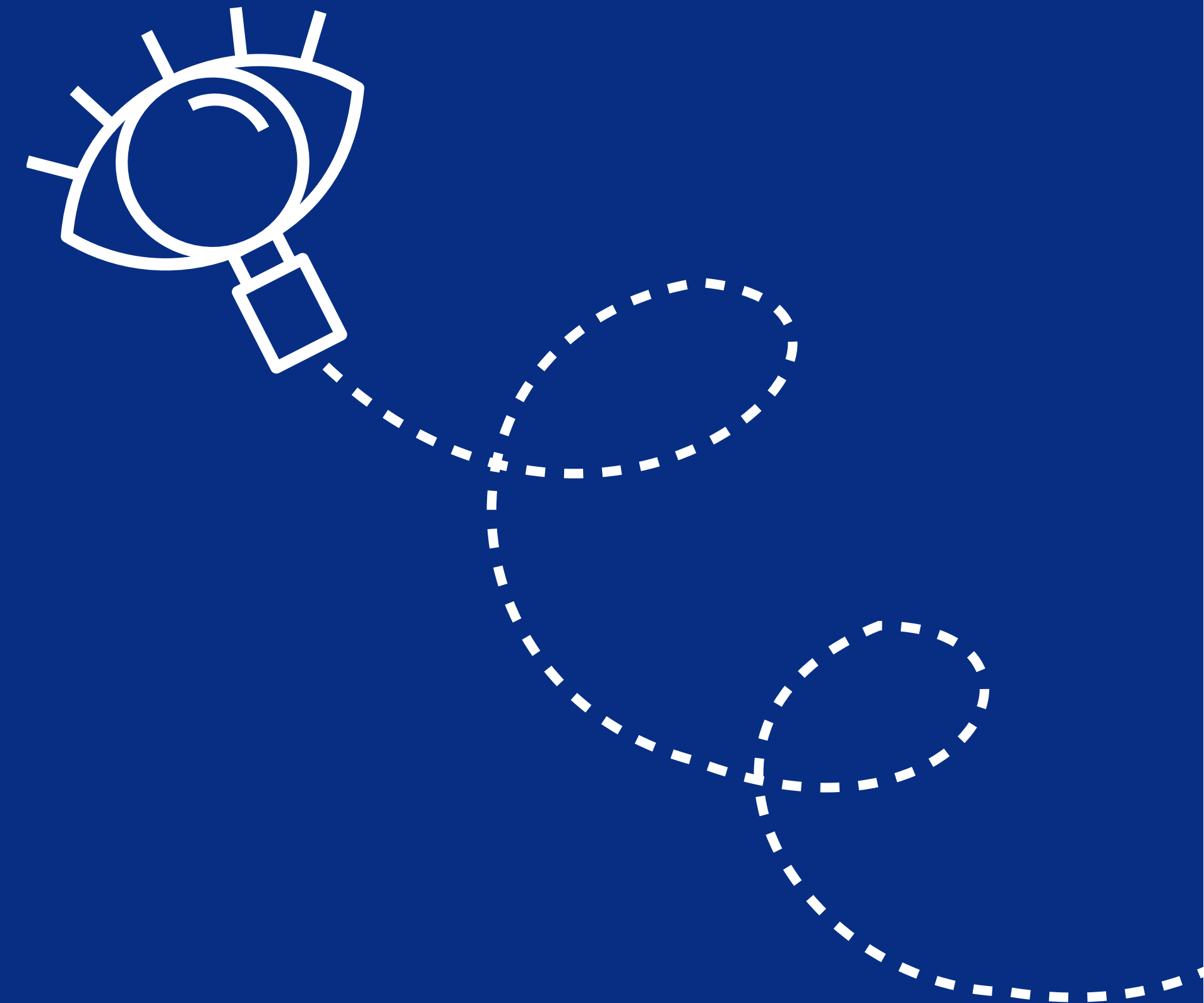


Together Towards Rybnik 2030 →

How can your company, non-governmental organisation or public institution unlock the city's potential in times of transformation?



Together Towards Rybník 2030

WHAT IS THIS BROCHURE AND WHAT IS ITS PURPOSE?

The document you are reading right now is **an invitation to co-create the future of Rybník – its socio-economic transformation and energy transition**, as well as the pursuit of climate neutrality. The brochure is a visual summary of knowledge and recommendations from the first phase of the “Rybník 360” project. Above all, it outlines the journey on which the partners of this project (EIT-Climate KIC, MCM Institute, Swarmcheck and SPIN-US), together with the City of Rybník, would now like to invite the local community.

WHO IS THIS DOCUMENT INTENDED FOR?

The brochure is addressed to everyone who cares about the prosperity of Rybník and who wants to be familiar with the affairs of the city and the forthcoming business opportunities. Particularly welcome are entrepreneurs, representatives of public institutions, and people working for non-governmental organisations who, in the era of coal mining cessation, would like **to direct Rybník, through innovative undertakings, toward green energy, higher quality of life, economic optimisation and a safe future.**

WHAT WILL YOU FIND IN EACH CHAPTER?

After the introductory presentation on the sources of **the knowledge base** in the “Rybník 360” project, you will learn about **the vision** of Rybník transformation in ten years’ time (pp. 4–6). Then, you can analyze **the challenges** that the city is going to face on the way to achieving this vision (pp. 7–13) and **the interventions** that would allow it to respond to many of these difficulties (pp. 14–20). A call for specific innovation projects within this general intervention framework and their funding streams are planned to be launched as early as this year 2021. If you are interested in taking the pioneering road to Rybník 2030, you will find **contact details** on page 21 of this brochure.



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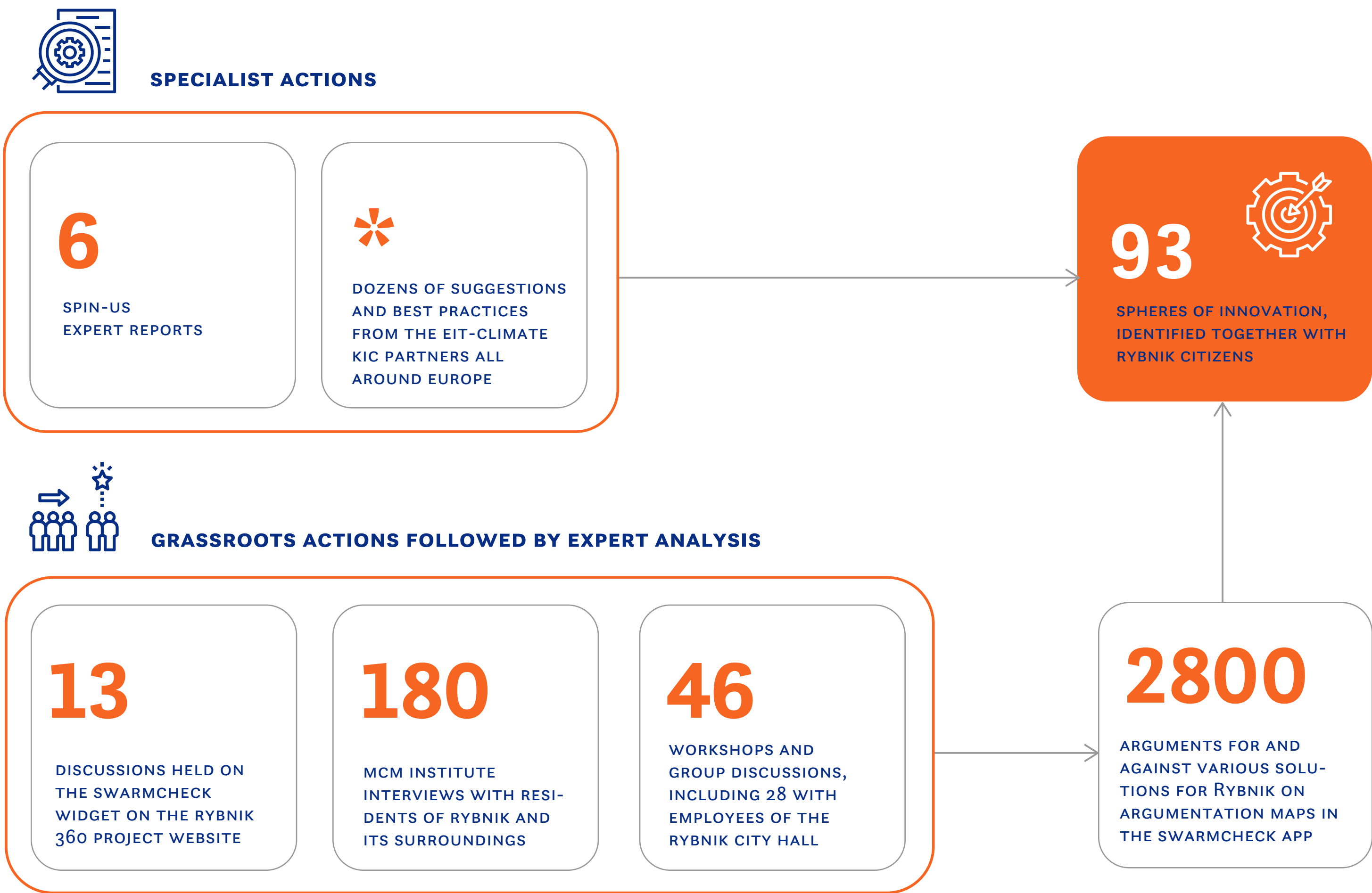
Rybnik 2030 → How were the vision developed, the challenges identified and the interventions proposed?

WHERE DO THE KNOWLEDGE AND RECOMMENDATIONS DE- SCRIBED IN THIS DOCUMENT COME FROM?

The “Rybnik 360” project has carried out the so-called “deep listening” whose aim is reaching out to representatives of every major social group of the city. Thus, the interviews and workshops were conducted with, among others, the youth, the elderly, businesspeople, people from the civic sector, mine workers, and civil servants. This constitutes the grassroots pillar of knowledge presented in this brochure: the knowledge of communal experiences.

HOW HAS THE KNOWLEDGE BEEN PROCESSED?

The information from the “deep listening” has been analysed using methods specific to social sciences and foresight studies. The arguments were extracted from the research material and combined into logical sequences on argumentation maps. Together with the pre-existing expert reports and consultations with partner organisations of EIT-Climate KIC, the above activities have built the expert pillar of knowledge presented in this brochure.



Rybnik Vision 2030 →

Introduction: General Outline and Definition of Concepts

WHAT IS A VISION?

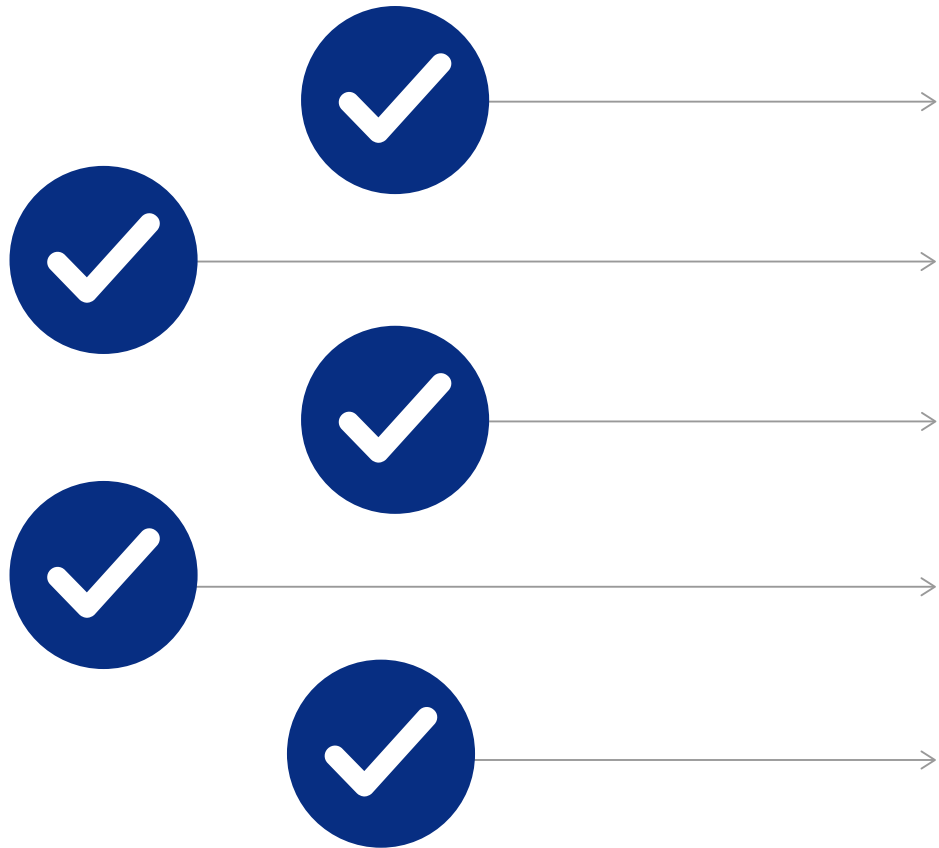
A vision of city development outlines desirable states and processes. It is not a utopia: we can imagine its realisation. It serves as a motivation for local stakeholders, showing **the future to which we would like to contribute**. A vision is internally synergistic, i.e. it consists of mutually supportive components.

HOW TO UNDERSTAND THE PHENOMENA AND TRENDS?

The phenomena and trends are here understood as **all factors shaping the functioning of the city now and in the foreseeable future**. They may come from the heart of the city or a seemingly remote international context, be more or less dependent on local actors, and support the implementation of the vision to a greater or lesser extent. Consequently, it becomes a great challenge to fill the creative gaps referred to in the visualisation alongside. A detailed presentation of the phenomena and trends shaping the functioning of Rybnik can be found two pages further on.

PHENOMENA AND TRENDS CONTRIBUTING TO THE REALISATION OF THE VISION

WHAT IS ALREADY HAPPENING, AND IS FAVOURABLE TO US?
WHAT IS ON COURSE TO IMPROVE?

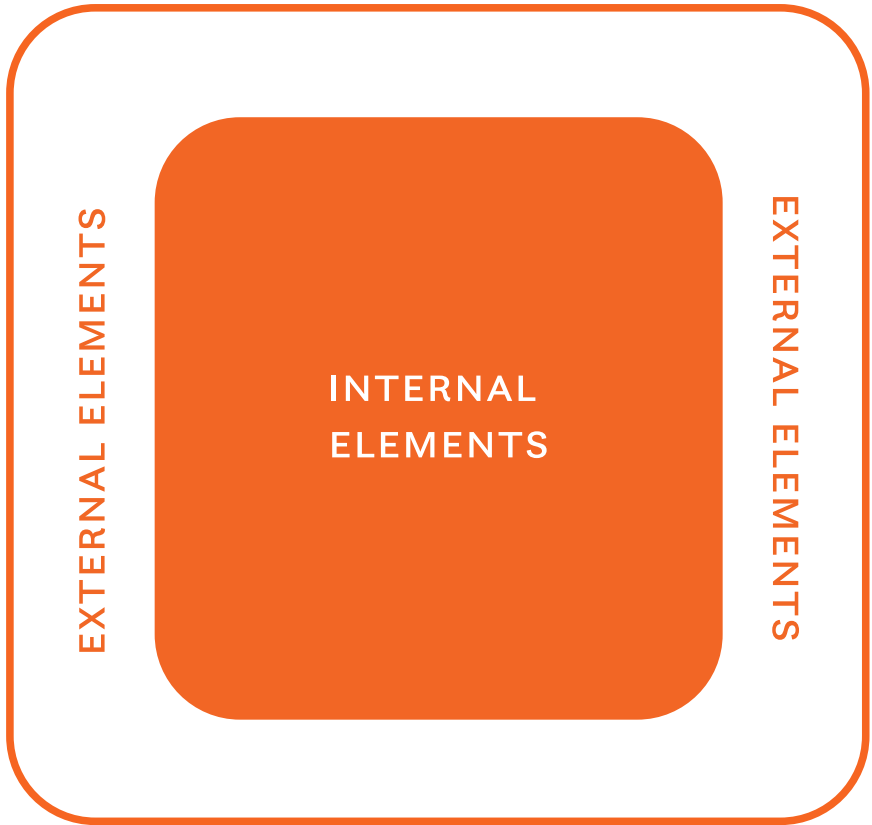


CREATIVE GAP: POTENTIAL

Even favourable circumstances are incentives to take action because they are not bound to lead us to our goal by their very own means. Sometimes it is necessary to take advantage of them in time, and most often the situation requires them to be mutually harmonised.



WHAT KIND OF CITY DO WE WANT IN 10 YEARS' TIME?



WHAT SHOULD WE DO?
HOW SHOULD WE REACT?
WHAT IS WORTH INVESTING IN?



PHENOMENA AND TRENDS HINDERING THE REALISATION OF THE VISION

WHAT IS ALREADY HAPPENING AND IS NOT FAVOURABLE TO US?
WHAT IS CURRENTLY TURNING FOR THE WORSE?



CREATIVE GAP: RISKS

In the face of adversity, it is essential to decide which difficulties to combat or mitigate, and which to try to avoid or wait out because they are beyond our control. It can also happen sometimes that we turn adversity into an opportunity.

Rybnik Vision 2030 → Socio-Economic Transformation and Energy Transition

YOUR PLACE IN THE VISION OF THE CITY

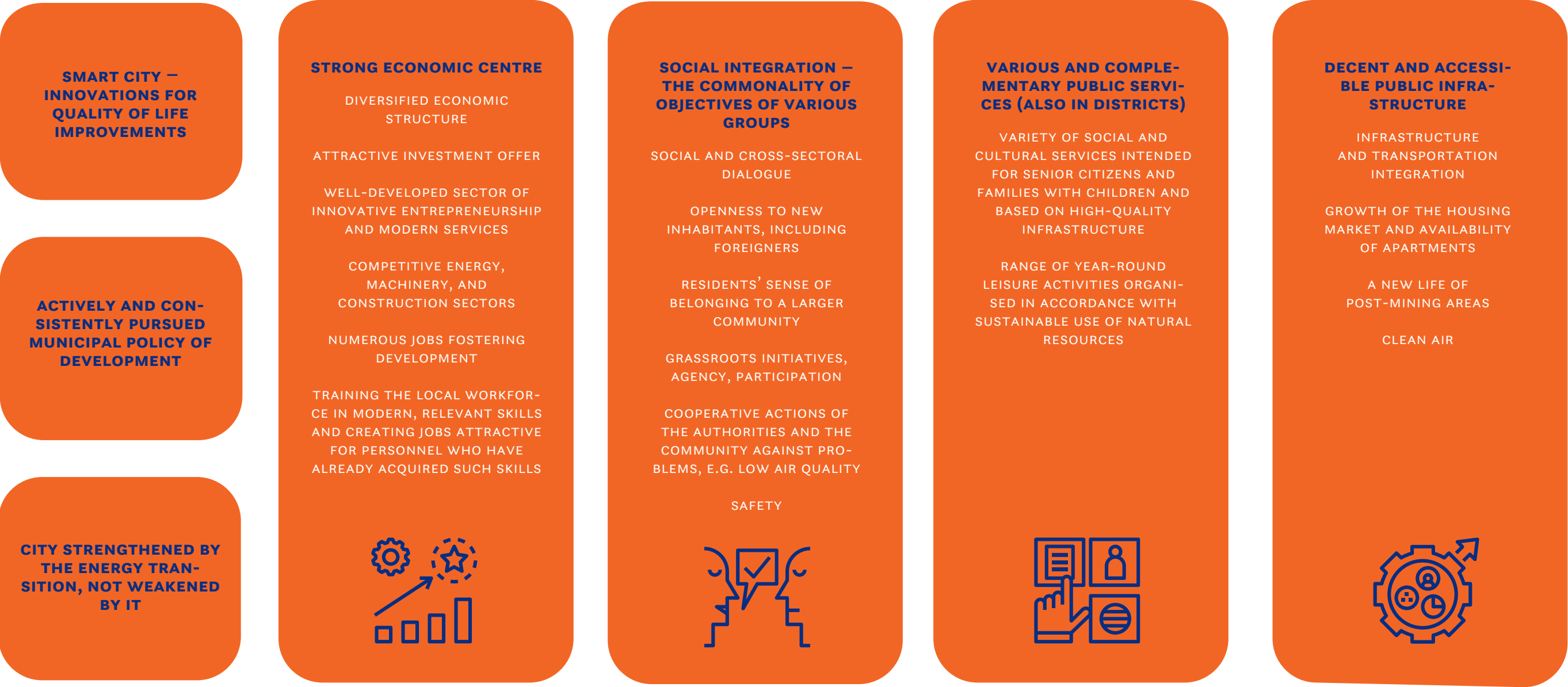
This page presents in detail the elements that were only signalled on the previous page as an orange square in the middle of the drawing. They are a synthesis of visions coming from various stakeholders taking part in research within the “Rybnik 360” project, and which have been confronted with the challenges of the transformation period. Find in the illustration the vision components corresponding with the mission of your organisation (institution, company).

YOUR PLACE IN THE JOURNEY TOWARDS THE REALISATION OF THE VISION

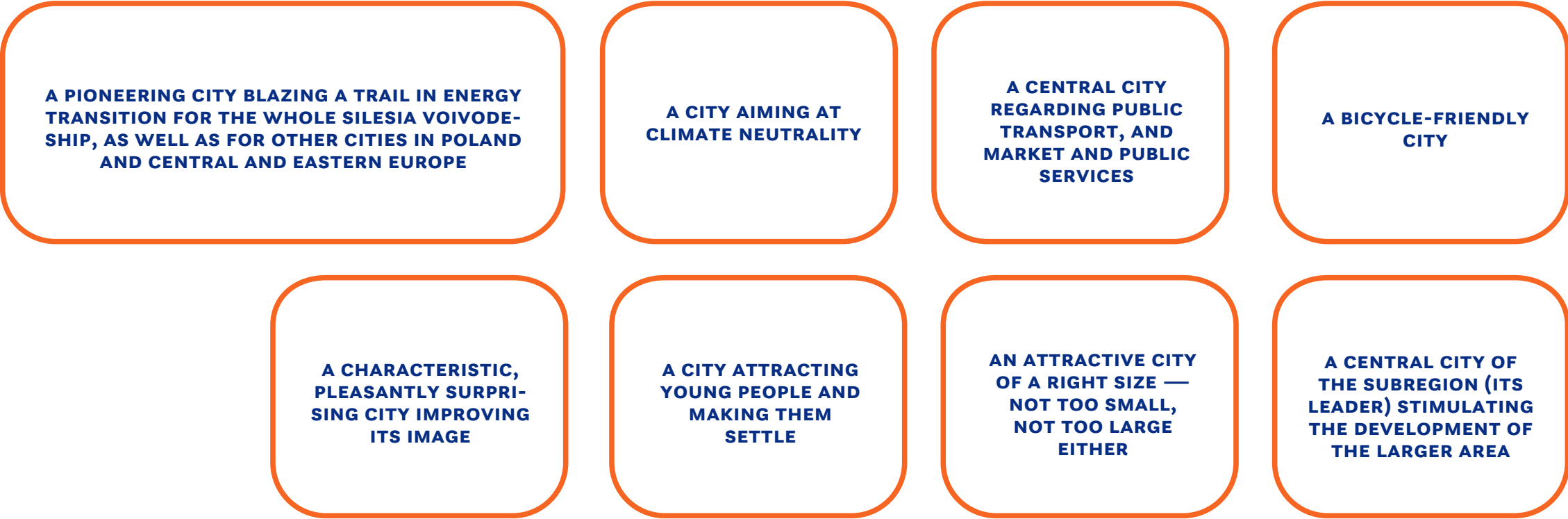
When you have finished browsing the brochure, come back to this page and compare it with the visualisation of the interventions’ results on pages 16 and 18-20. The comparison will more clearly demonstrate how the vision can be realised and what your place is in the concrete actions towards implementing it. Perhaps it is your social, business or technological innovation that will give wing to those on the track for Rybnik 2030, while at the same time benefiting your organisation (revenue, stakeholders’ satisfaction, mission achievement)?

RYBNIK VISION 2030

INTERNAL ELEMENTS OF THE VISION: THE FUTURE ECOSYSTEM OF THE CITY



EXTERNAL ELEMENTS OF THE VISION: THE FUTURE IMAGE OF RYBNIK AND ITS INTERACTION WITH ITS SURROUNDINGS



Rybnik Vision 2030 →

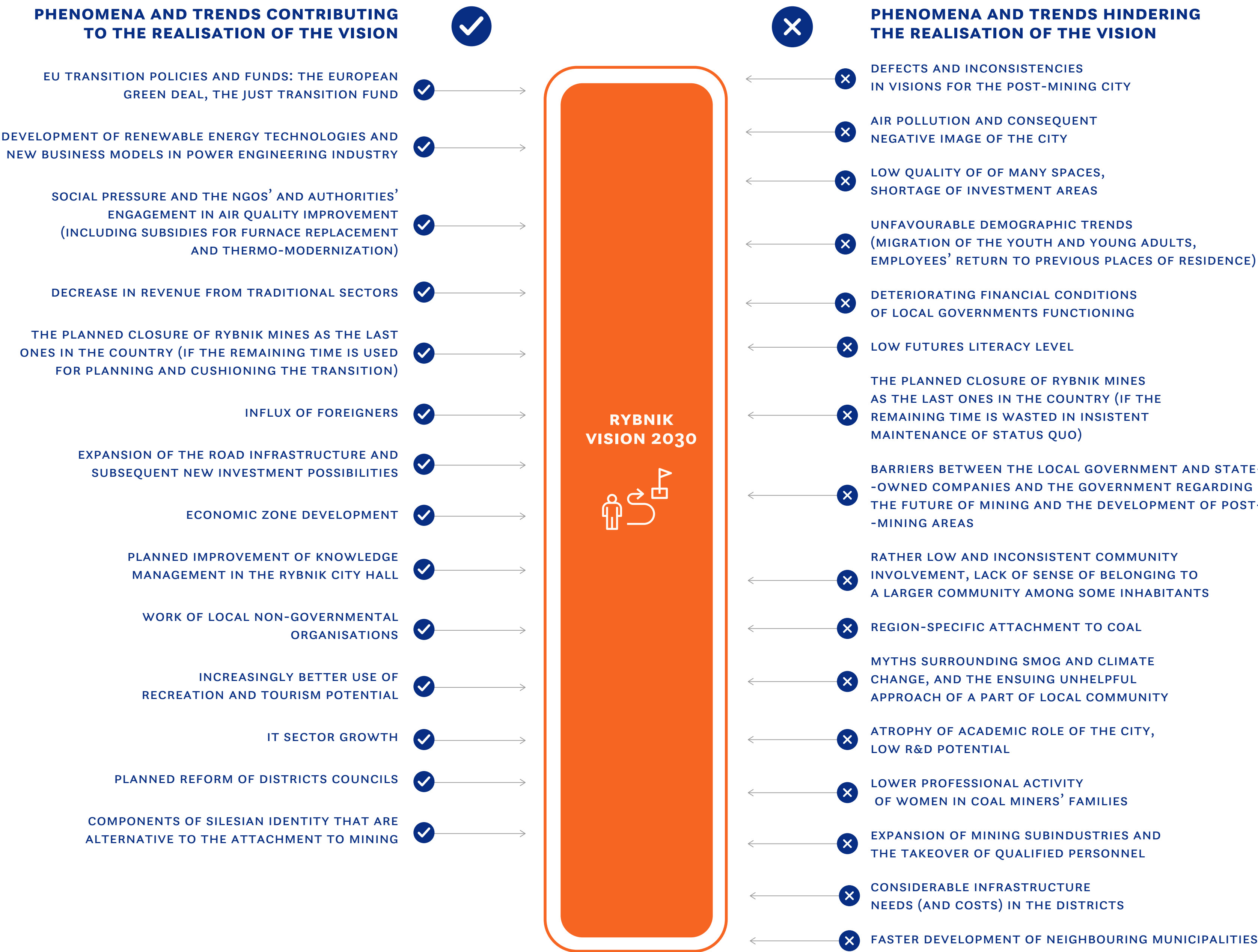
Mosaic of Circumstances, Incentives to Action

A CALL FOR DECISIONS

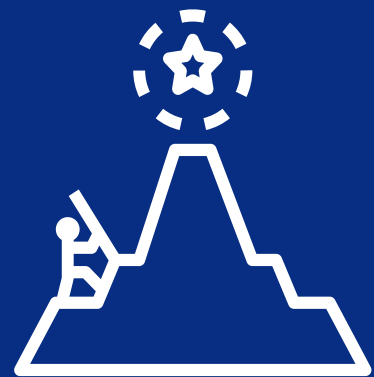
The elongated orange rectangle on the graphic alongside again reflects the vision of Rybnik’s development. It is “rolled up” to make room for displaying phenomena and trends that stimulate or hinder the realisation of the vision. Each of them constitutes a call for conscious decisions at the local level, according to the concept of a creative gap (see p. 4).

A NEED FOR INTERCONNECTEDNESS

On this page, phenomena and trends are simply organized in bulleted lists. Many of them (specifically those that pose the key challenges for Rybnik) are presented on the next pages in a more meaningful, interconnected way. It is worth noting that these phenomena and trends belong to distinct areas (economic, legal, mental, social, ecological), and yet the following pages will show how deeply these areas are interconnected in the life of the city.



Challenges Facing Rybnik



WHAT IS A KEY CHALLENGE?

The section of the brochure that you are about to see illustrates the key challenges facing Rybnik on its way to achieving its vision of transformational development. Previously, you could read about the phenomena and trends that bring the vision closer to or further away from realisation. Those that have been recognized by the partners of the “Rybnik 360” project and the city authorities as **requiring action and possible to be addressed by the local community** (at least to some extent), are here called ‘challenges’. The fact that a challenge is key indicates **its connection with many other urban system’s elements**, as discussed below.

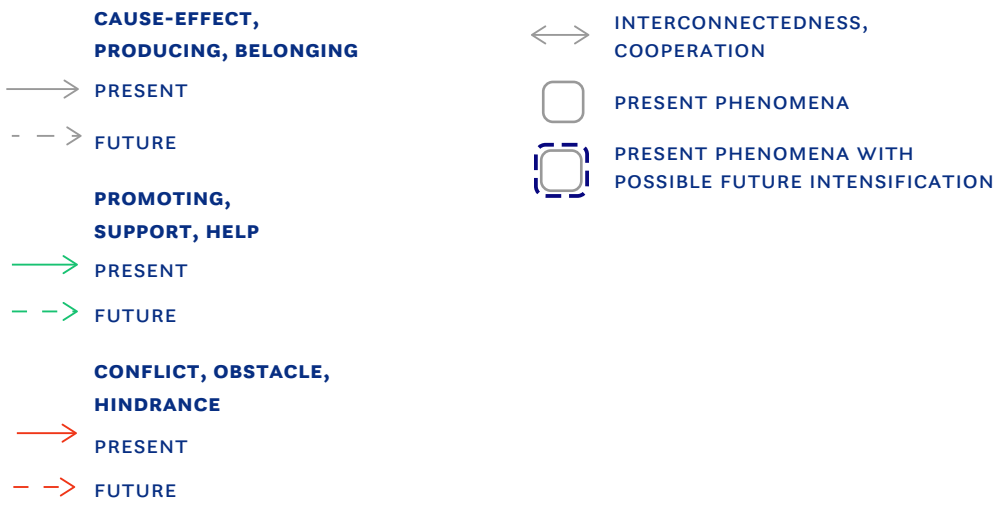
SYSTEM MAP AND LEVERAGE POINTS

Swarmcheck, one of the “Rybnik 360” project partners, has carried out the so-called system mapping, i.e. — in this case — a comprehensive presentation of all types of relations (financial, physical, legal, mental) between institutions, companies and social groups in Rybnik and its surroundings. Some points on this map consisting of hundreds of elements, were particularly densely and strongly connected with others. The power and density of these links clearly indicate that any change within such a point will cause further changes elsewhere in the system as well. If these relations are problematic (i.e. they cause damage, loss, or harm, or create a barrier blocking possible benefits), this point is likely to be a leverage point. A system leverage is an **action that – although narrowly designed – can help the whole city by precisely targeting a densely interconnected point**.

WOW TO READ THE GRAPHICS IN THIS SECTION OF THE BROCHURE?

Visualisations in the following section are extracts from the map of Rybnik municipal system. **The boxes and figures represent entities and phenomena, and the arrows indicate the relationships between them**. Each graphic has guidelines on their left side. For most of them you will also find a key explaining the meaning of the colours, dotted lines, or other visual means. You do not have to read everything in detail if the problem does not concern your organization’s activity. Do not worry if you do not understand something instantly – the graphics are based on relatively detailed analytical works, to become familiar with at your own pace. Follow the arrows!

Mines in the Systemic Context → Space and Energy

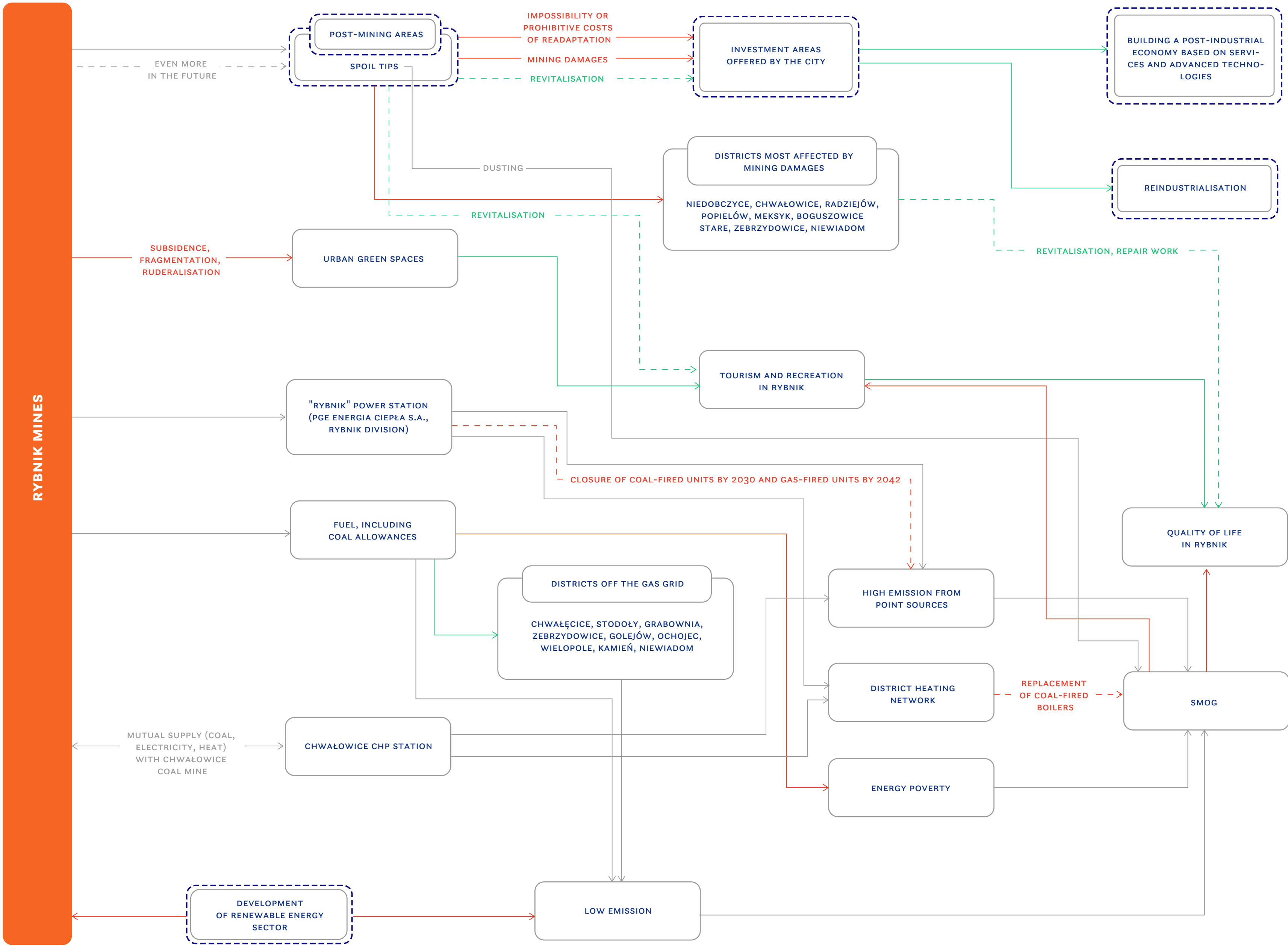


A POST-MINING VOID?

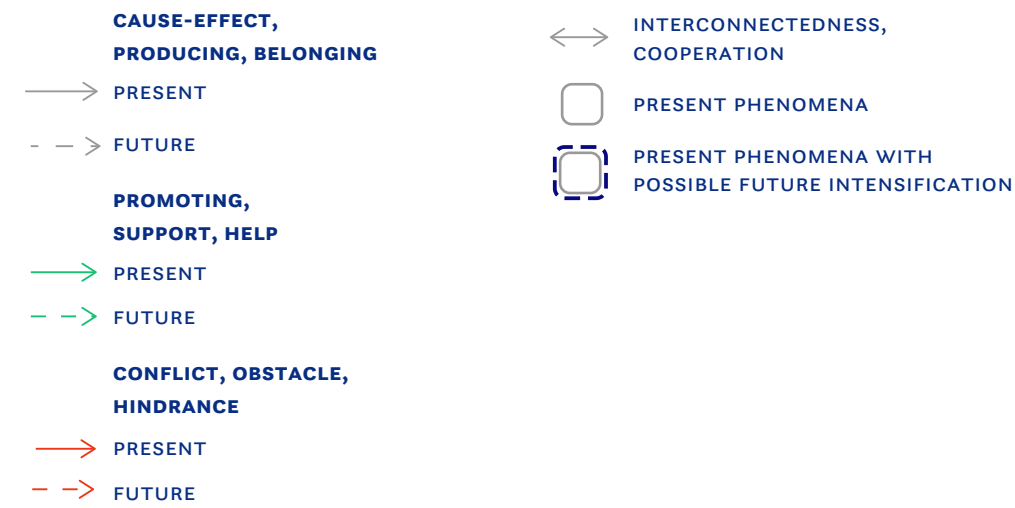
First, let us look at the core of the need for an energy transition: coal mining. On this and the following two pages you can find the relationships in which the mines in Rybnik function and the phenomena caused by them - sometimes non-obvious and seemingly distant. This helps us to imagine the potential void left after the closure of the mines. However, we can also see ecological relief and economic opportunity.

SPACE AND ENERGY

The graphic on the right depicts the immediate outcomes of the mining, i.e. the energy supply as well as the acquisition and devastation of land. It is worth noting the (still dominant) role of coal fuel in Rybnik, its relation to the smog generation, and the challenge of bringing post-mining areas back to life.

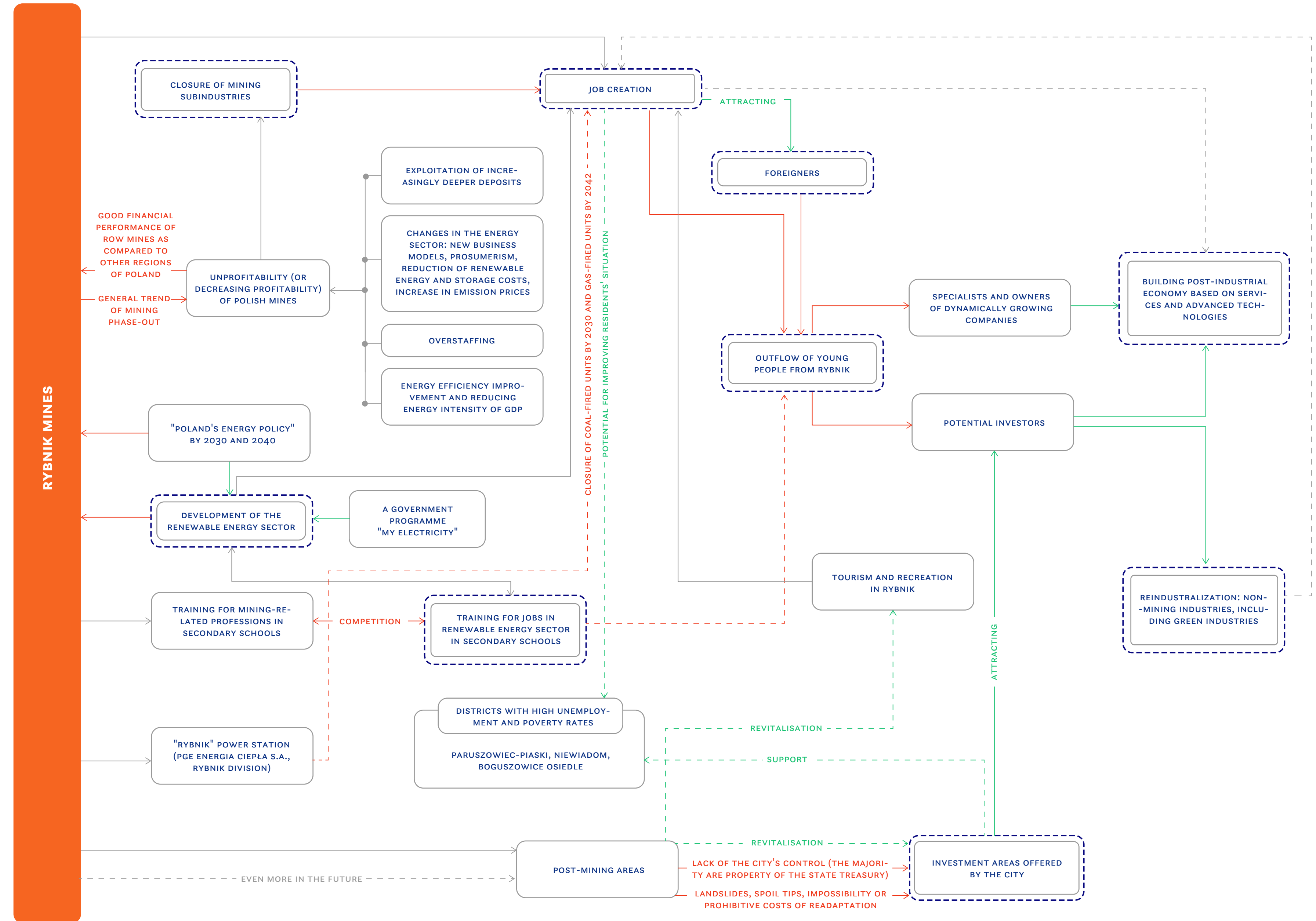


Mines in the Systemic Context → Economy and Labour Market

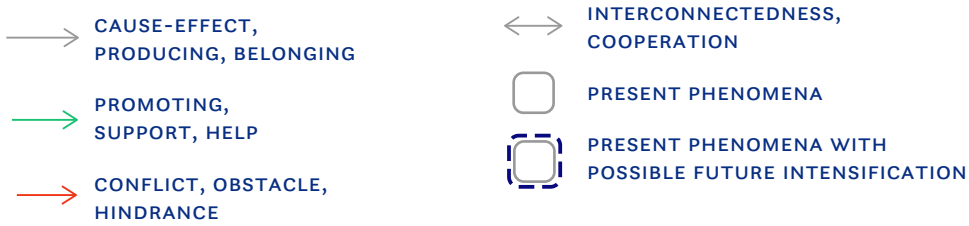


THE CLOSURE OF MINES AND THE FUTURE OF JOBS

The graphic on the right presents chains of economic dependencies relating to Rybnik mines and their place in the labour market. **These are no longer static relations**: today there is a whole set of phenomena that reduce the profitability of national mines, and the legal environment and business incentives are increasingly influenced by international efforts to reduce CO2 emissions. We can also see what role the renewable energy sector can play in the future and how this combination of events would affect **jobs** (again, the risk of a “void” after the closure of the mines), the subregion **reindustrialisation and/or the shift towards the economy based on services and modern technologies**.

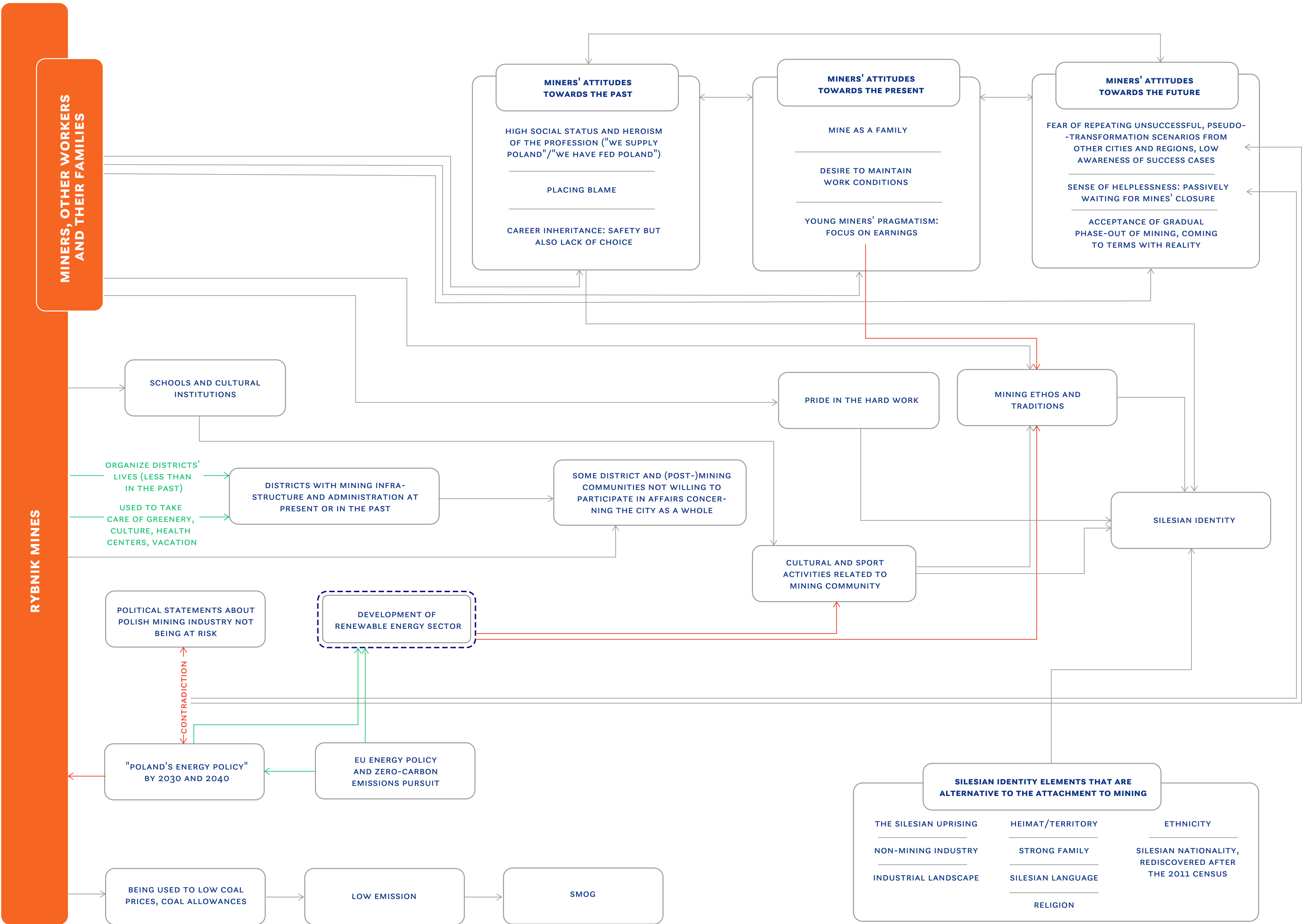


Mines in the Systemic Context → Identity and Culture



VALUES AND PRIDE

Mines are not only “coal factories” but also an ethos, culture and identity. Therefore, it is worth understanding what “void” can arise in human minds and social relations as a result of the loss of old values. That is why a great deal of attention was paid to the feelings and attitudes of miners. The potential “bereavement” of subsequent districts is also signalled. Knowing this aspect of Rybnik’s urban and social system, it is possible to try to ask the community about the need for reconstructing the identity of Rybnik resident, drawing on the pillars of Silesian identity unrelated to mining, providing other jobs that one can be proud of, and taking care of the cultural life.



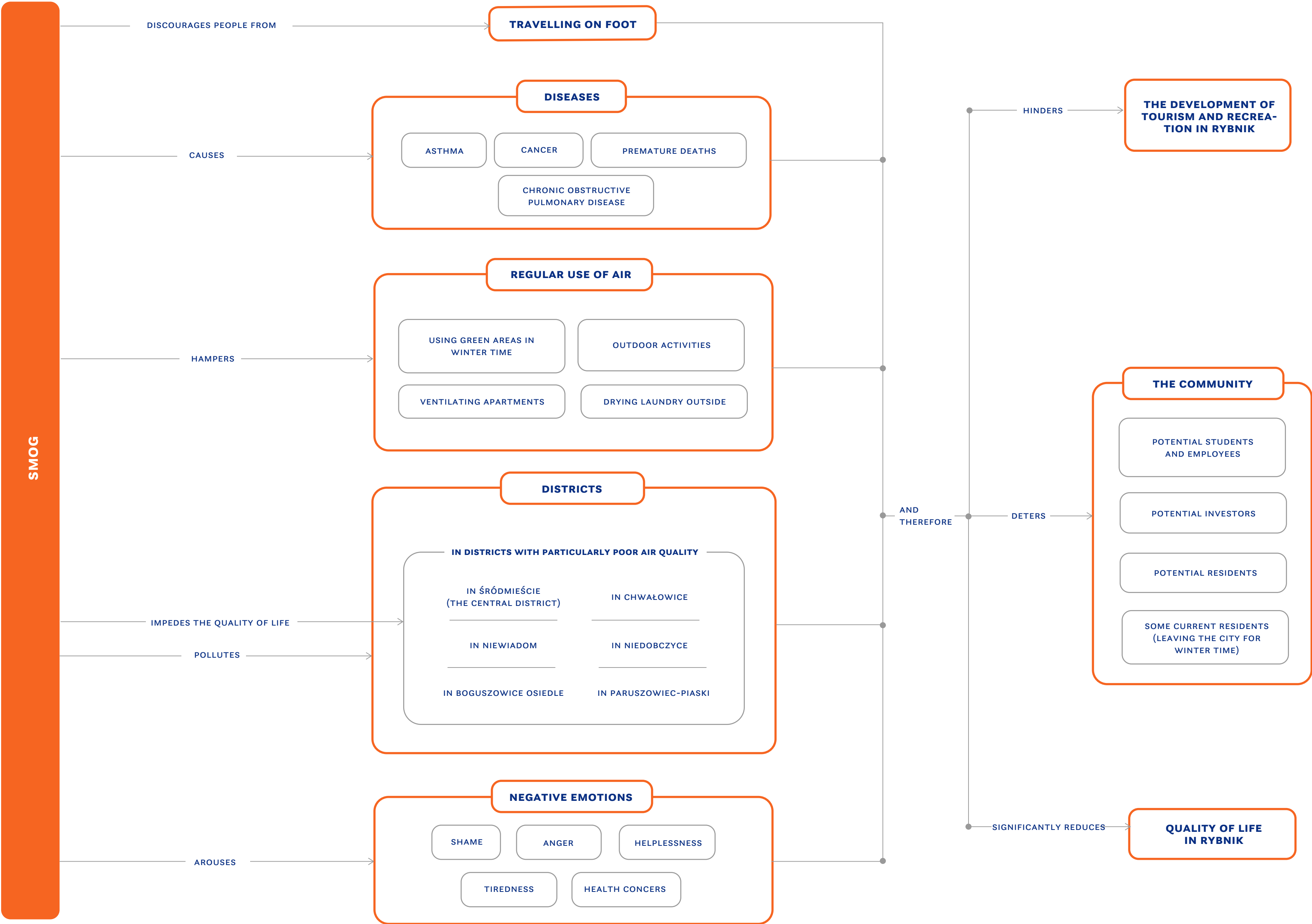
Smog → Air Quality Improvement as a Leverage Point

“THE PARENT OF ALL PROBLEMS”

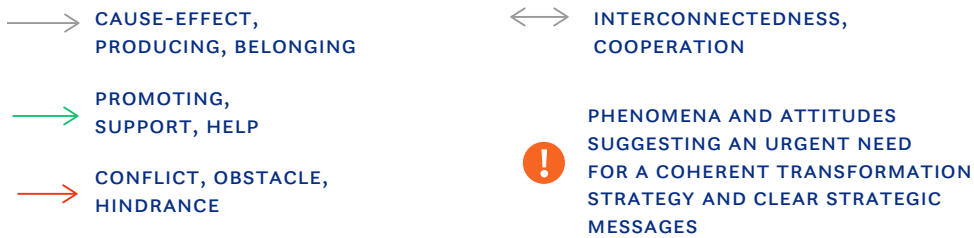
“The parent of all problems” is a phrase one can sometimes come across in the Rybnik City Hall when discussing the city’s air pollution. Graphic on this page proves that there is, indeed, no important aspect of residents’ lives unaffected by it. It is because air is the foundation of life – it is everywhere and everyone needs it. This makes the struggle for clean air a system leverage point that can enhance the quality of life, strengthen the business environment, tourism in the city, and its demographic profile.

HOW TO READ THIS GRAPHIC?

Words from left to right form sentences, e.g. “Smog pollutes the districts”. The content on the right side results from the one on the left and in the middle. It is possible to put “Smog” again as a subject and read, for example, “Smog hinders the development of tourism and recreation in Rybnik”. It is worth noting the bracket which brings together statements of the first order. Then we take one negative effect of smog (or all of them) from the left side of the bracket and connect with clauses from the right side. For example, “Smog discourages people from travelling on foot, so it hinders the development of tourism ...”. etc. in different configurations.



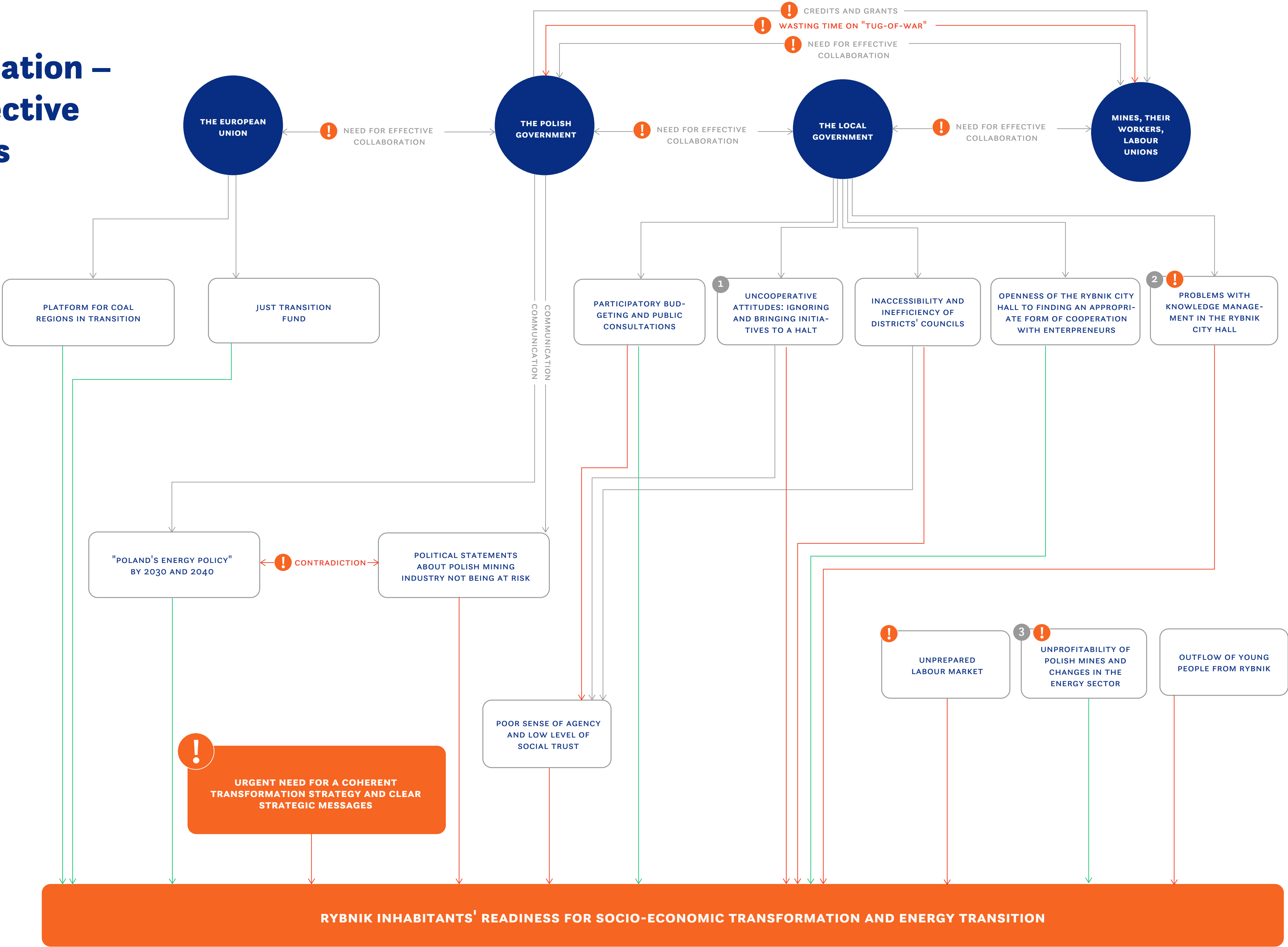
Readiness for Transformation – Systemic Context → Objective and Institutional Aspects



- 1 UNCOOPERATIVE ATTITUDES: ignoring even such initiatives which do not require effort from the Rybnik City Hall, matters brought to a halt between the first line and the targeted official
- 2 PROBLEMS WITH KNOWLEDGE MANAGEMENT: communication silos, duplication of work, poor preparation for system-wide tasks
- 3 UNPROFITABILITY OF POLISH MINES AND CHANGES IN THE ENERGY SECTOR: new business models, prosumerism, reduction of renewable energy costs, increase in CO2 emission prices

SHAPING READINESS “FROM ABOVE”

After seeing the particular key challenges, it is time to look closer at the readiness for transformation in the Rybnik community. This page presents the “impact from above” on this readiness, i.e. forming it by authorities at all levels, and major external phenomena, such as the labour market. What plays an important role in the situation is the need for strategy and strategic messages, which was a recurring theme in discussions between the partners of the “Rybnik 360” project, with local government representatives, as well as miners and business people.

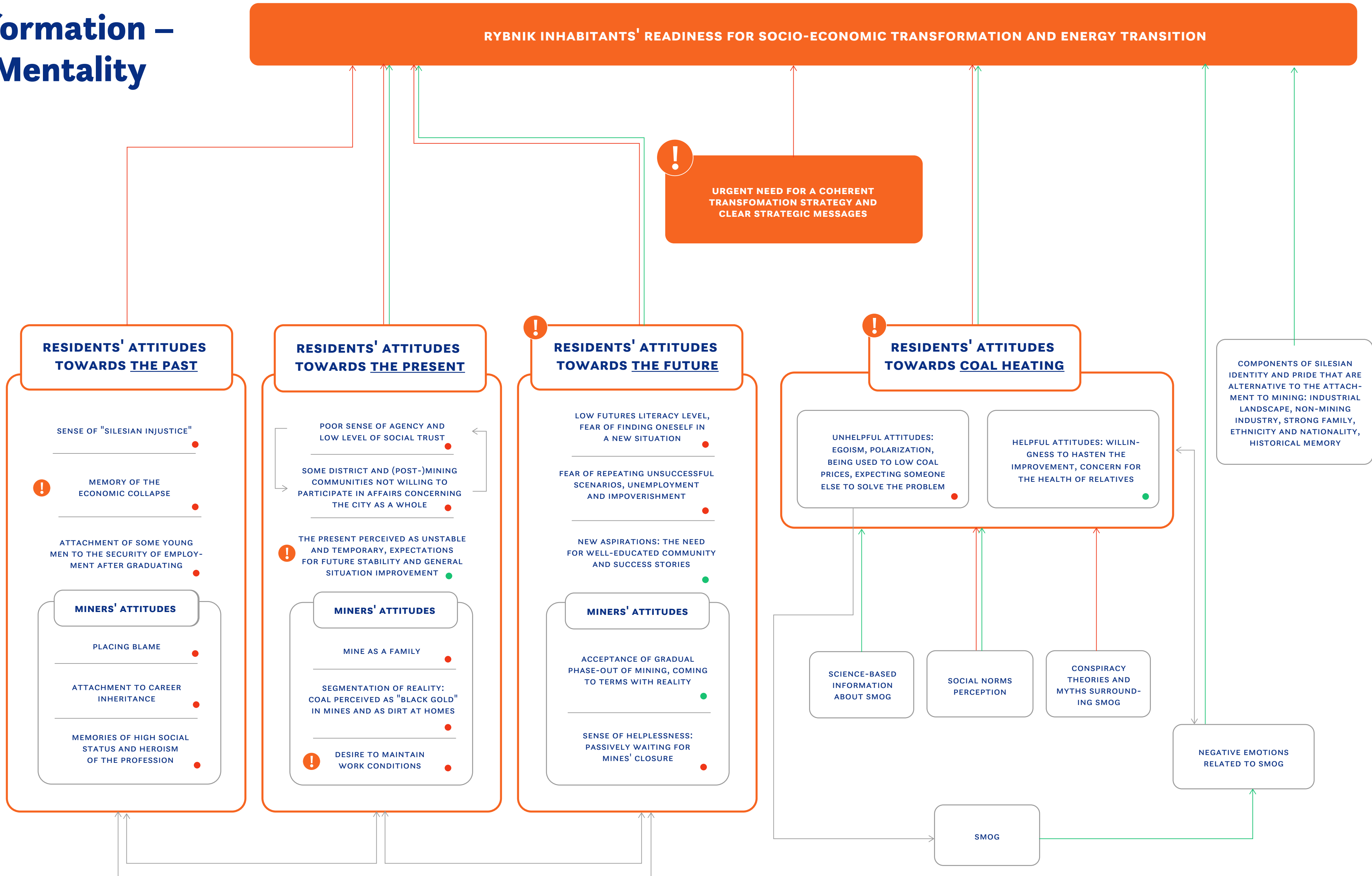


Readiness for Transformation – Systemic Context → Mentality and Identity



SHAPING READINESS “FROM BELOW”

This time the graphic shows how readiness for transformation is built “from below”, i.e. from the perspective of the emotions and attitudes of Rybnik’s residents. We face a mixture (as eclectic as people are different from one another) of feelings and opinions, some of which are helpful and some are rather unfavourable in the transition conditions. Those opinions and attitudes that show the need for strategy and strategic messages also from citizens have been marked – transparent planning of routes would include inhabitants in the discussion about their destination and reduce the feeling of anxiety or a sense of passive drift.



Propositions of Interventions for Rybník and Their Results



RESPONDING TO THE CHALLENGE

It is perfectly possible to ignore one's problems, or to be worried or frustrated about them while not doing much. **Challenges, however, are impossible to be indifferent to!** Therefore, after analysing the key challenges facing Rybník on the road towards its transformation vision, we can proceed to analyse proposed interventions addressing these challenges.

WHERE DO PROPOSITIONS OF INTERVENTIONS DESCRIBED IN THIS DOCUMENT COME FROM?

The propositions of the interventions for Rybník presented on the next page were based on **discussions** with inhabitants and the city authorities; **workshops** with NGOs, institutions, companies; as well as on various data from **expert reports** concerning the city and the surrounding region. "Rybník 360" project involved **analysis and synthesis** of the proposals: clarification, identification of relationships between the various proposals, merging of related proposals, **prioritisation, and, finally, composing one portfolio of interventions**. Apart from discussing advisability of carrying out a given intervention based on its expected effects and the likelihood of obtaining synergistic effects, the partners have also taken into the account **the proportion of input to effects and the possibility of starting actions in the next few years** mainly by local forces (with the likely use of some external funds).

THE COMMUNITY ITSELF INTERVENES

The intervention suggestions should not be interpreted too narrowly. They should rather be seen as **a framework within which specific projects and investments can be planned**. No one will come up with better ideas for Rybník than its inhabitants themselves. This is why EIT-Climate KIC in Rybník mostly offers support with orchestration of activities in the intervention framework in close cooperation with the City of Rybník and all relevant stakeholders, who contribute to the future of the city. The action itself, however, needs to originate from local businesses, cultural institutions, non-governmental organisations, activists, organizers of cultural activities, and educational institutions. **Ensuring that the community is proactive and responsible for the taken interventions and that there is a place for its (your!) creativity** is the fundamental principle that will prevent alienation and the feeling of being threatened in the face of transformation changes.

Interventions → A Proposal of Mutually Connected Actions

SECTOR PARTICULARLY INVITED TO INVOLVEMENT:

- ◆ LOCAL GOVERNMENT
- NGOS, ACTIVISTS, ORGANISERS OF CULTURAL ACTIVITIES
- ★ BUSINESS
- ▲ SCIENTISTS AND SCHOLARS, UNIVERSITIES, RESEARCH INSTITUTIONS

CURRENT STATE:

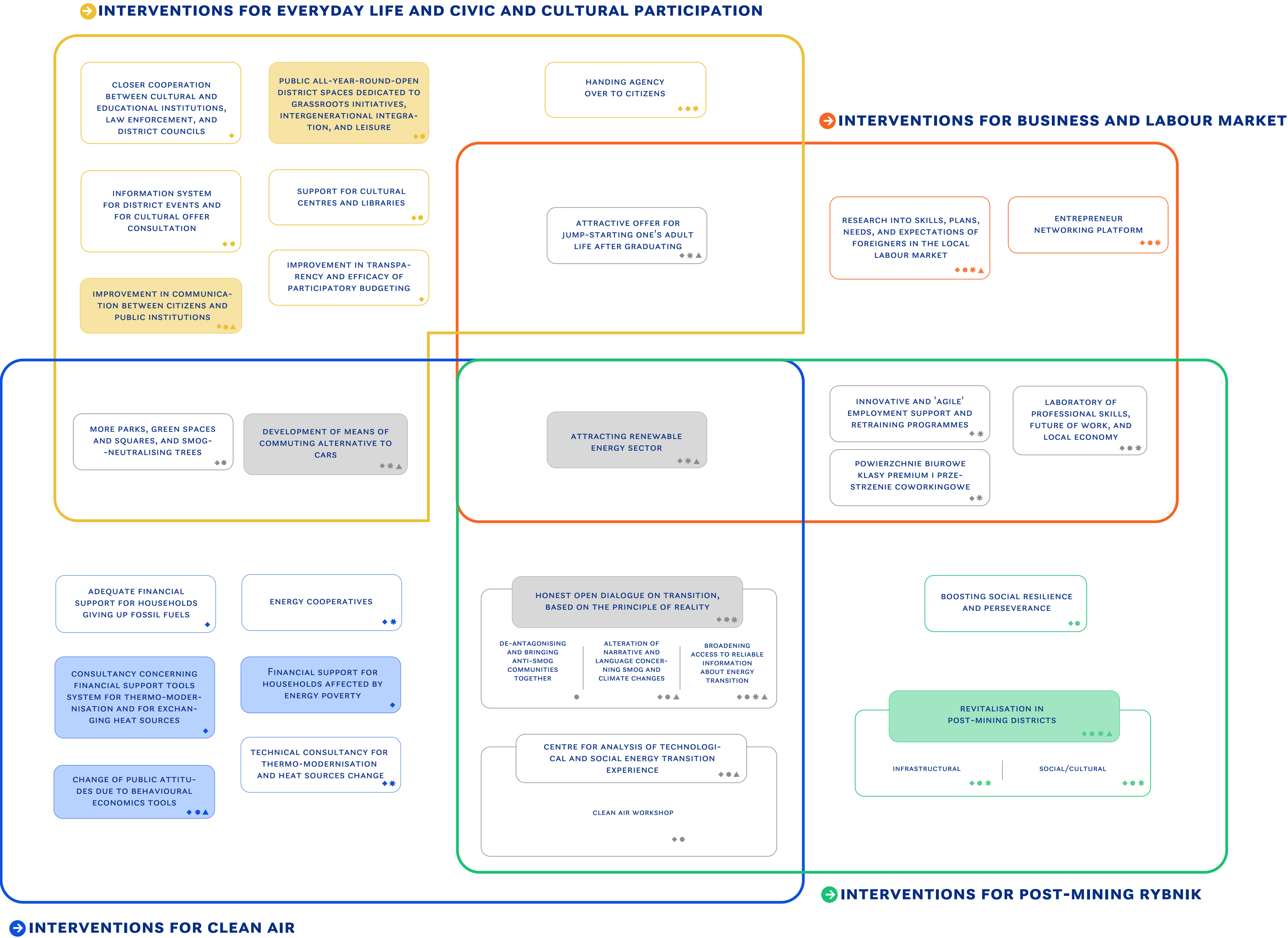
- POTENTIAL PROCESS
- ONGOING PROCESS IN NEED OF BOOSTING OR CORRECTING

CROSS-SECTORAL CHARACTER OF THE INTERVENTIONS

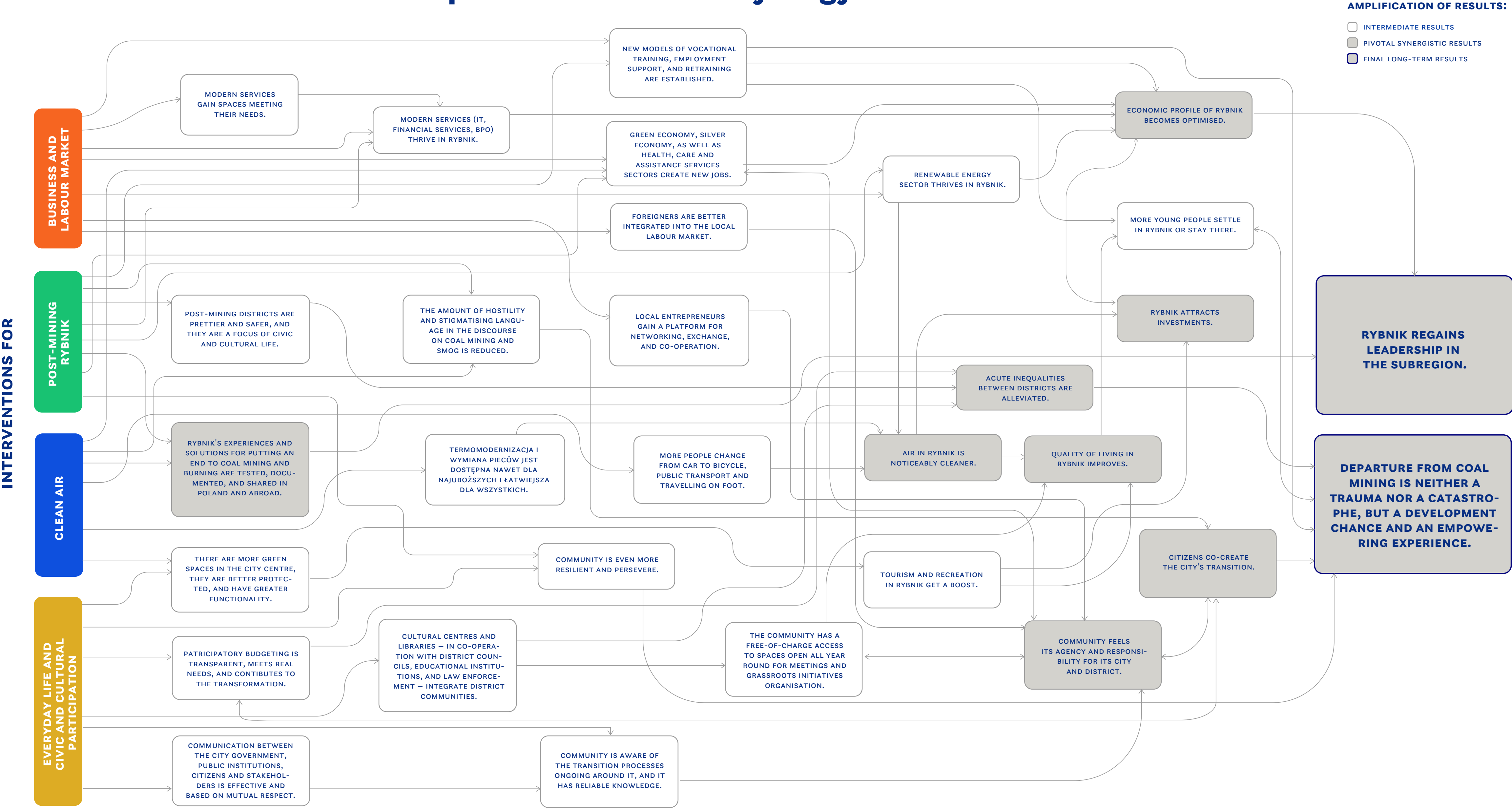
The graphics, by presenting the proposals for interventions, shows their all-encompassing and cross-sectoral character. Cross-sectoral actions are essential for a just city transformation. Both efficiency and the social aspect suffer if, for example, the local authority is not supportive of companies and the companies, on the other hand, do not care about their influence on the environment, etc. **If a mutual agreement is reached, more resources can be obtained, knowledge can be shared, sustainable results can be achieved and unnecessary duplication of work and getting in each other's way can be avoided.**

ALL-ENCOMPASSING CHARACTER OF THE INTERVENTIONS

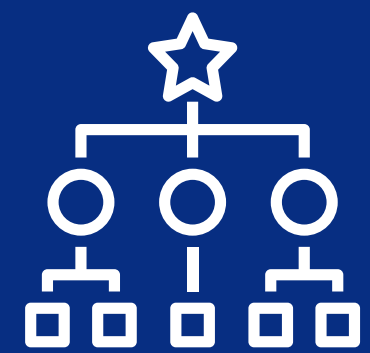
The all-encompassing character of the interventions means that many of them will be beneficial to more than one aspect of the city's life. If you spend a moment following the arrows on the next page, you will see it more clearly. **An intervention inspired by one need or problem can contribute to meeting another need or solving another problem**, and ultimately helps to achieve the overarching vision objectives (top-right corner of the next page). This is in line with the leverage points approach (see page 11).



Interventions → Cascades of Expected Results and Synergy Between Them



Creating Benefits for the City and for Yourself



OPPORTUNITY FOR SUCCESS

The next three pages conclude the substantive part of the document. (However, don't miss the "Invitation for you", which is even further on.) Their aim of this is to present the prospects for the probable successes of Rybník achieved by its transformation, especially their **cause-and-effect interdependence**. It can be easily noticed that the graphics on pages 18-20 repeat some of the content from page 15 and some of the content from page 16. The aim of this is to illustrate the relationship between individual interventions (not just abstract intervention groups) and the various key synergistic effects that will ensure the realisation of Rybník 2030 vision. This way of presentation can help companies, city authorities, non-governmental organisations and others **to identify the right priorities and seize the moment when it is best to become involved in the city's transformation for the benefit of your own organisation**.

COMPREHENSIVE PORTFOLIO

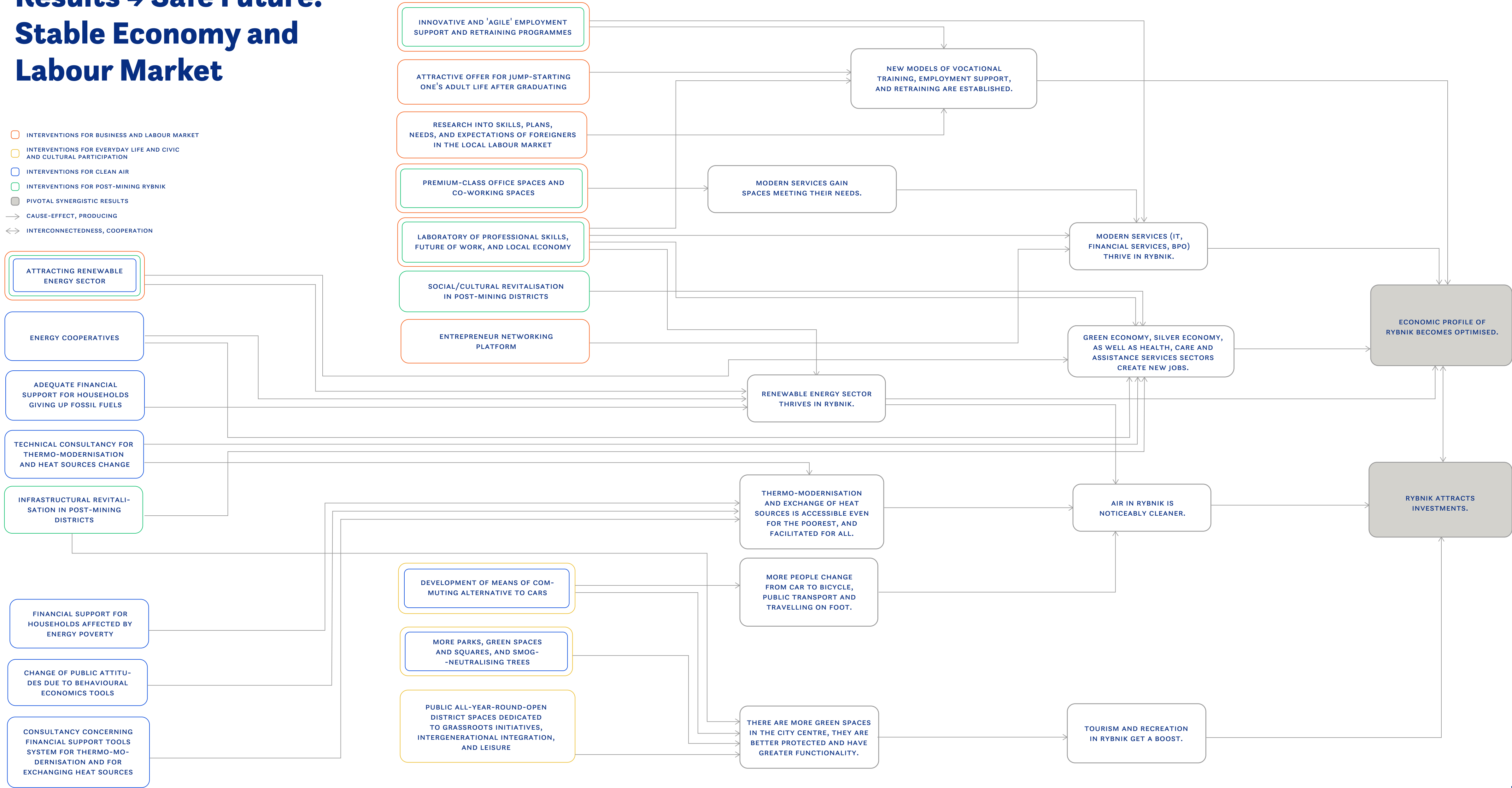
The titles of pages 18-20 refer to the problem clusters identified in a portfolio of interventions, one of the most important documents developed in 2020 in the "Rybník 360" project: **safe future, quality of life and shared knowledge**. These are highly complex clusters so they require **a comprehensive system of interventions rather than separate short-term solutions**. Hence the need for a contextual portfolio and its visual mapping, not just another typical report with a list of recommendations.

IDEA OF A LABORATORY AND THE INHERENT COMPLEXITY

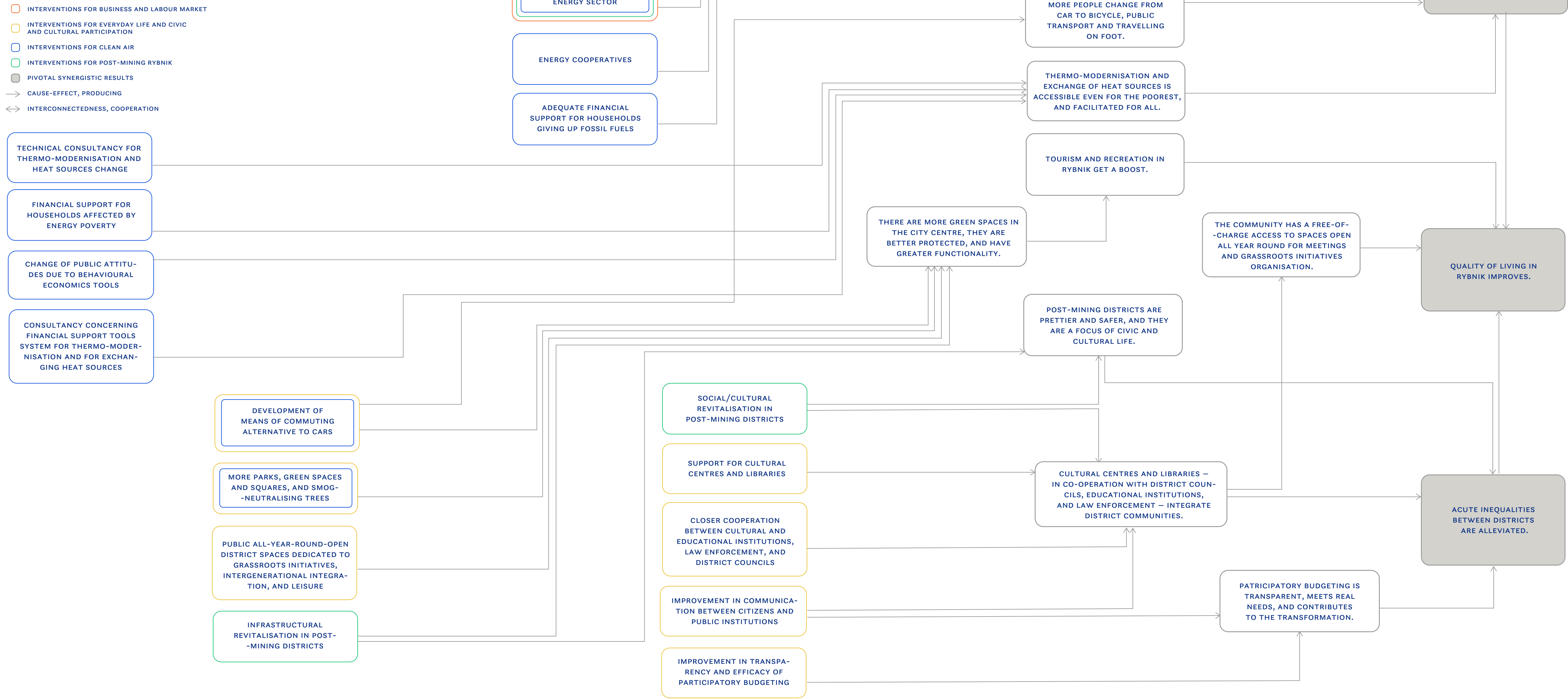
There are two facts worth noting in the context of complexity. The first is a proposal of interventions such as a lab, analysis centre, networking platform or workshop. To deal with the complexity of an urban system, it is necessary **to meet up, study important phenomena, exchange knowledge and provide a safe environment for testing and scaling solutions**. It is all about this idea of a laboratory, not necessarily about the creation of a specific number of institutions. The second fact is the presence of four colours on the left in all three following graphics. It means that **unless the business sector and the labour market, air quality, culture and participation, or finally the post-mining perspectives are considered, a secure future, quality of life and shared knowledge would be extremely difficult to achieve in Rybník**.

Results → Safe Future: Stable Economy and Labour Market

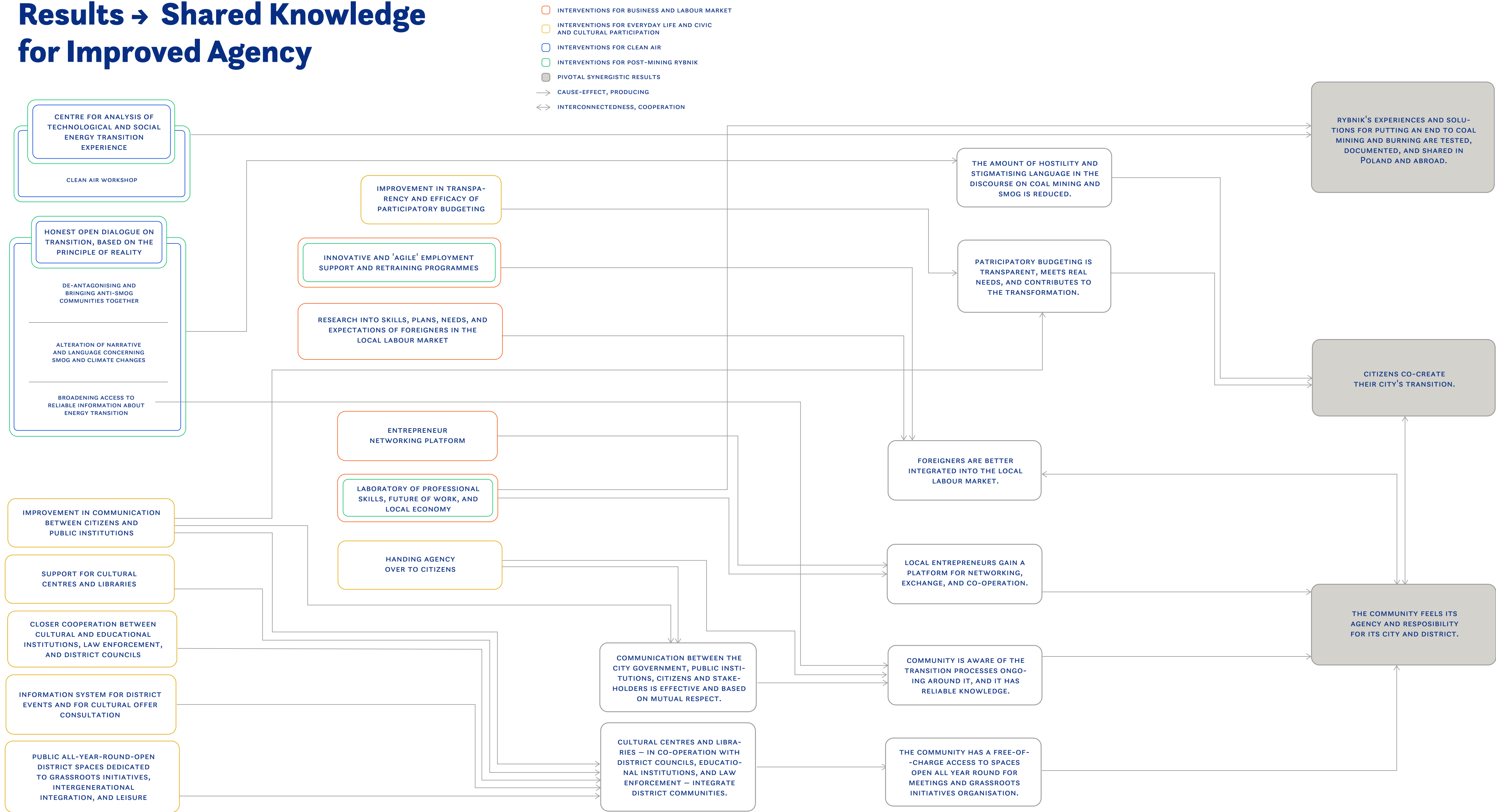
- INTERVENTIONS FOR BUSINESS AND LABOUR MARKET
- INTERVENTIONS FOR EVERYDAY LIFE AND CIVIC AND CULTURAL PARTICIPATION
- INTERVENTIONS FOR CLEAN AIR
- INTERVENTIONS FOR POST-MINING RYBNIK
- PIVOTAL SYNERGISTIC RESULTS
- CAUSE-EFFECT, PRODUCING
- ↔ INTERCONNECTEDNESS, COOPERATION



Results → Quality of Life



Results → Shared Knowledge for Improved Agency

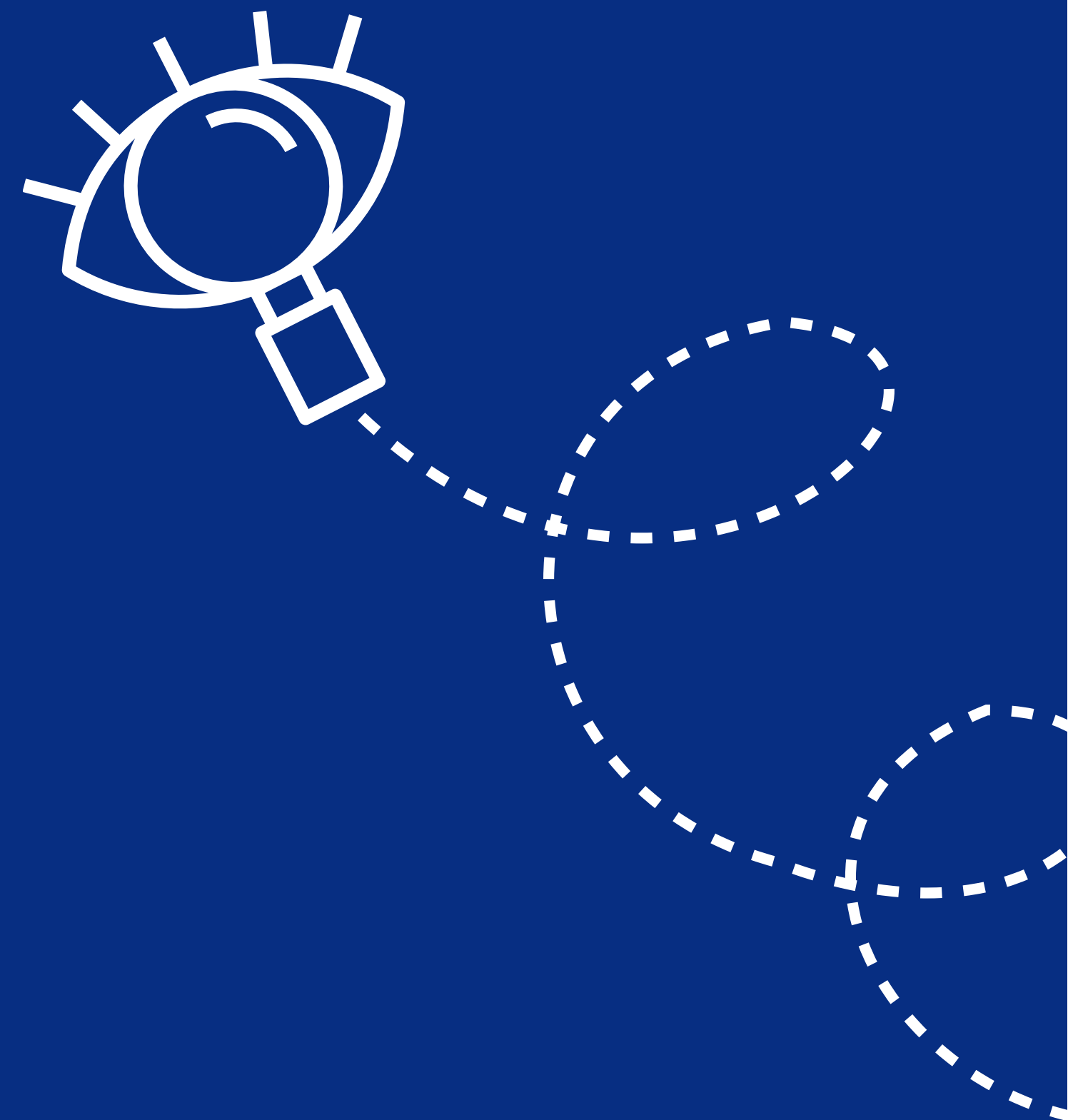


Invitation for you

If you...

- want to contribute to the development of Rybnik, in which the increasing number of business opportunities does not conflict with the ambition to achieve climate neutrality and clear air,
- share the vision of Rybnik's community which consciously addresses contemporary challenges and promotes its transformational achievements across Europe,
- have found yourself (your company's plans, the needs of the neighbourhood you care about, the target group of your institution, the mission of your NGO) on the pages of this brochure,
- have ideas, time, useful resources or all of the above...

...call or email us and let us know!



For up-to-date information and answers to any questions you might have, contact Ms. Ewelina Włoch from the Development Department of the Rybnik City Hall.

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More resources on the website:

www.rybnik360.eu.

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