low. The data shows that between years 2019 and 2023 Bielsko-Biała lost only 2,87% where other cities similar to Bielsko-Biała as far as the number of inhabitants is concerned such as Gliwice (4,86%), Dąbrowa Górnicza (4,95%), Sosnowiec (6,43%) and Bytom (10,59%) lost much more of their residents.

The city's population is declining as people prefer to reside on the outskirts or in smaller, surrounding communities. In addition, the trend of ageing population is clearly visible, and the number of births does not contribute to a significant improvement in this respect. Total migration balance (municipal migration for permanent residence) at the end of 2022 amounted to 511 people. Looking at the total number of live births per 1,000 inhabitants, at the end of 2022 this value was: 7.56 people.

The main direction of migration of the population of Bielsko-Biała are nearby towns in the southern subregion of the Silesian Voivodeship, where the data shows that the number of inhabitants of these regions is growing. As a result, the official population of the city declines, but the population in the surrounding county grows. This trend can be explained by suburbanization – a process where people move from the city to surrounding rural or suburban areas. Many residents choose to live outside the city for reasons such as for example lower housing costs or quieter environment while still commuting to Bielsko-Biała for work, education, or services. In recent years, the demographic situation has improved due to the inflow of people from Ukraine, which increased especially after the outbreak of the war. At the end of 2023, the number of Ukrainians in Bielsko-Biała was approximately 8,100.

b) Industrial/economic composition, employment statistics:

Analysing the labour market, it can be noticed that in Bielsko-Biała the problem of unemployment is practically non-existent - the unemployment rate at the end of 2023 was 1.9%. However, looking at the city's current economic situation, we should bear in mind the dynamics of changes caused by the closure of the factory by the city's largest employer from the automotive sector. There is a high probability that as a result of this situation, many smaller entrepreneurs from this sector, as well as other sectors that cooperated with it, may struggle with many problems, which will ultimately translate into an increase in the unemployment rate and a deterioration of the economic situation of the city's inhabitants.

For many years, the automotive sector was the main foundation of the local economy. Due to the situation, the local authorities together with other partners (Regional Development Agency and the Katowice Special Economic Zone) took action to attract new strategic investors and new industries to the city.

The problem of unemployment in the downtown area of Biała is disturbing due to its structural nature. In this aspect, attention should be paid to the above-average level of unemployment among people over 50 years of age and under 25 years of age compared to the rest of the city.

The data below illustrates this phenomenon on a city scale, comparing the area of the center of Biała (as at the end of 2022):

1. Percentage of unemployed people among people of working age:

The center of Biała: 4.6%

City average: 2.16%

2. Number of long-term unemployed (over 1 year) per 1,000 inhabitants:

The center of Biała: 20.37

City average: 9.33

3. Number of unemployed people over 50 years of age per 1,000 working-age inhabitants:

The center of Biała: 14.81

City average: 7.45

4. Number of unemployed people under 25 years of age per 1,000 working-age inhabitants:

The center of Biała: 2.78

City average: 1.43

5. Share of unemployed people with lower secondary education in the total number of unemployed people:

The centre of Biała: 40.82%

City average: 23%

It is worth emphasising that the rising costs of running a business in the country (which is caused by, among others, the increase in prices of electricity, fuel and employee costs) in the area of the centre of Biała translates into an increased turnover of entities running their businesses there - micro-entrepreneurs. This also led to the appearance of more vacant buildings in the city centre (both in municipal buildings, of which there are only 40%, and in private buildings). The data below illustrate this



phenomenon on a city scale, comparing the area of downtown Biała (as at the end of 2022):

1. Number of deregistered companies per 100 companies in the CEIDG database:

The centre of Biała: 5.58

City average: 4.7

2. Share of the number of companies according to the CEIDG database in an urban unit in the number of companies in the city (according to CEIDG):

The centre of Biała: 3.21

City average: 1.13

3. Share of the number of companies according to the REGON database in an urban unit in the number of companies in the city (according to REGON):

The centre of Biała: 3.36

City average: 1.17

Taking into account both the unemployment rate and natural growth, as well as the decreasing number of people of working age, the arrival of a large group of Ukrainians and their long-term adaptation in the local environment is very important in the context of the development of the local economy. However, the influx of foreigners causes the need for greater intervention in the area of social activities and services aimed at their integration with the inhabitants currently living in this area. It is also important to take actions aimed at building a greater sense of local identity.

c) Social challenges and inequality, access to services:

The social situation in this area, presented on the basis of the analysis of many indicators (presented below), allows us to draw the conclusion that in the area of the centre of Biała - in the historical centre of the city and in the area along the Biała River as well as in the suburbs of Biała - there is a concentration of poverty, comparing with the average for the city. This is evidenced by the increase in the share of people receiving benefits on a long-term basis, which makes the social and professional activation of these people very difficult.

Additionally, in the area of 11 Listopada Street there is a significant increase in the number of homeless people in the city, with the prospect of their further increase in the event of an economic crisis. Another problem in this area is the significant number of people consuming alcohol in public spaces. This is evidenced by numerous interventions regarding the need to solve alcohol problems, much more frequent than in the rest of the city. This problem is quite noticeable, which discourages residents from staying in this area, but also reduces the sense of security.

People with disabilities also requires significant support, as evidenced by the number of people using social assistance due to disabilities that is more than twice as high as in the rest of the city. The problem is important to solve in the context of preventing the exclusion of these people from the local community and the need to take actions related to restoring them to the local labor market as well as enabling them to actively participate in the life of the local community.

Data used for analysis:

1. Number of people granted benefits under the Social Assistance Act per 1,000 inhabitants:  
The centre of Białą: 38.46  
Average for the city: 14.60
2. Number of people receiving assistance under the Act on Social Assistance due to poverty per 1,000 inhabitants:  
The centre of Białą: 11.76  
Average for the city: 5.15
3. Total number of children receiving supplementary meals per 1,000 inhabitants of pre-working age:  
The centre of Białą: 65.87  
Average for the city: 22.63
4. Number of people covered by the activities of the Interdisciplinary Team for Counteracting Domestic Violence per 1,000 inhabitants:  
The centre of Białą: 6.13  
Average for the city: 2.98
5. Number of people granted benefits under the Act on Social Assistance due to domestic violence per 1,000 inhabitants (2022):  
The centre of Białą: 3.33  
Average for the city: 0.22
6. Number of people brought to the Center for Counteracting Alcohol-related Problems to sober up per 1,000 inhabitants:  
The centre of Białą: 8.18  
Average for the city: 5.06
7. Number of people granted benefits under the Act on Social Assistance due to alcoholism per 1,000 inhabitants:  
The centre of Białą: 4.6  
Average for the city: 2.1
8. Number of people granted benefits under the Social Assistance Act due to helplessness per 1,000 inhabitants:  
The centre of Białą: 7.16  
Average for the city: 3.46
9. Number of people granted benefits under the Social Assistance Act due to long-term illness per 1,000 inhabitants:  
The centre of Białą: 20.96  
Average for the city: 8.87
10. Number of people receiving assistance under the Act on Social Assistance due to disability per 1,000 inhabitants:  
The centre of Białą: 14.83  
Average for the city: 6.75
11. Number of people with a disability certificate per 1,000 inhabitants:  
The centre of Białą: 162.7  
Average for the city: 121.76

## d) Location, territorial context:

The area of Bielsko-Biała is: 12,450 ha.

The centre of Biała - area 50.05 ha, which constitutes 0.4% of the area of the entire city and only 6% of the designated revitalization area.

One of the reasons that residents prefer to move to the outskirts of the city is the poor technical condition of historic residential and commercial buildings under conservation protection, which increases operating costs and makes them less attractive to tenants. In this area of the city, most of the buildings were built before 1939, the average in this area is 1,061.51 buildings per km<sup>2</sup>, where the urban average is 37.

The advantage of this area, which the city is gradually trying to use, is that in this part of the city there are many objects of significant importance for its cultural heritage. Due to the fact that the city owns only 40% of the buildings in this area, this causes difficulties in carrying out revitalization activities - in particular infrastructure ones.

The city constantly encourages private property owners to take actions that bring mutual benefits and demonstrate a common vision of activities in this area. In recent years, the city has invested a lot of funds in the modernization of municipal buildings and also provided support with subsidies from private building owners to carry out modernization/thermal modernization works - the annual subsidy amount is PLN 2.5 million. This is intended to raise the standard of living in this area and improve the quality of public space.

## 1. Average age of buildings in years:

The centre of Biała: 93.97

Average for the city: 45

## 2. Number of buildings built before 1939 per square kilometre:

The centre of Biała: 1061.51

Average for the city: 37

e) Air quality, CO<sub>2</sub> emissions

In recent years, the air quality in Bielsko-Biała has significantly improved. The year 2023 was the first year in the history of measurements conducted by the State Air Quality Monitoring in which the air quality standards for PM<sub>10</sub> and PM<sub>2.5</sub> suspended dust were not exceeded. The number of days on which the permissible average daily level was exceeded decreased from 69 in 2018 to 10 in 2023. It is worth noting that the average annual concentration of suspended dust PM<sub>10</sub> decreased significantly from 37 ug/m<sup>3</sup> in 2018 to 20.5 ug/ m<sup>3</sup> in 2023, and suspended dust PM<sub>2.5</sub> from 25 ug/m<sup>3</sup> in 2018 to 18.1 in 2023. The improvement in air quality is caused primarily by the replacement of obsolete sources with solid fuels in households, municipal resources and the installation of ecological, low -emission heat sources. However, in the context of the centre of Biała, there is still a room for improvement.

As the buildings located in the centre of Biała are historically significant, they are far less energy efficient than those in other areas of the city. Furthermore, the costs associated with thermo-modernization under conservator supervision are



significantly higher, private owners deter carrying out the work, which could greatly enhance the area's image and attract more residents.

The city is gradually undertaking thermo-modernization works in municipal buildings, including the elimination of non-ecological forms of heating. However, the city's needs in this area are still very great. Thanks to these activities, operating costs for residents are reduced and air quality is improved.

Many buildings in this neighbourhood still have tiled stoves that run on solid fuels, making them especially difficult for elderly people to operate because the fuel is kept in storage chambers in the basement.

Despite the actions taken and significant subsidy support for private owners in this area, air quality indicators are still exceeded during the heating season. The discomfort of living in this area is influenced by the noise level, which is higher there than the city average.

Air quality data:

1. Areas of exceedance of average annual concentrations of suspended dust PM 2.5:  
The centre of Białą: 36.62  
Average for the city: 29
2. Areas of exceedance of average annual concentrations of benzo(a)pyrene:  
The centre of Białą: 26.94  
Average for the city: 22
3. Areas of exceedance of average annual concentrations of benzo(a)pyrene:  
The centre of Białą: 6.5  
Average for the city: 4

### **3. Relevant existing strategies and policies (local/regional/national/European).**

Bielsko-Białą Development Strategy until 2030 - this is the main strategic document of the city, in which regeneration was indicated as an area of special intervention, because the diagnosis showed that in the city there is a large number of post-industrial areas and facilities requiring adaptation to new functions (in the centre of Białą there is this is a large area at Fabryczny Square or the quarter of the former Pedanteria at 11 Listopada Street).

Regeneration was also indicated in the city's Strategy until 2030 as one of the key directions of action in one of the 6 indicated intervention areas. It is assumed that regeneration activities will be continued and greater support will be provided for grassroots initiatives of residents, as well as a greater involvement of private funds in revitalization activities and improvement of the aesthetics and quality of public space. Regeneration activities will be carried out in a comprehensive manner, covering the following areas: social, economic, functional and spatial, environmental and technical.

Strategy for Solving Social Problems of the City of Bielsko-Białą for 2021-2030 - The activities planned to be implemented in the area of revitalization will be strongly focused on activities for the local community, in particular in the area of Białą, where there is the greatest concentration of social problems, and are consistent with the objectives of the above-mentioned. Strategies assuming:

- Improving the quality of life of residents, especially those at risk of social exclusion,

- Preventing negative social phenomena and mitigating their effects;
- Supporting the professional activity of residents and counteracting the negative effects of unemployment.

As part of these activities, the city will try to improve the quality of life of its residents, in particular people and families at risk of social exclusion. The most intensified infrastructure activities will be carried out in the centre of Biała, where the condition and standard of buildings require adaptation for people with special needs. These activities are also important to prevent resident poverty related to high operating costs. As part of the activities, it will support the professional activity of residents, in particular in the area of the centre of Biała, where this phenomenon is of a structural nature.

Development Strategy of the Silesian Voivodeship "Śląskie 2030" – regeneration activities planned in Bielsko-Biała are consistent with operational goals at the regional level, i.e. with the goal:

- attractive living conditions, comprehensive revitalization, prevention and adaptation to climate change,
- recultivation and regeneration of degraded areas and development of post-industrial areas and facilities, among others. for environmental, economic, cultural and recreational purposes,
- improving the quality and attractiveness of public spaces, especially city centres and housing estates and old districts.

At the regional level, the need for regeneration of city centres was noticed, which are largely struggling with the problem of emptying these areas due to the lower standard of housing and utility resources and the accumulating social problems in this area related to the society living in this area with a lower financial status. These are problems that have been diagnosed in the regeneration area of Bielsko-Biała, of which the centre of Biała is a part, and they are concentrated and highly noticeable, requiring comprehensive intervention.

Regional Regeneration Policy of the Silesian Voivodeship - the intervention planned in the Municipal Regeneration Program of Bielsko-Biała until 2030 is in line with the objectives of the overarching regional policy in this area, indicating the following goals:

- increase in social competences and activity of residents and their participation in the life of local communities,
- increasing the functionality and quality of public spaces and housing in degraded areas and areas,
- improving the competitiveness of the regional and local economy in areas and post-industrial areas,
- development of degraded areas and facilities.

As part of the Municipal Regeneration Program of Bielsko-Biała until 2030, activities are planned to increase social activity, integrate residents and reduce the scale of social exclusion in the revitalization area - in particular in the area of the centre of Biała, where the greatest concentration of these unfavourable crisis phenomena occurs. Comprehensive activities will also focus on improving housing conditions, increasing the functionality of infrastructure while maintaining cultural heritage, which proves the historical and cultural identity of this area and its inhabitants.

The Municipal Regeneration Program of Bielsko-Biała until 2030 - Bielsko-Biała has been

conducting activities for at least two decades on the basis of integrated strategic documents. This year, for the regeneration area previously designated on the basis of the socio-economic diagnosis (a small part of which is the centre of Biała - the area covered by the U.R. Impact project), the Municipal Regeneration Program of Bielsko-Biała until 2030 was adopted.

Due to the fact that numerous regeneration activities carried out so far in the Biała area have not solved the key problem of the socio-economic revival of that area, which is one of the most important areas of development, the city joined the U.R. Impact project to devote special attention to this area and plan activities that will allow us to learn about the problem in this area even more thoroughly.

The most important will be activities aimed at involving the local community at the stage of implementation of individual projects, but also at the stage of evaluation and monitoring. Ongoing monitoring includes a system for measuring the impact of planned activities on the local community and improving their well-being.

Together with the stakeholders, the city has planned many socio-economic activities in the centre of Biała, but primarily using functional and spatial changes. By introducing new functions to this area, the city wants to encourage people to live in this area and run a business. As the way in which regeneration activities have been carried out so far has been redesigned, right now the focus of actions is not on infrastructure activities but on activities based on the needs of local communities. This includes placing citizens and their social and economic well-being at the heart of such a strategy and defining a methodology for collective decision-making and civic participation in regeneration efforts. This methodology will combine both grassroots participatory practices and social impact assessment methodologies, resulting in a holistic approach to urban regeneration that strengthens and benefits local communities.

The regeneration of this part of the city is very important for the development of the entire city. Using local resources and potentials when planning activities, new functions were created for key spaces in the centre of Biała in order to make this area more attractive and liveable, which is intended to alleviate, as much as possible, social and economic inequalities compared to the rest of the city.

European Funds for the Silesian Voivodeship for 2021-2027 - operational programs: ERDF and ESF+ - development of the Municipal Regeneration Program for Bielsko-Biała, which is also another Territorial Instrument, which gives the opportunity to all project developers to apply for financial resources for regeneration activities under European Funds. Under the EF SV 2021-2027, you can apply for financial support from Priority 9.3 and 9.4 (concerning the regeneration of urban areas - subsidy and financial instruments), the total allocation of which is EUR 103 million. The managing institution of EF SV 2021-2027 is the Marshal's Office of the Silesian Voivodeship, which is responsible for the implementation of the regional regeneration policy, including the recruitment of projects under EF SV 2021-2027 and then providing financing for selected projects.

#### 4. Problem identification by local stakeholders

##### a) ULG Stakeholders list:

Local Government authorities:

- Przemysław Kamiński (Deputy Mayor) – it was necessary for the successful project implementation to involve in the ULG structure someone from the city authority. As Mr. Kamiński supervises among others the Strategy and Economic Development Department, the one that is coordinating the U.R.Impact project and is also coordinating the implementation of the Municipal Regeneration Programme his presence in the ULG as a local authority representative was the most justified.

Public institution:

- Jacek Konieczny (Municipal conservator of historical properties) – due to the fact that in the U.R.Impact project the city of Bielsko-Biała focuses on the area of the centre of Biała, which is largely covered by historic buildings under conservation protection, the presence of Mr. Konieczny is fully justified. His main tasks as a conservator of historical properties are mainly: implementation of tasks arising from the Act on the Protection and Care of Monuments, developing the Municipal Program for the Care of Monuments, maintaining the municipal register of monuments, issuing conservation recommendations, supervising conservation renovations carried out from the city budget, and preparing and providing subsidies for conservation and restoration works. One of his priorities when he took up the position was the vision of revitalising Polish Army Square (and that vision has already been achieved) as well as the regeneration of Cyniarska and 11 Listopada streets.
- Aleksandra Tarnawa (Coordinator of Punkt 11) – As it was obvious that the ULG needed a representative of the cultural sector, Ms. Tarnawa, the coordinator of Point 11, which was created on 11 Listopada Street near the Polish Army Square, was the most relevant person to be involved in the ULG. Point 11, as a branch of Bielskie Cultural Center, was created in this area as a free time creator and to inspire artistic and civic activities in this area. Their initiatives are addressed mostly to people who are young in age and spirit and who want to pursue their passions and interests and develop their own projects.
- Jakub Krajewski (Culture and Promotion Department) - Mr. Krajewski is another representative of the cultural sector. As an employee of the Department of Culture and Promotion but also a historian, his presence in the ULG is important in the social context of planned activities related to the revitalization of the centre of Biała. Building local identity is one of the most important aspects of revitalization efforts in Biała's centre area. Building identity through culture has the potential to be one of the most effective tools; thus, the presence of a person who is involved in the implementation of cultural activities in this area while also having extensive historical knowledge about this area is extremely valuable to ULG's work.
- Dorota Przewoźnik-Jasiura (Strategy and Economic Development Department) - in the Strategy and Economic Development Department, she is in charge of such activities as, for example, promoting the city as an appealing area not only to do business but also to live. She is also responsible for cooperation with NGOs that carry

out municipal duties that are commissioned through open tenders for the implementation of a public assignment. Her presence in the ULG helps to improve the public messaging of planned actions as well as provide more accurate defining tools that will be most effective in the communication process to encourage all relevant stakeholders to participate in the process.

- Witold Olszanicki (Strategy and Economic Development Department) - as an employee of the Department of Strategy and Economic Development, he was responsible for coordinating the development of the Bielsko-Biała Development Strategy until 2030 and participated in the process of developing the Municipal Regeneration Program, and previously also in the work leading to the designation of a degraded area in Bielsko-Biała. In his daily work, he supports other departments of the City Hall in matters of monitoring and evaluation of city programs and policies. Its presence in the ULG is particularly important in the context of the project assumptions leading to the development of indicators allowing to assess the social impact of regeneration activities on improving the resident's quality of life at the centre of Biała.
- Katarzyna Lis (Housing Management Department) - as the head of the housing department at the Housing Management Office, she is a person with excellent knowledge in the field of the municipal resources available in the centre of Biała. Due to the fact that problematic issues have been identified in the centre of Biała, including the quality of residential premises, it is important that the planned revitalization activities can also bring improvements in making the urban housing offer in this area of the city more attractive. Therefore, her presence in the ULG is important from the point of view of integrated revitalization activities.
- Paulina Żmijowska (Mayor's Plenipotentiary for young people) - she is in charge of communicating with young people, establishing a "map of youth environment activity" and a "knowledge base" on young people in Bielsko-Biała and the surrounding area. Furthermore, she engages in activities such as planning, initiating, and consulting with young people, representing young people at events, meetings, and conferences (which are also organised in collaboration with them), and working closely with the Youth City Council on joint ventures. Her presence in the ULG enables the combination of young people's activity with the activities planned by the city authorities, which in turn allows, in the social aspect of the planned activities, to increase the chance of regeneration in this part of the city.
- Dariusz Gajny (City Gardener) - his responsibilities include, among other things, providing feedback on investment programs aimed at conserving greenery. He also supervises building sites to verify that tree protection guidelines are followed during the investment's implementation. When it comes to new green area projects, he proposes new solutions for places where there is a lack of greenery, thus listening to the voices and needs of residents. In order to emphasise the importance of the environmental dimension when planning regeneration activities, his presence in the ULG allows to ensure that this aspect of sustainable development is taken into account in future activities to improve the quality of life of the residents of the centre of Biała.



NGOs/non-profit organisations:

- Agnieszka Kowalska (Local Entrepreneurship Center) - she is a social work professional with extensive experience organising local communities as a coordinator at the Municipal Social Welfare Center in Bielsko-Biała. For more than 20 years, she has worked on the social inclusion of young people, elders, and others at danger of social exclusion. She currently works as a trainer for non-governmental organisations and social welfare professionals, as well as an academic speaker and community organiser. Because of her considerable professional expertise, she enhances ULG's potential by facilitating inter-sectoral cooperation and incorporating social services into revitalization operations. She is an employee at the Bielsko Entrepreneurship Center – an organisation that is also the originator of projects submitted to the Municipal Regeneration Program in the field of social economy development that incorporate participatory forms of local cooperation.

Community organisations:

- Jakub Nowak (Local Social Activist) – is a local activist who participates in a number of civic activities. Recently, he joined the team in charge of promoting the city's candidacy for the title of European Capital of Culture. He supported it as a moderator of panels dedicated to equality and non-discrimination issues, and as a professional IT specialist, he also offered his knowledge and skills in the field of data analysis and in implementing innovative solutions related to the monitoring of implemented activities. His presence in the ULG allows to strengthen the group's potential in terms of challenges such as defining indicators and methods for measuring and assessing the social impact of regeneration activities, as well as properly capturing the aspects of equality and non-discrimination in these activities.

Businesses:

- Patrycja Węgrzyn (Regional Development Agency in Bielsko-Biała) - in her professional work she is mainly involved in the implementation of international projects regarding modern technologies and the implementation of innovative solutions. She cooperates with entrepreneurs from the ICT industry, thus contributing to the development of the modern technology sector in Bielsko-Biała. Her presence in the ULG structure is significant in terms of implementing new functions and activities in the centre of Biała, aiming at developing this area as an attractive place to do business.

Other relevant stakeholders:

- Anna Tilszer - Director of the Centre for Technology Transfer at the Medical University of Silesia - the Medical University of Silesia, in cooperation with the city of Bielsko-Biała, is implementing a large investment in the centre of Biała related to the adaptation of post-industrial buildings into a new branch of the university. Ms. Tilszer is one of the people in charge of organising the branch's operations once it was established. Due to the importance of this project not only for the centre of Biała but

also for the entire city, the ULG could not fail to present the University as one of the key stakeholders, extremely important for the revitalization of this area of the city.

b) Local strengths/opportunities:

Strengths:

- Competence in planning (now-how, ideas and competences),
- Data collection system with internal division system (special units).
- Regeneration activities carried out based on socio-economic diagnosis,
- System for monitoring and evaluating regeneration activities,
- Availability of free premises,
- NGO's involvement,
- Financial resources.

Opportunities:

- Multi-aspect nature of regeneration activities influencing the sustainable development of the area,
- Locating a branch of the Medical University of Silesia in the centre area of Białą.
- The city's candidacy for the European Capital of Culture 2029
- Intensification of socio-cultural activities in the regenerated Polish Army Square and in cultural facilities in this area and along 11 Listopada Street,

c) Local challenges/weaknesses:

Weaknesses:

- Not many people living there as well as visitors of the area of 11 Listopada Street,
- Low level of involvement and integration of residents of the area of the centre of Białą,
- Depopulation,
- Limited influence of the city authority on the area related to the ownership structure of buildings in this area,
- Poor infrastructure availability.

Threats:

- Increased inequality deepening social exclusion,
- Increase in the unemployment rate,
- The continuing trend of depopulation of city centre,
- Further degradation of the regeneration area,
- Inability to obtain external financing,
- Lack of acceptance of the activities by the local community.

d) Local priorities:

Due to the fact that the centre of Białą is a part of the regeneration area, the goals adopted in the Bielsko-Białą Municipal Regeneration Program until 2030 are consistent with the goals for the centre of Białą. Therefore, the following Local Priorities have been identified:

- INCREASED SOCIAL ACTIVITY, INTEGRATION OF RESIDENTS AND LIMITING THE SCALE OF SOCIAL EXCLUSION IN THE REGENERATION AREA,
- INCREASED ECONOMIC ACTIVITY IN THE REGENERATION AREA,
- IMPROVING THE QUALITY OF LIVING CONDITIONS, INCREASING THE FUNCTIONALITY OF INFRASTRUCTURE WHILE PRESERVING CULTURAL HERITAGE,
- IMPROVING ENVIRONMENTAL QUALITY.

In relation to the centre of Biała, the city faces the issue of attracting citizens to that city's area. It was planned that these activities would mainly concern the social sphere, so as to build stronger local identity, increase the importance of this area and improve the level and quality of life for residents and users. An important aspect, treated as a tool to achieve these changes, will be activities aimed at changing the function of this area - leading to the development of academic character, or socio-cultural activities in adapted facilities as an attraction for residents and tourists. Another important aspect is the need to create favourable conditions for the development of entrepreneurship or business incubation. These changes are intended to increase the activity of residents and non-governmental organisations in public life and regenerate the area.

In accordance with the new approach to regeneration activities, where regeneration activities included in the city's program should mainly focus on social issues/activities addressed to the local community of the regeneration area regarding improving the quality of people's lives and developing their competences, opportunities and abilities in various roles (e.g. as consumers, employees, entrepreneurs, family or community members, etc.).

One of the most important elements in the whole process will be also the creation of monitoring and evaluation system that will take into account the engagement of local community in order to measure how undertaken activities will contribute to boost the wellbeing of people's live in the city centre of Biała.

## 5. Vision/overarching objective

Socio-economic revival of the centre of Biała by introducing new functions in this area, and thus encouraging new residents and users to stay in this area. This vision is consistent with the general vision included in the Municipal Regeneration Program of Bielsko-Biała until 2030, whose main motto is - Revitalization with people and for people. In the 2030 perspective, the regeneration area (including the centre of Biała) should become a place:

- with vibrant social and economic life, clean, safe, exposing the values of cultural heritage, especially in the city centre, activating and inspiring residents in new facilities adapted for this purpose, attracting with an attractive cultural and educational offer;
- that re-building internal social relations, social involvement and a high level of participation in public and cultural life with the participation of the local community and numerous active non-governmental organisations operating for the benefit of the community in this area;
- that offering a wide range of opportunities to actively spend free time for people of different ages;
- where a significant transformation of the residents' living environment was made by

increasing the share of greenery, significantly reducing the number of buildings emitting harmful substances into the air and increasing the energy efficiency of buildings;

- where new companies are established, within which mechanisms of cooperation between entrepreneurs and local government work.

## 6. Main integration challenge(s)

### a) First analysis of current levels of integration:

For years, Bielsko-Biała has been implementing activities based on the city's main strategic document, which is the Bielsko-Biała Development Strategy, for which numerous domain programs are the implementation documents. The Strategy and Economic Development Department ensures their consistency with the city strategy. Regeneration activities planned as part of the Municipal Regeneration Program of Bielsko-Biała until 2030 are also consistent with this document, as described in detail in point. 3. As the city's strategic documents are developed in a participatory model the particular attention while creating the Municipal Regeneration Program was paid to the involvement of stakeholders in the regeneration process. They had been included in the process already at the planning stage, but more importantly, they will be also co-implementing planned activities and are obliged to monitor the achieved effects of these activities and their impact on the area and the local community. This is how local authorities, citizens and other stakeholders implement the idea of "Regeneration with people for people". Activities were also planned cross-sectorally, which allows us to set common goals as well as learn about the needs of various stakeholder groups. This allows you to plan activities that respond to the real needs of the community. Territorial integration is extremely important, as it allows for the coordination of activities of various entities as well as for planning the sequence of implementation of integrated activities that are complementary to each other. Coordination of activities between various entities is complex and requires extensive communication and cooperation mechanisms. Meeting these challenges is difficult, which is why a coordinator of these activities, the Regeneration Operator, was established in the regeneration process management structure. It is also important to plan effective communication channels to improve the revitalization process. This will ensure compliance of activities with the adopted objectives and seamless coordination between many entities implementing the activities. The regeneration process in Bielsko-Biała is supported by the Regeneration Committee, which serves as a link between the City Hall and stakeholders. Building such cooperation and breaking down barriers is crucial to using the knowledge and resources of all stakeholders to achieve common goals. To increase the effectiveness of the regeneration process, it is extremely important to engage financial resources from various sources, both private and public. This makes it possible to obtain synergy effects and implement activities in accordance with the adopted schedule. Another important aspect of managing the regeneration process is ongoing monitoring of implemented projects supplemented with evaluation studies, which will allow to examine at an early stage whether the planned activities are going in the right direction, what is the social reception of the implemented activities and what is their impact on

the quality of life of the residents of this area. Since infrastructure projects in the Biała area involve functional and spatial changes, it is important to conduct consultations with key stakeholders, which will help reduce possible social tensions among residents affected by infrastructure and revitalization works. In this respect, planning open and transparent information and consultation meetings with the local community and involving stakeholders in the conceptual process of planned activities at the stage of their implementation will be of great importance in this respect. Implementing inclusive community engagement activities can help alleviate possible social tensions and increase the sense of responsibility and cooperation among residents.

b) Current approach to key URBACT cross-cutting themes (gender, digital, green...):

Regarding the current approach to the cross-cutting themes of the URBACT program, the city of Bielsko-Biała can highlight its extensive experience in the broadly understood ecological transition. Bielsko-Biała has been implementing a number of programs in this area for many years. In particular, the following programs are implemented in the city:

- "RES for the residents of Bielsko-Biała"
- Heating program for multi-family residential buildings
- "Bielsko-Biała catches the rain"
- Boiler replacement program in single-family buildings
- Grant projects: LIQUIDATION OF OLD HEAT SOURCES
- National "Clean Air" Program.

Moreover, in 2020, the "Strategy for the development of electromobility in Bielsko-Biała. E-moBBility 2020 - 2035" as adopted and is being implemented. Its main goal is to improve the air quality in the city by implementing a wide spectrum of activities related to electromobility. Another project that is being implemented in this area is the expansion of ITS system. Its main goal is to improve road traffic conditions in the city, with particular emphasis on public transport. In addition, the city implements numerous activities to increase the sustainable mobility, e.g.: increasing the number of bicycle paths, building electric vehicle charging points, increasing the fleet of electric buses, purchasing electric company cars and electric bicycles by the commune.

The city of Bielsko-Biała has implemented many actions towards Digital Transformation in recent years. The construction of a broadband network, for the construction of which the city obtained nearly PLN 20 million from the European Union, allowed for the construction of over 57 km of the network. As part of that project, a backbone and distribution network with radio elements was built in places where, due to the terrain, laying optical fibre would be too expensive. Every year, e-services are implemented in the city to make it easier for residents and users to handle official issues online.

There is no adopted urban policy regarding equal rights, but the city applies the provisions of the National Act imposing an obligation to include entities representing civil society, entities acting for environmental protection and entities responsible for promoting social inclusion, fundamental rights, rights of people with disabilities, gender equality and non-discrimination in regeneration activities at all stages of implementation.



## 7. First ideas for testing action at local level

The idea for a testing action is to organize an exploratory walk through the downtown area of Biała, focusing on the history of selected courtyards and staircases in historic tenement houses within this part of the city. The concept behind this initiative is to strengthen local identity and bring participants closer to the rich and fascinating history of the places visited. The walk would also aim to showcase the potential of these locations in terms of revitalization efforts, which could, in the future, increase their attractiveness and spark greater interest among city residents in Biała's downtown area.

An additional element enriching the entire concept is the idea of organizing a photo exhibition featuring pictures taken by the participants during the walk. This would present their perspective on the visited corners of Biała's downtown and highlight what residents like or dislike about the area.

The walk would primarily invite residents of this district, who would have priority during registration. This way, these individuals could learn more about the history of the area they live in, with one of the desired outcomes being increased interest in their neighborhood and stronger ties to it through awareness of its history.

## Section 2 - Vision and Action Plan

### 1. Vision

By 2030, Biała's center will be a thriving socioeconomic hub of the city.

By 2030, the center of Biała will become a modern, integrated, and dynamically developing socio-economic hub, offering an attractive place to live, work, study, and spend leisure time. It will be a space where residential, service, educational, and cultural functions coexist harmoniously, with development based on the principles of sustainable growth and the strengthening of local identity.

A key driver of transformation in Biała's center will be functional and spatial changes associated with the establishment of a branch of the Silesian Medical University and the new cultural center "Pedanteria." Both projects will serve as the main engines of development and change in this area, initiating the process of urban revitalization, invigorating its social and economic structure, and attracting new residents, students, and entrepreneurs.

At the same time, modernization efforts will be carried out, including improvements to housing resources, adaptation of vacant buildings, and the development of renewable energy sources, which will enhance the quality of life and the attractiveness of the center. Support for local entrepreneurs and economic initiatives will contribute to increased economic activity and the creation of new jobs.

As a result, by 2030, the center of Biała will be a modern, vibrant heart of the city—a place of synergy between science, culture, entrepreneurship, and social activity. To better understand our intentions, below we present in more detail the logic of intervention and the mutual influence of individual areas, illustrating the integrated approach that will lead to achieving the intended goal.

### 2. S.M.A.R.T Goals

**S.M.A.R.T Goal 1:** Infrastructure activities aimed at the modernization of 6 residential premises and the adaptation of 5 vacant properties, as well as increasing the use of renewable energy sources to enhance the attractiveness of the centre of Biała as a good place to live by the year 2030.

**S.M.A.R.T Goal 2:** The development of economic activity in the centre of Biała through the implementation of 5 initiatives aimed at activating and supporting active and future entrepreneurs by the year 2026.

**S.M.A.R.T Goal 3:** The socio-cultural development of the centre of Biała through the establishment of a branch of Medical University of Silesia and the creation of a new cultural space in Biała, serving as a place for the activation and integration of the local community by the year 2030.

**S.M.A.R.T Goal 4:** Building the local identity of the residents of the centre of Biała through activation and integration activities aimed at the local community by the year 2030.

### 3. Areas of Intervention

#### Area of Intervention 1: Housing

Regeneration activities in the area of the centre of Biała in an infrastructural context aim not only to protect and preserve the cultural heritage of historical residential and commercial buildings but also to stimulate the economic revival of this area, which has been identified as a separate objective and described in the further areas of intervention.

Investments in housing as part of the regeneration of the Biała's centre are crucial for creating sustainable, integrated and attractive urban spaces. Moreover, modernization efforts carried out using renewable energy installations help to counteract further degradation of both historic buildings and the surrounding public spaces, which is crucial for improving environmental quality, living comfort, residents' health and also combating energy poverty among the inhabitants of this area. Housing investments are important in the regeneration process because they have a positive impact on the quality of life for residents and serve as the foundation of social life.

These actions aim to counteract the depopulation of the centre of Biała. Modernized apartments will attract new residents and encourage current ones to stay. The liquidation of vacant properties is an impulse for the development that will allow for the re-adaptation of spaces to meet contemporary needs, which will largely be driven by the functional and spatial changes described in the "Space" intervention area. These changes will increase the demand for student housing as well as for teaching staff and employees of cultural institutions.

Regeneration in the housing sector indirectly fosters social integration and the creation of strong, integrated communities. Infrastructure activities will be carried out in parallel with social and integration efforts involving current residents and new inhabitants and users of this urban space, which have been detailed in the area of intervention "Local community". Such a comprehensive, multifaceted approach to regeneration activities is extremely important, as integrated communities are less susceptible to social problems such as crime or exclusion. The improvement of housing and infrastructure leads to greater social integration, reducing the differences between various social groups, which will contribute to building a strong local identity.

#### Area of Intervention 2: Economy

The improvement of the infrastructure of commercial premises, particularly those located on the ground floors of tenement houses, not only protects the historical and cultural heritage of the area but also makes the centre of Biała more attractive to entrepreneurs, tourists, and investors. Residents and tourists generate demand for various services, such as gastronomy, hospitality or trade, which stimulates the development of local businesses. Modern infrastructure will attract new entrepreneurs who will see potential for growth for their businesses in such area. Along with infrastructure activities in this area of intervention, there will be encouraging and activating actions dedicated to existing entities or those planning to start a business. Planned functional and spatial changes related to the new development of

the area to meet the needs of both university students and users of the newly created cultural space in this area may attract service companies that will drive economic growth.

At the same time, regeneration activities in service premises generate jobs, both directly (in construction and renovations) and indirectly (in services related to the new needs of residents). New commercial, service, gastronomic and residential facilities may emerge near the campus or the new cultural institution, making the area more vibrant and diverse. Students and employees of the universities and cultural institutions generate demand for services, which stimulates the development of local businesses such as cafes, restaurants, bookstores, and coworking spaces. These facilities may also attract new investments, such as start-ups or companies related to the creative and technological industries. Developers may be inclined to invest in new residential or commercial projects, seeing significant potential in this area.

Another beneficial effect associated with economic development is the increase in property values, which is advantageous for both property owners and local authorities, who can generate higher revenues from property taxes. The increase in property values will attract new residents with higher incomes, which will positively impact the development of the local economy in this area of the city.

#### Area of Intervention 3: Space

In the centre of Biała, two major investments related to functional and spatial changes are planned, which will impact the social and economic life of this area. The first one will be connected with the adaptation of degraded space of the residential and commercial block for the purpose of establishing a branch of a prestigious medical university campus. The second one will be the reconstruction of a residential block – currently vacant buildings into cultural institution in the city centre.

The appearance of university and cultural institution into the city centre aims to transform its character from primarily residential or commercial area into a multifunctional space. New public spaces will be created, such as squares and parks, which will become meeting places for both students and residents.

Experience shows that universities are a developmental element, attracting students and young people who often seek housing, jobs, and entertainment near the campus. This could lead to the development of the local housing market and the creation of new jobs, both in the service sector and in the creative industry.

Moreover, the cultural institution established in another part of Biała centre will make this area an important cultural centre, which enhances its tourist appeal. Cultural events that will be located there will attract not only residents but also tourists, which further boosts the local economy. These actions will contribute to achieving the goal of socio-cultural development of that area.

#### Area of Intervention 4: Local community

The regeneration of Biała centre will particularly involve actions aimed at engaging the local community in grassroots initiatives focused on developing the surrounding area and getting involved in social issues. Such actions help to build and strengthen local identity and enhance the sense of belonging to the local community. It helps reduce social problems and counteracts the feeling of social exclusion. In this process, activities that activate and

integrate residents (especially neighborhood communities) are extremely important, as they contribute to building a sense of local identity and pride in one's place of residence. This allows for the identification of local activists who will focus on building the social life of the residents of the centre of Biała.

The construction of university and cultural institution contributes to the influx of new residents, including students, researchers, and artists, which will diversify the demographic structure of the city centre. Social diversity can promote integration and increase tolerance and cooperation among different groups. These institutions often become centres of public debate, education, and the exchange of ideas, which can influence the increase of civic engagement and the development of local social initiatives. These actions will contribute to the construction of the local identity of the residents of Biała centre through activation and integration activities.



#### 4. Actions Tables

##### Area of Intervention 1: Housing

Action	Intended Result	Resource/ Asset	Lead Agency	Key Partners	Time Scale
Improvement of living conditions in municipal housing.	Renovation of buildings located in the centre of Biała.	Buildings owned by the Municipality.	Housing Management Department	Construction and renovation companies	Until 2029
Let's save the monuments together.	Renovation of private buildings, including these in the centre of Biała.	Private buildings and funds for grants from the city budget.	Private owners	-	Until 2030
Let's reclaim the space – regeneration of municipal housing units.	Increasing the housing stock (also in the area of the centre of Biała) by adapting vacant properties.	Premises owned by the Municipality.	Residents	Housing Management Department	Until 2029
Green energy for the city of Bielsko-Biała.	Improvement of air quality in the centre of Biała.	The funds for grants and consulting from the city budget.	Property owners wishing to use renewable energy sources on their properties.	An advisor employed by the City Hall.	Until 2030
Elimination of low emission program – dedicated to private properties.	Elimination of old heating sources running on solid fuels.	Funds for grants and consulting from the city budget.	Property owners looking to replace old heating sources with new, more eco-friendly ones.	-	Until 2030
Elimination of low emission sources in the municipal	Liquidation of old solid fuel heating sources from	Municipal buildings and funds obtained for	Housing Management Department and	-	Until 2030

stock.	the municipal stock.	the replacement of non-ecological heating sources.	homeowners association		
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## Area of Intervention 2: Economy

Action	Intended Result	Resource/ Asset	Lead Agency	Key Partners	Time Scale
My BBusiness	Acquisition of business plan writing skills by 10 training participants per year.	Training for people planning to start a business.	A person who wants to start a business.	Entity providing the training	Until 2026
Starter BB – support for entrepreneurs	Opening 5 new business in each of the two years of the operation.	Provision of 5 premises per year from the municipal stock for a symbolic one złoty.	A person who wants to start a business.	Housing Management Department	Until 2026
Business IncuBBator	There will be created a place where people who want to start a business will be able to get help in this area + there will be space for 8 coworking desks.	Provision of training and coworking places from the municipal resources.	People who want to start a business and are already running one.	Regional Development Agency	Until 2026
Improving access to employment and self-employment	Individual support and career advice and subsidies to start a business.	Training, information support and funds for grants from the Bielskie Entrepreneurs hip Centre.	People who want to start a business or find a job.	Bielskie Centre of Entrepreneurs hip Centre	Until 2029
Bielski Business HUB	Increasing knowledge in the field of functioning and development of business	Mentoring support for entrepreneurs associated with the Beskid Chamber of	Micro and small enterprises.	Beskid Chamber of Commerce	Until 2026

	activities of micro and small entrepreneurs	Commerce.			
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## Area of Intervention 3: Space

Action	Intended Result	Resource/ Asset	Lead Agency	Key Partners	Time Scale
Revitalization of the facilities at Plac Fabryczny for the needs of establishing the branch of Medical University of Silesia	Creation of a modern and attractive educational centre that will attract students, academics and interest the local community.	Municipal facilities.	Students and academics.	Medical University of Silesia, Medical facilities from Bielsko-Biala	Until 2030
Creative Laundry	Development of the building block at ul. 11 Listopada for cultural functions, which will increase the attractiveness of this area.	Municipal facilities.	Residents, tourists, cultural institutions from all over the city.	Bielsko Culture Centre	Until 2030

## Area of Intervention 4: Local Community

Action	Intended Result	Resource/ Asset	Lead Agency	Key Partners	Time Scale
The permeation of the city.	Activation and integration of city residents (including the centre of Biala) in terms of increasing their participation in culture creation in the city and building and strengthening sense of local identity.	Human resources of Bielskie Culture Centre, Infrastructure of Point 11, space of Polish Army Square	Residents	Bielskie Culture Centre	Until 2030

Let's plan our common space	Creation of so-called pocket parks constituting local integration places with the participation of residents of the area.	Yards owned by the Municipality	Residents in the area of Biała centre.	Housing Management Department	Until 2029
The strength and richness of neighborly ties	Election of local leaders of social life.	NGO implementing the task, funds from the city budget	Local neighbourhood communities in the area of Biała centre	Housing Management Department	Until 2025
Research walks in the centre of Biała.	Building local identity and increasing the sense of belonging to the local community. Increasing the attractiveness of the centre of Biała area by highlighting its rich history and architectural value.	The centre of Biała, including public and private tenement houses.	Residents of the city, particularly the community from the centre of Biała area	Local guides	Until 2030

## 5. Intervention Logic





## Section 3 – Detailed action planning

### 1. AREA | Housing

**GOAL** | *Main goal: Infrastructure activities aimed at the modernization of 6 residential premises and the adaptation of 5 vacant properties, as well as increasing the use of renewable energy sources to enhance the attractiveness of the centre of Biała as a good place to live by the year 2030.*

### **ACTION 1:** *Improvement of living conditions in municipal housing.*

<p><b>Short Description:</b> <i>A paragraph describing the purpose, target audience, and key components of the action.</i></p> <p>The task will involve the modernization of 6 uninhabited residential units, which will expand the housing stock of the municipal housing resources. Depending on the condition and legal situation of a particular vacant unit, the scope of renovation works may also include a change of the heating source.</p>	<p><b>Action Owner:</b> <i>Who leads the implementation.</i></p> <p>Housing Management Department</p>
<p><b>Stakeholders:</b> <i>A bullet-point list of key stakeholders (e.g., partners, organizations involved).</i></p> <p>Housing Management Department Potential residents Conservator of historical properties</p>	<p><b>Estimated total cost:</b></p> <p>130.000 EUR</p>
	<p><b>Readiness:</b> <i>Key preparations needed for implementation.</i></p> <p>None</p>
	<p><b>Risks:</b> <i>Major risks and their mitigation strategies.</i></p> <p>Lack of external funding,  Failure to select a company to carry out the renovation.</p>

## Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Commissioning the preparation of design and execution documentation.	6 months	The documentation will allow for applying for a building permit.	Housing Management Department, Architect	Failure to obtain external funding.  Corrective measures: Applying for external funds from various sources, Supervision over the timely execution of the order.
Obtaining a building permit.	3 months	The possibility of starting modernization works.	City Hall, Conservator of historical properties, Architect	Incomplete application for a building permit.  Corrective measures: Monitoring the designer's work.
Implementation of modernization works.	1 year	18-24 people will obtain housing.	Housing Management Department, Construction company	Failure to select a contractor. Contractor's issues with completing the work.

## Budget and Funding

Cost Breakdown	Amount (€)	Funding Source
Estimated Total Cost	130.000	Own funds EU funds
Allocated Funding	26.000	Own funds
Funding Gap	104.000	EU funds

## Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Number of renovated vacant units	6 units	Work completion acceptance protocol
Number of people residing in the units	18-24 people	Registration database

Risk	Likelihood	Impact	Mitigation Measure
Failure to complete the renovation	Medium	High	Investor supervision over the ongoing works
Lack of interest in living in this area	Medium	High	Promoting this area as an attractive place to live

## 2. AREA | Economy

**GOAL** | Main goal: The development of economic activity in the centre of Biała through the implementation of 5 initiatives aimed at activating and supporting active and future entrepreneurs by the year 2026.

### ACTION 1: Business IncuBBator

<p><b>Short Description:</b> A paragraph describing the purpose, target audience, and key components of the action.</p> <p>Launch of the Business Incubator, which will be dedicated particularly to individuals planning to start a business in the revitalization area, as well as micro and small entrepreneurs operating within it during the first 5 years of its existence. Its activities will include business consulting, organizing business-oriented meetings and events promoting entrepreneurship development, and creating coworking spaces.</p>	<p><b>Action Owner:</b> Who leads the implementation.</p> <p>City Hall – Department of Strategy and Economic Development</p>
<p><b>Stakeholders:</b> A bullet-point list of key stakeholders (e.g., partners, organizations involved).</p> <p>Business-related organization responsible for running the Incubator's activities, Potential entrepreneurs, Entrepreneurs.</p>	<p><b>Estimated total cost:</b></p> <p>21.500 EUR</p>
	<p><b>Readiness:</b> Key preparations needed for implementation.</p> <p>The City Hall has a premises that can be designated as a Business Incubator.</p> <p><b>Risks:</b> Major risks and their mitigation strategies.</p> <p>Failure to obtain external funding for the operation of the Business Incubator.</p> <p>Failure to select an operator responsible for implementing the project.</p> <p>Lack of interest from entrepreneurs in the activities of the Business Incubator.</p>

## Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Selection of the Business Incubator operator	3 months	Selection of an entity that will have the experience and skills necessary to implement activities for the development of entrepreneurship in this area.	Department of Strategy and Economic Development, Organizations from the business environment, Department of Civil Affairs and Entrepreneurship	Lack of entities interested in running the Business Incubator.  Corrective measures: Extensive informational campaign about the planned competition.
Implementation of the activities planned within the scope of the Incubator's work	Immediately after selecting the operator – by 2026.	At least 20 entities will gain knowledge and improve their skills, enabling them to start their own business. They will have the opportunity to participate in at least 6 events/seminars/lectures annually, which will contribute to the integration of the entrepreneurial community and enhance their competencies.	Business Incubator operator, Training and event participants, Companies organizing events and training	Failure to select a Business Incubator operator.  Lack of interest in the planned activities.  Corrective measures: Launching the operator selection process until successful.  Promoting this location as attractive and contributing to the development of entrepreneurship.
Provision of coworking spaces	Immediately after selecting the operator – by	The opportunity for 8 entities to use coworking	Business Incubator operator, Entrepreneurs	Failure to select a Business Incubator operator.

	2026.	spaces once, which will allow for business development by reducing the costs of renting space for business activities.	interested in using coworking spaces	<p>Lack of interest in the planned activities.</p> <p>Corrective measures: Launching the operator selection process until successful.</p> <p>Promoting this location as attractive and contributing to the development of entrepreneurship in this area.</p>
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### Budget and Funding

Cost Breakdown	Amount (€)	Funding Source
Estimated Total Cost	21.500	Own funds EU funds
Allocated Funding	0	Own funds
Funding Gap	21.500	EU funds

### Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Number of functioning Business Incubators	1 facility	Handover protocol of the facility
Number of training and advisory hours	80 h/year	Hourly attendance list
Number of coworking spaces	8 spaces	Registration data
Number of people using coworking spaces	1000 people/year/8 spaces	Coworking space allocation list



Risk	Likelihood	Impact	Mitigation Measure
Failure to launch the Business Incubator due to the lack of an operator	Medium	High	Launching the operator selection process until successful.
Lack of interest in using the Business Incubator's services	Medium	High	Promoting this location as attractive and contributing to the development of entrepreneurship in this area.

### 3. AREA | Space

**GOAL** | *Main goal: The socio-cultural development of the centre of Biła through the establishment of a branch of Medical University of Silesia and the creation of a new cultural space in Biła, serving as a place for the activation and integration of the local community by the year 2030.*

## **ACTION 1:** *Revitalization of the facilities at Plac Fabryczny for the needs of establishing the branch of Medical University of Silesia*

<p><b>Short Description:</b> <i>A paragraph describing the purpose, target audience, and key components of the action.</i></p> <p>The project involves the revitalization of the space located at Fabryczny Square in Bielsko-Biała for the purpose of creating a modern campus of the Silesian Medical University in Bielsko-Biała. The activities will include the modernization and adaptation of buildings under conservation protection, as well as the demolition of structures that hold no historical value and whose condition prevents them from meeting the standards for educational activities. The goal of the revitalization is to create a modern and attractive educational center that will attract students, academic staff, and engage the local community.</p>	<p><b>Action Owner:</b> <i>Who leads the implementation.</i></p> <p>Silesian Medical University in Katowice</p>
<p><b>Stakeholders:</b> <i>A bullet-point list of key stakeholders (e.g., partners, organizations involved).</i></p> <p>City Hall in Bielsko-Biała District Office in Bielsko-Biała Silesian Medical University in Katowice Students Prospective students</p>	<p><b>Estimated total cost:</b></p> <p>62.500.000 EUR</p>
	<p><b>Readiness:</b> <i>Key preparations needed for implementation.</i></p> <p>An agreement has been made for the transfer of the land along with existing buildings to the University.</p> <p>Architectural and urban concept</p>
	<p><b>Risks:</b> <i>Major risks and their mitigation strategies.</i></p>

	<p>Failure to obtain external funding.</p> <p><i>Failure to select a design and construction company.</i></p>
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## Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Commissioning the preparation of design and execution documentation.	2 years	The documentation will allow for applying for a building permit.	Silesian Medical University, design company.	<p>Failure to secure external funding.</p> <p>Corrective actions: Applying for external funding from various sources.</p>
Obtaining the building permit.	6 months	Obtaining the permit will enable to start the construction work.	Design company, City Hall, Conservator of historical properties,	<p>Incomplete building permit application.</p> <p>Corrective actions: Monitoring the designer's work</p>
Execution of construction works related to the buildings and public spaces around the buildings.	3,5 years	Prevention of further degradation of 3 buildings, construction of 1 building.	Silesian Medical University in Katowice, Construction company	<p>Failure to select a contractor for construction and adaptation works.</p> <p>Contractor's issues with completing the works.</p> <p>Corrective actions: Reassigning the task until successful completion.</p> <p>Effective investor</p>

				supervision.
Adaptation and equipment of 3 buildings for educational purposes and 1 building for dormitory use.	1 year	The possibility of launching new fields of study for students in the city.	Silesian Medical University in Katowice, Construction company, Students, University staff	Failure to select a company to equip the facilities.  Corrective actions: Reassigning the task until successful completion
Commencement of the university's educational activities and occupancy of the dormitory.	1 year	Enrichment of the educational offer in the city and an increase in the number of young people in the city center of Biął.	Silesian Medical University in Katowice, Students, University staff	Failure to obtain accreditation.  Low interest in the study and dormitory offer.  Corrective actions: Proper preparation for the accreditation process.  Attractive offer and its wide promotion

## Budget and Funding

Cost Breakdown	Amount (€)	Funding Source
Estimated Total Cost	62.500.000	Own funds EU funds Subsidies Loans, credits
Allocated Funding	10.000.000	Own funds
Funding Gap	52.500.000	Other funds

## Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Number of renovated buildings	3 buildings	Completion of works acceptance protocol
Number of newly constructed buildings	1 building	Completion of works acceptance protocol
Area of developed land around the buildings	10 500 m <sup>2</sup>	Completion of works acceptance protocol
Number of people using the dormitory	60 person/year	Registration database
Number of students	200/year	List of students

Risk	Likelihood	Impact	Mitigation Measure
Failure to carry out the renovation	Medium	High	Investor supervision over the ongoing works
Lack of applicants for dormitory accommodation	Medium	High	Promoting this area as an attractive place to live
Lack of applicants for studies at this university	Low	High	Promoting the university

#### 4. AREA | Local Community

**GOAL** | Main goal: Building the local identity of the residents of the centre of Biała through activation and integration activities aimed at the local community by the year 2030.

#### ACTION 1: The strength and richness of neighborly ties

<p><b>Short Description:</b> A paragraph describing the purpose, target audience, and key components of the action.</p> <p>Organizing selected forms of activation/integration for local communities aimed at building and supporting neighborhood initiatives among residents of the revitalization area. The funded activities aim to:</p> <ul style="list-style-type: none"> <li>• Build intergenerational bonds and local identity,</li> <li>• Activate and integrate residents socially,</li> <li>• Counter social exclusion,</li> <li>• Develop shared responsibility for the living and functioning space of the residents,</li> <li>• Create a new offer for leisure activities,</li> <li>• Acquire new competencies and skills.</li> </ul>	<p><b>Action Owner:</b> Who leads the implementation.</p> <p>City Hall – Strategy and Economic Development Department</p>
<p><b>Stakeholders:</b> A bullet-point list of key stakeholders (e.g., partners, organizations involved).</p> <p>Entities operating in the public benefit sphere selected through an open tender process for the implementation of public tasks in the field of revitalization, Residents</p>	<p><b>Estimated total cost:</b></p> <p>10.782 EUR</p>
	<p><b>Readiness:</b> Key preparations needed for implementation.</p> <p>Developed competition guidelines</p> <p><b>Risks:</b> Major risks and their mitigation strategies.</p> <p>Failure to select the entity responsible for task implementation.</p> <p>Lack of interest in the competition from residents.</p>



## Implementation Plan

ACTIVITY	TIMING	OUTPUTS / TARGETS	RESPONSIBLE PARTIES	RISKS & MITIGATION
Commissioning the task implementation through a competition process	6 months	Selecting an experienced operator who will guarantee the proper implementation of the task.	Department of Strategy and Economic Development, Department of Civil Affairs and Entrepreneurship	<p>Failure to secure external funding.</p> <p>Corrective actions: Applying for external funding from various sources.</p> <p>Supervision over the timely completion of the task.</p>
Selecting the task implementer through a competition process	3 months	The possibility of joining actions for the integration of the local community in the Biała area.	Department of Strategy and Economic Development, Department of Civil Affairs and Entrepreneurship, Organizations implementing tasks related to social integration	<p>Selection of the task implementer.</p> <p>Corrective actions: Initiating the competition procedure until successful completion. Effective information campaign.</p>
Implementation of planned actions within the task scope	Immediately after the selection of the task operator	<p>Implementation of 5 tasks within a year.</p> <p>5 neighborhood groups (local communities) will have the opportunity to benefit from the forms of activation/integration or skills development of</p>	Organizations implementing tasks related to social integration, Residents/local community	<p>Lack of interest in the offer.</p> <p>Corrective actions: Supervision over the proper implementation of the task and the promotional campaign.</p>

		their choice.		
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## Budget and Funding

Cost Breakdown	Amount (€)	Funding Source
Estimated Total Cost	10.782	Own funds
Allocated Funding	10.782	Own funds
Funding Gap	0	

## Monitoring and Risk Mitigation

Monitoring Indicator	Target Value	Data Source
Number of organized events	5/year	Event documentation (photographs, attendance lists)
Number of neighborhood groups participating in the offered activities	5	Attendance list

Risk	Likelihood	Impact	Mitigation Measure
Failure to launch the task due to the lack of an operator	Medium	High	Continuously initiating the operator recruitment process until successful completion.
Lack of interest in the task implementer's offer	Medium	High	Promoting integration activities offered by the operator.

## Section 4 – Implementation framework

### 1. Governance Structure

Due to the fact that the actions included in the IAP are part of the Municipal Regeneration Program (MRP) being implemented in the city, we adopt an analogous management structure in the IAP, as follows:

The IAP—similarly to the MRP for Bielsko-Biała, which serves as the overarching document governing regeneration activities in the city—will be managed by an operator, namely the Department of Strategy and Economic Development. The role of this department is to coordinate regeneration activities to ensure the coherence of a wide range of initiatives implemented using various funding sources and involving a broad group of stakeholders.

According to national regulations, the Mayor of the City is responsible for overseeing the regeneration process. The Mayor will be supported both organizationally and substantively by employees of the municipal departments, municipal organizational units, as well as by the Regeneration Committee, which serves an advisory and consultative role.

The implementation of the IAP, as a subordinate document to the GPR and focused on a specific area of the city—namely, the centre of Biała—will take place within the tasks of various departments of the City Hall in Bielsko-Biała, municipal organizational units, as well as external entities acting as project initiators for regeneration initiatives.

Below is a list of ULG members involved in the implementation and execution of the projects included in the IAP:

List of action included in IAP	ULG member involved
Improvement of living conditions in municipal housing.	Katarzyna Lis – Housing Management Department (city's institution).
Let's save the monuments together.	Jacek Konieczny – Municipal conservator of historical properties (City Hall),
Let's reclaim the space – regeneration of municipal housing units.	Katarzyna Lis – Housing Management Department (city's institution).
Green energy for the city of Bielsko-Biała.	Katarzyna Lis – Housing Management Department (city's institution).
Elimination of low emission program – dedicated to private properties.	Katarzyna Lis – Housing Management Department (city's institution).
Elimination of low emission sources in the municipal stock.	Katarzyna Lis – Housing Management Department (city's institution).
My BBusiness	Dorota Przewoźnik – Strategy and Economic Development Department (City Hall),
Starter BB – support for entrepreneurs	Witold Olszanicki – Strategy and Economic Development Department (City Hall),
Business IncuBBator	Patrycja Węgrzyn - Regional Development Agency in Bielsko-Biała

Improving access to employment and self-employment	Agnieszka Kowalska – Local Entrepreneurship Center
Revitalization of the facilities at Plac Fabryczny for the needs of establishing the branch of Medical University of Silesia	Anna Tilszer - Director of the Centre for Technology Transfer at the Medical University of Silesia
Creative Laundry	Jakub Krajewski – Culture and Promotion Department (City Hall)
The permeation of the city.	Aleksandra Tarnawa – Coordinator of Punkt 11 (cultural institution)
Let's plan our common space	Katarzyna Lis – Housing Management Department (city's institution).
The strength and richness of neighborly ties	Dorota Przewoźnik – Strategy and Economic Development Department (City Hall),
Research walks in the centre of Biała.	Anna Jończyk – Strategy and Economic Development Department (City Hall),

## 2. Stakeholder Engagement Plan

Various stakeholders will be involved in the implementation process of the IAP, divided into three groups:

1. **Municipal Departments** – e.g., Department of Strategy and Economic Development, Department of Urban Planning, Housing Management Department, Municipal conservator of historical properties.
2. **External Partners** – e.g., private entities that have proposed regeneration projects included in the IAP and MRP.
3. **Other Stakeholders** – e.g., residents, NGOs, housing communities, etc.

The table below outlines the specific roles of each group involved in implementing the activities included in the IAP.

Stakeholder group	Duties
Departments	<ul style="list-style-type: none"> <li>• Securing external funding for the implementation of submitted regeneration projects</li> <li>• Ensuring allocation of funds in the budget of the City of Bielsko-Biała for the implementation of projects</li> <li>• Implementation of submitted regeneration projects</li> <li>• Submitting annual reports on the implementation of regeneration projects to the Program Operator</li> </ul>
External Partners	<ul style="list-style-type: none"> <li>• Securing external funding for the implementation of submitted regeneration projects</li> <li>• Ensuring the allocation of own funds for project implementation</li> <li>• Implementation of submitted regeneration projects</li> <li>• Submitting annual reports on the implementation of regeneration projects to the Program Operator</li> </ul>

	<ul style="list-style-type: none"> <li>Informing the Program Operator, upon request, about the progress in the implementation of projects</li> </ul>
Other Stakeholders	<ul style="list-style-type: none"> <li>Participation in public consultations regarding the regeneration process</li> <li>Substantive preparation and submission of new projects for the MRP and IAP update</li> <li>Participation in meetings of the Regeneration Committee (by invitation of the Revitalization Committee)</li> </ul>

### 3. Overall Costings and Funding (in EUR)

Actions	Overall cost of the action	Confirmed funding sources	Potential funding sources
Improvement of living conditions in municipal housing	130 000	26 000	104 000
Let's save the monuments together	3 500 000	3 500 000	0
Let's reclaim the space – regeneration of municipal housing units	130 000	26 000	104 000
Green energy for the city of Bielsko-Biała.	200 000	30 000	170 000
Elimination of low emission program – dedicated to private properties.	200 000	30 000	170 000
Elimination of low emission sources in the municipal stock.	650 000	97 000	553 000
My BBusiness	19 400	4 400	15 000
Starter BB – support for entrepreneurs	215 600	0	215 600
Business IncuBBator	21 500	0	21 500
Improving access to employment and self-employment	218 450	32 000	186 450
Bielski Business HUB	35 500	0	35 500
Revitalization of the facilities at Plac Fabryczny for the needs of establishing the branch of Medical University of Silesia	62 500 000	10 000 000	52 500 000
Creative Laundry	9 700 000	1 455 000	8 245 000
The permeation of the city	172 500	0	172 500
Let's plan our common space	215 600	0	215 600
The strength and richness of neighborly ties	10 782	10 782	0
Research walks in the	500	500	0

centre of Białą.			
Total	77 919 832	15 211 682	62 708 150

#### 4. Timeline

Look at annex 1 to the fourth section of IAP.

#### 5. Risk Assessment

Risk	Likelihood	Impact	Mitigation Strategy
Problems with obtaining external funding	High	High	The necessity of applying for grants from various sources.
Lack of interest in utilizing the offered activities	Low	High	A broad information and promotional campaign.
Lack of willingness from the local community to engage in regeneration efforts	Medium	High	Encouraging activities, an information campaign, and the promotion of best practices in this area.
Lack of contractors to carry out projects	Low	High	Conducting extensive searches for bidders, securing additional financial resources in case of a lack of interest due to the challenging conditions of carrying out work in a heritage-protected area.
Withdrawal from the implementation of planned projects	Low	High	Taking actions to demonstrate the benefits of implementing at-risk projects – an attempt to convince stakeholders to reconsider their decision.

#### 6. Monitoring and Reporting

Output indicators
Number of renovated buildings/flats
Number of new RES installations
Number of people trained
Value of subsidies for the support for entrepreneurs
Number of people who have used the coworking space
Number of newly established facilities
Number of participants in integration and activation activities
Number of selected local leaders



**Outcome indicators**

Number of new residents in the center of Białą
Improvement of air quality in the centre of Białą
Number of new business entities in the center of Białą
Level of increase in purchasing power per capita in the center of Białą
Number of students living in the area of the centre of Białą
Number of people using the services of newly established facilities
Number of new grassroots initiatives from the residents of the center of Białą

**Methods and Frequency of Data Collection:**

- Project implementation reports from project initiators – annually
- Surveys
- Statistical data from available databases
- IAP evaluation – every three years

The Operator – the Department of Strategy and Economic Development is responsible for monitoring. Since the projects included in the IAP are also part of the MRP, project initiators will be required to submit special reporting forms containing all key information regarding project implementation.