



NiCE Action Plan for the Multicentrum Zero Waste in Brzeg Dolny

04.05.2026





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1 INTRODUCTION

1.1 Background

The Multicentrum was established as a pilot action within the framework of the NiCE Project: From Niche to Centre: City Centres as Places of Circular Lifestyles¹. Its creation responded to the need for a permanent, accessible space in the Brzeg Dolny's city centre that enables citizens to practice circular lifestyles through reuse, repair, sharing, education, and community-based activities. As such, the Multicentrum serves both as a physical infrastructure and as a social platform supporting sustainable consumption patterns and community engagement. As part of the NiCE Project, a set of pilot activities were implemented between February and October 2025 at the Multicentrum. During this period, the centre was gradually equipped, tested, and activated through a structured programme of workshops, educational activities, and open community events. The pilot phase allowed for the verification of operational models, testing different formats of citizen engagement, and adjusting activities to the needs and capacities of various target groups, including children, young people, adults, seniors, and volunteers. Throughout the pilot implementation, a strong and diverse local community formed around the Multicentrum. This community includes regular participants of the workshops, volunteers, educators, local organisations, and informal groups who actively contributed to programme delivery, knowledge exchange, and peer learning. The growing sense of ownership and recurring participation demonstrated the relevance of the Multicentrum as a local hub for circular practices and confirmed its potential to operate as a long-term, community-driven initiative.

1.2 Aim of the document

The primary aim of this plan is to facilitate the Multicentrum operation outside the NiCE Project framework during 2026.

Building on the experience gained during the NiCE pilot phase, this Action Plan has been developed to support the continued operation of the Multicentrum beyond the formal project framework. Its primary purpose is to facilitate the structured, stable, and effective functioning of the Multicentrum throughout 2026, ensuring continuity of activities, preservation of

¹ <https://www.interreg-central.eu/projects/nice/>



achieved impact, and further strengthening of community engagement under non-project conditions.

The second goal of this Action Plan is to provide comprehensive and structured guidance for the Multicentrum operators to support the effective day-to-day management of the centre throughout 2026, while ensuring consistency with its long-term vision. The guidance covers organisational, operational and programmatic aspects of running the Multicentrum, enabling operators to plan, implement and coordinate activities in a coherent and efficient manner.

At the same time, the Action Plan looks beyond the annual perspective by setting a strategic outlook for the coming years. It identifies development directions, capacity needs and potential pathways for growth, replication and institutional embedding, allowing the Multicentrum to gradually evolve from a pilot initiative into a stable and sustainable element of the local circular ecosystem.

1.3 Transnational development of the action plan

This Action Plan has been developed as part of a joint transnational process within the NiCE project. Its structure is based on a model action plan prepared by the project lead partner and further developed collaboratively with all project partners during partner meetings and through the project exchange platform.

All project partners contributed to identifying priority locations for local action plans, leading to a joint decision to develop them in selected cities, including Brzeg Dolny. The development of this Action Plan was supported by continuous exchange of experiences, knowledge, and good practices among partners.

In particular, insights gained from pilot activities, tandem cooperation, and study visits were used to shape the content and approach of this document. The Action Plan therefore reflects not only local needs but also transnational learning and tested solutions developed within the NiCE partnership.

The activities described in this Action Plan are based both on the pilot experiences gained through the implementation of the Multicentre and on the Solution Guide “How to Build, Run and Sustain a Multifunctional Resource Centre”.

The Solution Guide provides a practical framework for organising, managing and developing the Multicentre. Its recommendations will continue to inform the implementation of activities and the long-term operation of the Multicentre beyond the project lifetime.



2 STATUS QUO ANALYSIS

2.1 Existing resources

2.1.1 Infrastructure

The Multicentrum Zero Waste in Brzeg Dolny (Przedszkolna 2) is centrally located in a renovated former shop, providing easy access for residents and visitors. Within the NiCE Project framework, the premises were adapted to support multifunctional use and include three main workshop zones: a woodworking area equipped for carpentry and furniture renovation, a sewing and textile upcycling zone with machines, fabrics, and materials for creative projects, and a kitchen dedicated to zero-waste cooking and food education. In addition, flexible open spaces are available for community meetings, educational sessions, informal skill-sharing, and participatory events. The centre is fully furnished with necessary tools, equipment, and materials, many of which were donated by local businesses and partners, ensuring a well-resourced environment that supports hands-on learning, upcycling, and circular economy practices.

The infrastructure was designed to be modular and flexible, enabling activities to be repeated, adapted or combined depending on target groups, available resources, and emerging community needs. Workshop zones can accommodate both structured sessions and open-format activities, allowing the centre to host different audiences, from children and youth to adults, seniors, families, and mixed intergenerational groups. This flexibility strengthens community ownership and supports long-term continuity while remaining open to thematic adjustments and new formats.

2.1.2 Activities and programme

The Multicentrum offers a wide range of educational, practical and community-oriented workshops focused on circular lifestyles, including reuse, upcycling, repair, zero waste practices and sustainable consumption. Workshops are designed to be delivered by professional facilitators as well as trained volunteers, enhancing operational flexibility and strengthening community ownership.

- **Upcycling workshops** focus on transforming discarded or surplus materials into new, functional or decorative objects. They are conducted for primary schools' pupils



during teaching hours and are focused on hands-on activities. Sample topics: Mother's Day gift, pillow, pencil case, stocking for gifts from Santa Claus.

- **Sewing workshops** are dedicated to the reuse and repair of textiles, including clothes, fabrics and home textiles. Participants learn basic and advanced sewing skills such as mending, altering garments and creating new items from used materials. The workshops support waste reduction in the textile sector while empowering participants to maintain and personalise their clothing. They are particularly effective as recurring formats and are often led by skilled volunteers. Sample topics: fanny pack, city backpack, pillow, blouse, dog bed
- **Woodworking workshops** focus on working with reclaimed wood and leftover materials from local businesses. Participants gain basic carpentry skills, learn how to safely use hand tools and create simple functional objects such as shelves, boxes or small furniture elements. These workshops promote material reuse and demonstrate the value of local resource loops. They are especially effective for engaging adults and young people interested in DIY and repair skills. Sample topics: wall clock, lantern, tray, frame, Christmas decoration.
- **Restoring old furniture workshops** teaches participants how to repair, refresh and redesign used furniture instead of discarding it. Activities include cleaning, sanding, painting, basic structural repairs and creative redesign. These workshops highlight the environmental and economic benefits of prolonging the life of larger household items. They also encourage participants to view second-hand furniture as a valuable resource rather than waste.
- **Plant-based cooking workshops** introduce participants to low-waste, plant-based meal preparation using seasonal and local ingredients. The workshops focus on reducing food waste, making full use of ingredients and understanding the environmental impact of dietary choices. Participants gain practical cooking skills and simple recipes that can be easily replicated at home. These workshops support healthier lifestyles while reinforcing circular food system principles. Sample topics: bread and spreads, soups, plant-based cookies and cakes.
- **Creative workshops** combine artistic expression with circular economy values by using reused (e.g. yarn, string, jars) and natural materials (e.g. wood plasters, egg shells) for art and craft activities. They are designed to stimulate imagination, manual skills and environmental awareness. These workshops often serve as introductory



activities for new audiences and public events. Their flexible format allows easy integration into festivals, open days and outreach activities. Sample topics: Christmas decoration, flower pot, lantern, crocheted and knitted sweater.

The Multicentrum also offers **community and open-format activities**, such as open days, informal skill-sharing sessions, and participatory events. These complement structured workshops, attract new audiences, strengthen community bonds, and create low-barrier access to Multicentrum's offer. They also function as testing grounds for new workshop ideas that may later be integrated into the regular programme.

2.1.3 Participation and reach in 2025

In 2025, the Multicentrum Zero Waste organised an extensive programme of hands-on workshops aimed at promoting circular practices, creativity, and practical skills among diverse age groups. In total, 82 workshops were delivered, covering a wide range of thematic areas linked to zero waste and reuse.

The largest share of activities focused on upcycling, with 22 workshops dedicated to transforming discarded materials into new, functional products. Creative workshops and sewing workshops were equally prominent, with 17 events each, supporting both artistic expression and practical textile reuse skills. Cooking workshops, which emphasised food waste reduction and sustainable food practices, accounted for 13 events. In addition, 9 woodworking workshops were organised, alongside 4 workshops dedicated specifically to furniture renovation, enabling participants to extend the life cycle of household items and furnishings.

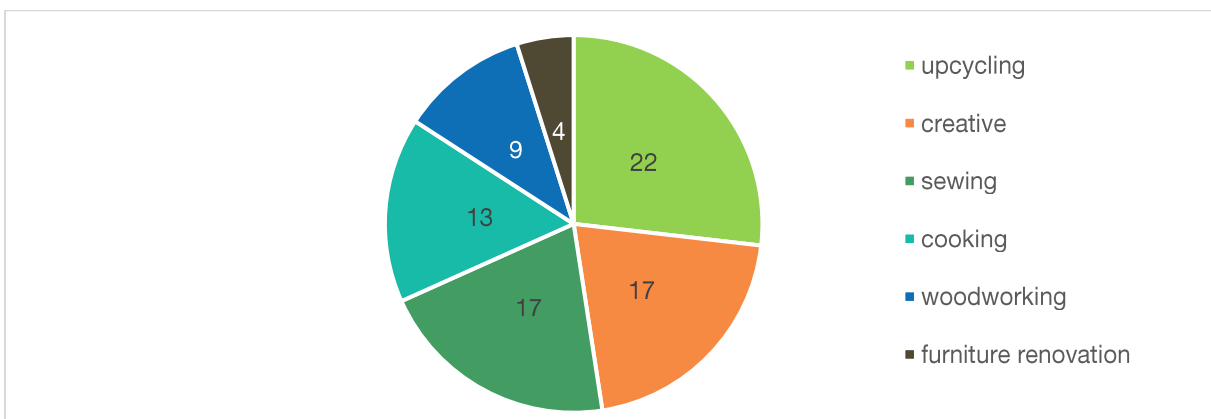




Figure 1 Type of workshops organised in 2025 (N=82)

The workshops reached a total of 855 participants across different age groups. Adults aged 18 and above formed the largest group, with 421 participants, reflecting strong interest from the wider community in zero-waste practices. Children aged 7 to 12 were also highly engaged, with 336 participants, highlighting the importance of early education and awareness-building. Young people aged 12 to 18 accounted for 98 participants, demonstrating a solid level of engagement among teenagers as well.

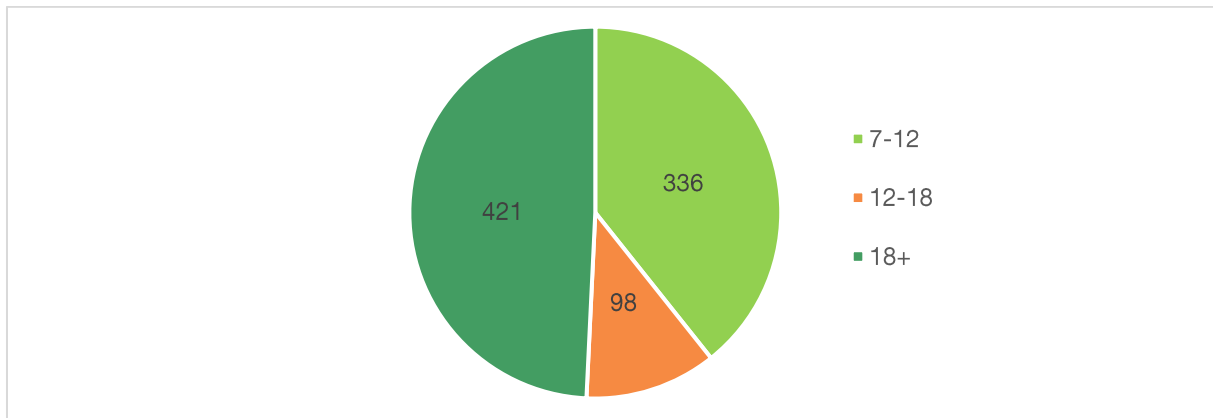


Figure 2 Age structure of the participants (N=855)

From a financing perspective, the workshops were implemented through a combination of voluntary engagement and project-based funding. A total of 42 workshops were organised voluntarily, underscoring the strong commitment of the local community and practitioners to the Multicentrum Zero Waste initiative. The remaining 40 workshops were financed within the framework of the NiCE project, ensuring continuity, quality, and structured support for the programme.

Overall, the 2025 workshop programme played a crucial role in developing practical skills, raising awareness of zero-waste principles, and fostering community involvement across all age groups, while effectively combining volunteer-driven initiatives with external project funding.

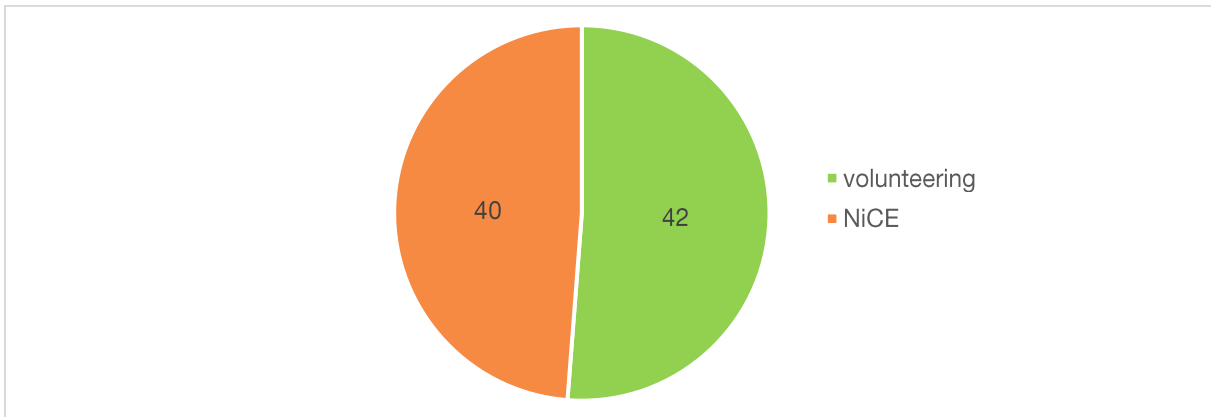


Figure 3 Workshop financing structure (N=82)

2.1.4 Stakeholders

Primary schools constitute one of the key stakeholder groups of the Multicentrum and an essential audience for its educational activities. On a monthly basis, between 20 and 60 students participate in upcycling workshops organised at the Multicentrum, making schools a stable and recurring user group. Through regular cooperation, informal yet effective communication channels have been developed with teachers and school principals, allowing for flexible scheduling, adaptation of workshop content to curricular needs and quick response to emerging educational interests. Schools perceive the Multicentrum as a reliable partner that supports environmental education, practical learning and the development of pro-circular attitudes among children, which creates strong potential for continued and expanded cooperation in 2026 and beyond.

Local SMEs are key partners of the Multicentrum primarily through the provision of workshop materials, including textiles, upholstery foam and other reusable production leftovers. These materials are used as core resources in upcycling, sewing and creative workshops, allowing participants to work with real, high-quality inputs while reducing waste streams. The cooperation enables SMEs to channel surplus materials into educational and community-based circular activities instead of disposal. At the same time, it strengthens local circular value chains and demonstrates practical cooperation between businesses and community initiatives.

NGOs and informal groups, such as neighbourhood collectives, hobby groups and grassroots initiatives, play an important role in animating the Multicentrum and fostering peer-to-peer engagement. They use the space for meetings, co-created workshops and small-



scale community actions related to reuse, creativity and sustainability. Their flexible and bottom-up character allows the Multicentrum to quickly respond to emerging interests and local needs. Cooperation with informal groups strengthens community ownership and supports long-term engagement.

2.1.5 Cost structure in 2025

Type of costs (expenditures) in 2025		EURO
1.	Personnel costs – conducting workshops	9 618,60
2.	Materials, workshop equipment, and small workshop accessories	21 360,47
3.	Organization of outdoor event and dissemination meetings	3 488,37
4.	Services related to the ongoing operations of the Multicentrum	1 518,91
Total amount		35 986,35

1. Personal Costs – Conducting Workshops

Personal costs cover the salaries of educators conducting workshops and supporting the daily functioning of the Multicentrum. Within this budget item, the project involved five educators responsible for specialized workshops, including sewing, upcycling, cooking, carpentry, and furniture renovation workshops.

Additionally, carpentry shifts were conducted to support participants in working with tools and carrying out more advanced technical activities. The project also included the role of an Open Space caretaker, responsible for supervising the shared workshop space, ensuring its accessibility and safety, as well as providing organizational and coordinative support. The caretaker monitored the implementation of tasks initiated bottom-up by participants and the community, supporting their execution and alignment with the project’s objectives.

Furthermore, at least once a month a volunteer educator contributed voluntary work, supporting the implementation of educational and social activities, as well as engaging in additional initiatives directed at the local community. The range of activities also included various hands-on DIY workshops, such as making decorations, handicrafts, and other small creative projects, fostering participant integration and practical skill development.



The budget for 2025 does not include expenses related to the salaries of the three-person management team of the Multicentrum.

2. Materials, workshop equipment, and small accessories

This budget item includes the purchase of materials and consumables necessary for conducting workshops. Materials were purchased for sewing, creative workshops, carpentry, upcycling, and furniture renovation, as well as other small accessories required for the smooth implementation of activities. This category also covers food products used during cooking classes and for organizing selected educational activities.

A significant expenditure within this item was the initial equipment of the workshop, which included the purchase of essential tools and equipment required to fully set up the workshop space. This was a one-time cost, which will not occur in subsequent years, as the workshop is now fully equipped.

3. Organization of outdoor event and dissemination meetings

This budget item covers costs related to organizing larger educational and community-oriented events. The main activity under this category in 2025 was the Zero Waste Festival in Brzeg Dolny. During the festival, the project presented various thematic stalls and activities promoting ecological awareness and sustainable practices. These included, among others, cosmetics making, DIY cleaning products, as well as educational games and ecological activities designed for participants of different ages.

In addition, the budget item also covered the organization of study visits with representatives of other cities, plant swap events, and other meetings for local residents focused on ecological, environmental, and nature-related topics, as well as issues of sustainable development

4. Services related to the ongoing activities of the Multicentrum

This budget item includes services and materials necessary for the day-to-day functioning of the Multicentrum and office operations. It covers various administrative and operational costs that support the smooth implementation of project activities, coordination of workshops, and organization of events.



2.2 Municipality of Brzeg Dolny strategic documents

2.2.1 Development Strategy for Municipality of Brzeg Dolny 2022-2030

The Municipality of Brzeg Dolny adopted in 2022 the Development Strategy for 2022-2030 (Municipal Council of Brzeg Dolny, 2022b). This strategy outlines the goals and objectives for the growth and development of the municipality. The strategy sets the basis for the implementation of the scenario "Sustainable specialization", which focuses on the chemical industry as the main driver of economic growth. However, the strategy also emphasizes the need for innovation, cooperation between companies, and collaboration with research institutions. The goal is to create an innovative area where not only production takes place, but also innovation is generated and implemented. The scenario also assumes a stable growth of the population, which should lead to demographic balance while reducing pressure on the natural environment. The implementation of the "Sustainable specialization" scenario will lead to the creation of conditions for the multifaceted (economic, social, spatial) and sustainable development of the municipality based on intelligent specialization that utilizes its endogenous potential.

Despite the circular economy is not specifically mentioned in the Strategy, its principles are supported through several specific objectives of the Strategy, including the following:

- Strengthening the innovation of companies and increasing the use of modern environmentally friendly technologies
- Development of infrastructure and services that protect the environment
- Adaptation of the city to the effects of climate change
- Revitalization of degraded areas and heritage sites

These objectives, while not directly related to the circular economy, are aligned with its principles of reducing waste, reusing resources, and maximizing resource utilization. By implementing these objectives, the municipality can contribute to the transition to a circular economy in Brzeg Dolny.

2.2.2 Environmental Protection Programme for the Municipality of Brzeg Dolny 2022-2025

The Environmental Protection Programme for the Municipality of Brzeg Dolny is a strategic document adopted in 2022 (Municipal Council of Brzeg Dolny, 2022a). The document



describes environmental protection issues within the municipality, with a particular focus on problematic areas caused by unsustainable economic development. It also presents specific proposals for actions aimed at resolving these issues. The document establishes ten strategic objectives related to different intervention areas, such as climate and air quality, water management, waste management, or geological reserves. The Programme serves as a robust framework supporting the principles of the circular economy through a comprehensive approach to reduce environmental impact and promote sustainable practices. The proposed waste management strategies, including waste minimization, recycling, and improved collection systems, align with circular principles by emphasizing the importance of a closed-loop system. The programme's educational activities promoting waste minimization and increased raw material recovery levels further reinforce its circular economy objectives. In the field of water management, the application of the hierarchy of water use, optimization of water consumption, and proper management of non-municipal sewage further contribute to the circular economy's philosophy of responsible resource exploitation. A long list of activities supporting the improvement of energy efficiency of buildings, including the shift towards low-emission heating fuels, aligns with the circular economy's emphasis on resource optimization. Lastly, the emphasis on rational mineral extraction combined with reclamation and revitalization efforts demonstrates a commitment to sustainable resource utilization within the community. Overall, the municipal environmental protection programme is a comprehensive initiative that not only addresses environmental challenges but also actively promotes the circular economy by integrating sustainable practices across various domains.

2.3 Needs analysis

This needs analysis is based on the participatory workshop held on 7 January 2026 and focuses specifically on how the Multicentrum can better respond to users' expectations, partners' capacities and operational challenges identified during its pilot phase. The analysis highlights strengths to build upon, gaps that limit impact, and concrete needs that should inform the Multicentrum's Action Plan for 2026.

2.3.1 Role and expectations towards the Multicentrum

Participants clearly recognised the Multicentrum as a key local entry point to circular lifestyles. It is perceived as a place where circular ideas become tangible through hands-on workshops, shared learning and community interaction. There is a strong expectation that the Multicentrum should not only educate but also **provide practical alternatives to linear**



consumption, especially through repair, reuse and upcycling activities. This confirms the relevance of maintaining the current scope of workshops while improving accessibility, continuity and visibility.



2.3.2 Demand for practical, skill-based activities

The workshop results confirmed a high demand for **practical workshops** such as upcycling, sewing, woodworking, furniture restoration and plant-based cooking. Participants value activities that develop concrete skills and reduce everyday waste, particularly in response to the lack of local repair services and specialists. The Multicentrum is therefore needed as a **competence hub**, filling gaps left by the market and offering low-threshold access to repair and reuse skills.

At the same time, participants expressed the need for a **broader offer of repair-oriented activities**, including simple appliance repair, open workshop formats and DIY sessions. This indicates a need to gradually expand the Multicentrum's programme while keeping workshop numbers at the 2025 level and diversifying formats rather than increasing scale.

2.3.3 Accessibility and organisational barriers

Several weaknesses of the Multicentrum were explicitly identified by users. Limited workshop capacity was perceived as a barrier, especially for popular sessions. Online-only registration excludes some potential participants, particularly seniors and people with limited digital access. The lack of nearby parking and limited access for people coming from outside the city were also mentioned as constraints.

Promotion was identified as insufficient. Participants pointed to limited visibility of activities on websites, social media and in physical public spaces. This indicates a need for improved communication strategies, clearer messaging and better use of offline promotion channels to reach new user groups.

2.3.4 Needs related to time, convenience and everyday routines

Participants highlighted time pressure and fast-paced lifestyles as key obstacles to participation in circular activities. For the Multicentrum, this translates into a need for **flexible scheduling**, varied workshop hours and possibly shorter formats that fit into everyday routines. The Multicentrum is expected to lower the effort required to engage in circular practices by offering ready-to-use solutions, clear instructions and supportive guidance.

2.3.5 Partner and stakeholder needs



From the perspective of partner organisations, NGOs and companies, cooperation with the Multicentrum is valued as an opportunity to promote good practices and support community development. However, partners also face limitations related to staff time, volunteer availability and additional workload. This highlights the need for **clear cooperation frameworks**, predictable planning cycles and realistic expectations regarding partner involvement.

Material support from SMEs (e.g. textiles, upholstery foam, wood residues) is seen as particularly valuable and should be further structured. There is a need to formalise these relationships to ensure continuity of material flows while minimising organisational burden for partners.

2.3.6 Need for stronger local circular systems

Participants noted the absence of coherent local systems for reuse, repair and sharing. In this context, the Multicentrum is expected to act as a **connector**, linking schools, NGOs, public institutions and businesses. There is a clear need to strengthen cooperation with schools, social institutions and other public facilities as satellite locations for workshops, especially to reach children, youth and families.

The needs analysis confirms that the Multicentrum is well-positioned to respond to local demand for circular practices but must address several internal challenges to increase its effectiveness. Key needs for 2026 include improving accessibility, strengthening communication and promotion, expanding repair-focused activities, supporting flexible participation formats and structuring partnerships more sustainably. Addressing these needs will allow the Multicentrum to move from a successful pilot initiative to a stable, user-oriented and scalable circular resource centre.

2.4 SWOT analysis

2.4.1 Strengths

- Strong institutional capacity of the Municipality, with clear competences in environmental protection, education, culture, waste management, and local development.



- Existing public infrastructure and municipal institutions (schools, library, culture centre, utility company) willing to cooperate on circular economy and educational initiatives.
- Good transport accessibility (road, rail, river), enabling regional reach and participation beyond the municipality.
- Availability of centrally located, visible premises suitable for public functions, demonstrated by the Zero Waste Multicentrum pilot.
- Active community segments (families, schools, NGOs) open to educational and participatory activities related to sustainability.
- Experience in participatory methods (workshops, surveys, focus groups) and stakeholder engagement.
- Access to post-production materials from local industry and SMEs that can be reused in circular activities (wood, textiles, foam).

2.4.2 Weaknesses

- Strong industrial character of the city, negatively affecting its environmental image and residents' perception of quality of life.
- Limited practical knowledge of circular economy concepts among residents (despite declared environmental awareness).
- Lack of local repair services and specialists capable of extending product lifecycles.
- High initial costs of quality, durable products discouraging residents from circular consumption choices.
- Dominance of fast fashion and convenience-driven consumption patterns.
- Insufficient local systems supporting circular economy (repair points, libraries of things, reuse infrastructure).
- Limited accessibility of circular economy initiatives for residents of surrounding villages.
- Communication barriers: weak promotion, reliance on online registration, limited parking, and insufficient visibility of activities.
- Demographic decline and ageing population, reducing long-term human capital potential.

2.4.3 Opportunities



- Growing interest in practical, hands-on workshops related to reuse, repair, upcycling, sewing, carpentry, cooking, and zero waste lifestyles.
- High willingness of schools to integrate circular economy education into extracurricular activities.
- Potential to transform underused urban spaces (vacant buildings, public institutions) into multifunctional circular economy hubs.
- Possibility to strengthen cooperation between public sector, NGOs, SMEs, and informal groups around shared sustainability goals.
- Reduction of municipal waste management costs through behavioural change and increased reuse.
- Building a new, positive city image: from an industrial town to a community-oriented, environmentally responsible municipality.
- Access to external funding and pilot projects (e.g. NiCE) supporting innovation, education, and sustainability.
- Increasing social acceptance of shared solutions (swaps, libraries of things, community gardens).

2.4.4 Threats

- Lack of long-term engagement from residents once initial interest in sustainability initiatives declines.
- Time constraints and workload of partners, volunteers, and municipal staff limiting sustained cooperation.
- Economic pressure on businesses and producers, potentially increasing resistance to circular economy regulations.
- Risk of policy changes without effective enforcement mechanisms.
- Misinformation or low trust in waste management systems, leading to scepticism toward circular initiatives.
- Continued dominance of low-cost, low-quality products undermining repair and reuse efforts.
- Overreliance on one industrial sector, exposing the municipality to economic and environmental risks.
- Insufficient financial resources to scale up pilot actions into permanent city-wide systems



3 STRATEGY AND ACTION PLAN

3.1 Vision

The Zero Waste Multicentrum is envisioned as a living community hub where circular lifestyle practices are not only explained but experienced in everyday actions. Rather than functioning as a traditional educational facility, the Multicentrum operates as a place of experimentation, learning by doing, and peer-to-peer exchange, allowing residents to test circular solutions in real-life contexts.

The centre brings together different generations, skills, and sectors, creating a shared space where repairing, reusing, cooking, making, and exchanging become natural parts of daily life. Through hands-on activities and open workshops, participants gain practical competencies that can be directly transferred to their homes, schools, and workplaces.

Through **downstreaming**, the Multicentrum transforms project outputs – such as educational formats, engagement methods, and pilot solutions – into accessible hands-on activities for residents, schools, NGOs, and local businesses. Circular lifestyle practices are embedded in practical workshops, shared spaces, and community-led initiatives, enabling participants to directly apply circular principles in household, educational, and professional contexts.

At the same time, the Multicentrum contributes to **upstreaming** by systematically capturing local experiences, feedback, and lessons learned from implementation. These insights are used to inform municipal strategies, support evidence-based policy development, and refine future project methodologies. The Multicentrum thus acts as a feedback loop between practice and policy, ensuring that local needs and barriers are reflected in higher-level planning and decision-making.

In the long term, the Zero Waste Multicentrum aims to serve as a transferable model for other municipalities, demonstrating how community centres can function as effective interfaces between citizens, public authorities, and economic actors in advancing the circular transition. By linking strategic objectives with grassroots action, the Multicentrum supports scalable, people-centred circular economy implementation.

3.2 Strategy

3.2.1 Strategic Objective 1: Strengthening the Zero Waste Multicentrum as a local implementation hub for circular lifestyles



This objective focuses on consolidating the Multicentrum as a stable, recognisable place where circular economy principles are translated into everyday practice through hands-on activities.

The strategic approach is also aligned with the principles and recommendations included in the NiCE Solution Guide “How to Build, Run and Sustain a Multifunctional Resource Centre”, ensuring consistency between tested methodologies and local implementation.

Operational objectives:

- **Operational objective 1.1:** Maintain a regular programme of circular workshops (upcycling, sewing, woodworking, plant-based cooking, creative reuse), at a level comparable to 2025.
- **Operational objective 1.2:** Ensure the operational readiness of the Multicentrum by providing access to tools, materials, and qualified facilitators, including volunteers.
- **Operational objective 1.3:** Develop clear internal procedures for planning, delivering, and evaluating workshops and events.

Key Performance Indicators (KPIs):

- KPI_1.1: Number of workshops organised in the Multicentrum per year (baseline: 2025 level).
- KPI_1.2: Number of different workshop formats offered (upcycling, sewing, woodworking, furniture restoration, plant-based cooking, creative workshops).
- KPI_1.3: Number of active facilitators and volunteers involved in delivering activities.
- KPI_1.4: Percentage of planned workshops successfully implemented.

3.2.2 Strategic Objective 2: Downstreaming circular economy knowledge to local target groups

This objective addresses the adaptation and local application of project outputs, tested methodologies, and good practices developed within NiCE and other relevant initiatives.

Operational objectives:

- **Operational objective 2.1:** Adapt existing educational formats and methodologies to the needs of local target groups, including children, families, seniors, NGOs, and informal groups.
- **Operational objective 2.2:** Integrate circular economy topics into practical workshops, ensuring a strong focus on skills development and behaviour change.



- **Operational objective 2.3:** Provide accessible learning opportunities through both on-site activities and simple online materials (e.g. workshop summaries, short guides, recordings).

KPIs:

- KPI_2.1: Number of participants involved in educational activities (baseline: 2025).
- KPI_2.2: Number of target groups reached (children, youth, adults, seniors, NGOs, informal groups).
- KPI_2.3: Number of workshops adapted from existing project methodologies or good practices.
- KPI_2.4: Participant satisfaction rate measured through post-workshop surveys.

3.2.3 Strategic Objective 3: Building local capacity and partnerships for circular action

This objective aims to strengthen cooperation between the Multicentrum and key local actors, ensuring shared ownership and long-term engagement.

Operational objectives:

- **Operational objective 3.1:** Strengthen cooperation with primary schools through regular monthly workshops and informal communication channels with teachers and school management.
- **Operational objective 3.2:** Engage NGOs, informal groups, and cultural institutions as co-creators and facilitators of Multicentrum activities.
- **Operational objective 3.3:** Involve SMEs as material contributors and partners by integrating donated materials (e.g. textiles, upholstery foam, wood) into workshop programmes.

KPIs:

- KPI_3.1: Number of formal and informal partnerships actively involved in Multicentrum activities.
- KPI_3.2: Number of schools cooperating regularly with the Multicentrum.
- KPI_3.3: Number of workshops delivered with partner involvement (NGOs, SMEs, institutions).
- KPI_3.4: Number of material contributions provided by SMEs (e.g. textiles, wood, upholstery materials).



3.2.4 Strategic Objective 4: Upstreaming local experience to municipal strategies and future projects

This objective ensures that knowledge generated through Multicentrum activities informs policy-making and future project development.

Operational objectives:

- **Operational objective 4.1:** Collect feedback from participants, facilitators, and partners through surveys and informal consultations.
- **Operational objective 4.2:** Identify barriers and success factors in implementing circular lifestyle practices at the local level.
- **Operational objective 4.3:** Use collected evidence to support municipal planning documents, funding applications, and capitalisation activities at regional and transnational level.

KPIs:

- KPI_4.1: Number of feedback surveys and consultation processes conducted.
- KPI_4.2: Number of lessons learned, barriers, and success factors documented.
- KPI_4.3: Number of references to Multicentrum outcomes in municipal documents, strategies, or project proposals.
- KPI_4.4: Number of capitalisation or networking events where Multicentrum experience is presented.

3.2.5 Strategic Objective 5: Increasing visibility and social recognition of circular lifestyles in Brzeg Dolny

This objective focuses on awareness-raising and positioning the Multicentrum as a key reference point for circular economy initiatives in the municipality.

Operational objectives:

- **Operational objective 5.1:** Organise recurring public events, including the Zero Waste Festival, to reach a wider audience.
- **Operational objective 5.2:** Improve communication through cooperation with local media, schools, and partner institutions.
- **Operational objective 5.3:** Promote the Multicentrum as a transferable good practice within capitalisation activities and inter-municipal exchanges.

KPIs:



- KPI_5.1: Number of public events organised (including Zero Waste Festival).
- KPI_5.2: Estimated number of attendees at public events.
- KPI_5.3: Number of communication actions implemented (social media posts, articles, posters, media coverage).
- KPI_5.4: Growth in repeat participation (returning participants across different activities).



3.3 Action plan

3.3.1 Activities

To meet the Strategic and Operation Objectives, the following activities will be implemented:

Activity 1: Delivery of circular workshops and educational activities

Continuation and consolidation of regular hands-on workshops at the Multicentrum Zero Waste, including sewing, upcycling, carpentry, furniture renovation, plant-based cooking, and creative reuse. Workshops will be delivered by three Municipal Office employees with the support of volunteers and external educators where relevant.

The programme will remain modular and flexible, allowing adaptation to different age groups and thematic cycles. A minimum activity level comparable to 2025 will be ensured, with gradual qualitative improvements in structure and documentation.

Linked operational objectives:

- 1.1 Maintain a regular programme of circular workshops
- 1.2 Ensure operational readiness
- 2.1 Adapt educational formats to local target groups
- 2.2 Integrate circular economy topics into practical workshops

KPIs and 2026 targets:

- **KPI_1.1** Number of workshops organised per year: **minimum 80 workshops**
- **KPI_1.2** Number of different workshop formats offered: **at least 6 formats maintained**
- **KPI_2.1** Number of participants involved: **minimum 800 participants**
- **KPI_1.4** Percentage of planned workshops successfully implemented: **at least 90%**
- **KPI_1.3** Number of active facilitators and volunteers: **minimum 6 active contributors**
- **KPI_2.3** Number of workshops adapted from project methodologies: **minimum 10 workshops**

Activity 2: Communication with participants and the local community

Regular communication about workshops, events, and initiatives through:

- Multicentrum's social media (Facebook),
- Multicentrum's website,



- Posters and leaflets distributed in public spaces,
- Direct communication with schools and partners

The aim is to maintain continuous visibility and ensure accessible information for different age groups, including those less active online.

Linked operational objectives:

- 5.2 Improve communication through cooperation with local media and partners
- 3.1 Strengthen cooperation with schools

KPIs and 2026 targets:

- **KPI_5.3** Number of communication actions implemented: **minimum 40 communication actions**
- **KPI_3.2** Number of schools regularly cooperating: **minimum 3 primary schools**
- **KPI_5.4** Growth in repeat participation: **at least 20% returning participants**

Activity 3: Promotion of project activities and results

Systematic promotion of workshop results through reports, photos, and short videos, presenting the outcomes of participants' work and information about local initiatives in the spirit of zero waste and sustainable development. In 2026, cooperation with the Municipal Promotion Office will be strengthened in order to increase outreach and visibility at municipal level.

The Multicentrum will also be promoted as a transferable good practice within networking and capitalisation activities.

Linked operational objectives:

- 5.2 Improve communication
- 5.3 Promote the Multicentrum as a good practice
- 4.3 Use collected evidence to support planning and capitalisation

KPIs and 2026 targets:

- **KPI_5.1** Number of public events organised (including Zero Waste Festival): **minimum 3 events (including 1 Zero Waste Festival)**
- **KPI_5.2** Estimated number of attendees at public events: **minimum 300 attendees**



- **KPI_4.4** Number of capitalisation or networking events where Multicentrum is presented: **minimum 3 events**



Activity 4: Collaboration with partners and local groups

Strengthening cooperation with schools, NGOs, informal groups, SMEs, and cultural institutions through joint initiatives, meetings, study visits, plant swap events, and ecological campaigns. Donated materials from SMEs will continue to be integrated into workshop programmes.

This activity aims to build shared ownership and expand the local circular ecosystem around the Multicentrum.

Linked operational objectives:

- 3.1 Strengthen cooperation with schools
- 3.2 Engage NGOs and informal groups
- 3.3 Involve SMEs as material contributors

KPIs and 2026 targets:

- **KPI_3.1** Number of active formal and informal partnerships: **minimum 8 partners**
- **KPI_3.2** Number of schools cooperating regularly: **minimum 3 schools**
- **KPI_3.3** Number of workshops delivered with partner involvement: **minimum 20 workshops**
- **KPI_3.4** Number of documented material contributions from SMEs: **minimum 5 contributions**

Activity 5: Participant registration system

Continuation of online registration with the introduction of telephone registration for workshops and events in 2026 to improve accessibility for seniors and digitally excluded groups. Registration data will also support monitoring of participation trends and repeat engagement.

Linked operational objectives:

- 2.3 Provide accessible learning opportunities
- 1.3 Develop clear internal procedures

KPIs and 2026 targets:

- **KPI_1.4** Percentage of planned workshops successfully implemented (supported by structured registration and planning): **at least 90% maintained**
- **KPI_2.2** Number of target groups reached (supported by diversified registration channels): **at least 5 target groups**



Activity 6: Monitoring and evaluation

Systematic collection of participant feedback through online and paper surveys available at the Multicentrum. Data will be analysed to improve workshop quality, communication effectiveness, and organisational procedures. Lessons learned, barriers, and success factors will be documented to support municipal planning and future funding applications.

Linked operational objectives:

- 4.1 Collect feedback
- 4.2 Identify barriers and success factors
- 1.3 Develop evaluation procedures

KPIs and 2026 targets:

- **KPI_4.1** Number of feedback surveys conducted: minimum 10 feedback processes (covering at least 60% of workshops)
- **KPI_2.4** Participant satisfaction rate: **minimum 85% positive feedback**
- **KPI_4.2** Number of lessons learned documented: **minimum 10 documented insights per year**
- **KPI_4.3** Number of references to Multicentrum outcomes in municipal documents or proposals: **minimum 2 references in 2026**

3.3.2 Financial resources

Planned Activities and Budget Assumptions for 2026

Type of costs (expenditures) in 2026 r.		EURO
1.	Personnel costs – conducting workshops	9 534,88
2.	Materials, workshop equipment, and small workshop accessories	3 720,93
3.	Organization of educational and social events – study visits	0,00
4.	Services related to the ongoing operations of the Multicentrum	697,67
Total amount		13 953,49

1. Personal Costs – Conducting Workshops

In 2026, our objective is to maintain the full team of educators involved in delivering workshops at the Multicentrum, as well as to continue the carpentry shifts supporting participants in working with tools and carrying out more advanced technical activities.



At the same time, in 2026 we plan to discontinue the Open Space caretaker duty. This decision results from the optimization of operational needs and does not affect the scope or quality of the educational offer.

Our priority for 2026 is to sustain the high quality of workshops developed in previous years. Therefore, we do not plan to withdraw from any of the existing educational activities or workshop formats. We also intend to continue cooperation with volunteer educators, who will remain involved in supporting creative, educational, and social activities at least once a month.

The budget for 2026 does not include expenses related to the salaries of the three-person management team of the Multicentrum.

2. Materials, Workshop Equipment, and Small Accessories

In 2026, we plan to continue purchasing materials and consumables necessary for conducting workshops, including sewing, creative activities, carpentry, upcycling, furniture renovation, and cooking classes.

As the workshop space is already fully equipped, we do not plan any further investments in major equipment. Expenditures under this budget item will be limited to the purchase of small tools, accessories, and consumable materials required for the ongoing implementation of workshop activities.

3. Organization of educational and social events – study visits

At this stage, no funds are planned under this budget item for 2026. However, we aim to secure external funding sources to organize second edition of the Zero Waste Festival in Brzeg Dolny. Potential future activities under this category will depend on the successful acquisition of additional funding from external programs or partners.

4. Services Related to the Ongoing Activities of the Multicentrum

This budget item includes services and materials necessary for the day-to-day functioning of the Multicentrum and office operations. It covers various administrative and operational costs that support the smooth implementation of project activities, coordination of workshops, and organization of events.

3.3.3 Responsibilities



City staff: The implementation of activities and the operation of the Multicentrum are the responsibility of three City Office employees, who are the founders of the center and have been actively involved in its creation and ongoing functioning from the very beginning. Together, they oversee all aspects of the center's operations – from finances and settlements, through administration and preparation of promotional materials and video documentation, to creating schedules and conducting workshops.

Specifically, one employee is responsible for finances, settlements, administration, and documentation; another handles creative content, ideas, and scheduling; and the third serves as the center's caretaker, conducting sewing, upcycling, and creative workshops, as well as supervising sewing duty shifts.

We do not have a rigid division of responsibilities – most tasks are carried out jointly according to each person's skills and experience, which ensures the high quality and consistency of the project's activities. The entire team is actively involved in monthly planning of workshops and coordinating volunteers.

Local groups and volunteers: In addition to the City Office staff, local groups and volunteers are also engaged in the center's activities. They support the implementation of workshops, events, and educational initiatives, assist in hands-on activities, contribute creative ideas, and help engage participants from the wider local community. This collaboration allows the center to reach its full potential, enhances the project's impact, and fosters a sense of ownership among local stakeholders.

3.3.4 Monitoring schedule

Monitoring Objective

To systematically assess participant satisfaction (**KPI_2.4**), identify strengths and areas for improvement in workshop delivery, and adjust the educational offer to community needs in a timely and evidence-based manner.

Monitoring also contributes to documenting lessons learned and success factors (**KPI_4.2**) and supports data collection for municipal reporting and planning purposes.



Method

A short, standardised three-question survey will be completed after the workshops and selected events. A **single standard survey template** will be used for all activities. Participants will indicate which workshop or event their response refers to (title and date).

Survey format

Participants will have **two options** to complete the survey:

- **Online**, accessible via QR code displayed in the workshop room and published on the Multicentrum website and social media.
- **Paper version**, available on-site and submitted into a dedicated collection box at the Multicentrum.

Survey questions

- Which activities did you participate in? (please specify the type of workshop and the date)
- How would you rate your satisfaction with participating in the workshop? (scale 1–5, where 1 = very dissatisfied, 5 = very satisfied)
- Do you have any comments, suggestions, or ideas regarding the workshop or the activities of the Multicentrum?

Process

Survey responses (both online and paper versions) will be collected continuously.

- Paper surveys will be digitised monthly.
- Data will be compiled in a monitoring spreadsheet linked to the participant registration system.
- Quantitative results (average satisfaction score, percentage of positive ratings) and qualitative comments will be analysed.

The Centre Supervisor is responsible for monthly data analysis.

Findings will be used to:

- Adjust workshop topics and formats,
- Improve communication and logistics,
- Identify barriers to participation,
- Inform the annual lessons-learned summary report (KPI_4.2),
- Support references to Multicentrum outcomes in municipal documents (KPI_4.3).



Monitoring Frequency

- Ongoing collection after each workshop.
- Formal analysis and summary: **once per month**.
- Consolidated annual review: **once per year** (included in annual activity report).

Responsibilities

- Survey coordination, data compilation, and analysis: center supervisor.
- Ensuring survey availability and encouraging participation: entire Multicentrum team (staff and facilitators).

Additional Complementary Actions

To complement the survey-based evaluation, the following qualitative methods will be applied:

- Observation of participant engagement during workshops (interaction, involvement, atmosphere).
- Collection of short oral feedback during workshop wrap-up sessions.
- Informal consultations with teachers, partners, and volunteers.

These complementary methods support contextual interpretation of survey data and contribute to documenting barriers, success factors, and improvement opportunities.

3.3.5 Risk Identification and Preventive Measures:

In the implementation of activities at the Multicentrum Zero Waste, the following potential risks may occur:

- **Organizational risk** – e.g., cancellation of workshops by the facilitator, scheduling problems.
Preventive measures: flexible planning of workshops, prior confirmation of facilitators' availability, preparation of a backup plan.
- **Technical risk** – equipment failures, lack of materials for workshops.
Preventive measures: regular equipment checks, maintaining a small stock of materials and tools, prior preparation of all necessary elements.
- **Participant-related risk** – accidents during carpentry workshops, improper use of tools, allergies to food products.



Preventive measures: providing health and safety instructions before each workshop, presence of a supervisor, use of participant-safe materials, informing about food ingredients.

- **Risk related to participant satisfaction** – dissatisfaction with workshops, mismatch of difficulty level.

Preventive measures: ongoing monitoring of participant satisfaction through surveys and conversations, adjusting workshop content to group needs, flexible approach to conducting workshops.

- **Financial risk** – lack of funds for continuing activities or purchasing materials.

Preventive measures: advance budget planning, obtaining additional funding sources, ongoing expense monitoring.

- **Risk related to external factors, e.g., a pandemic** – restrictions on organizing in-person workshops.

Preventive measures: adapting the workshop schedule to current sanitary requirements, maintaining regular contact with participants, flexible rescheduling of workshops, and preparing alternative plans (e.g., smaller group sessions or postponing workshops).

3.4 Long-term sustainability

3.4.1 Integration of the Multicentrum in local documents, strategies and initiatives

Brzeg Dolny's planning and governance framework includes **official spatial planning instruments and annual strategic priorities**, which provide a basis for integrating community-oriented sustainable initiatives such as the Zero Waste Multicentrum into broader city development. One central urban planning instrument is the **local spatial development plan (Miejscowy Plan Zagospodarowania Przestrzennego – MPZP)** for Brzeg Dolny, adopted by the City Council, which governs land use and functional allocation across the municipality. While primarily focused on land use regulations, MPZP establishes the legal context for the adaptive reuse of existing premises – such as the repurposed retail space that houses the Multicentrum – and aligns with urban renewal objectives.

In parallel, the municipality is advancing a **new General Plan (Plan ogólny)**, a strategic spatial planning document that defines the long-term direction for development, infrastructure placement, and zoning decisions. This plan serves as a foundation for future local plans and



can formally recognise mixed-use community facilities and socially inclusive spaces like the Multicentrum as part of the city's structural and functional framework.

Brzeg Dolny's 2026 budget and investment priorities reflect a commitment to sustainable development, including substantial allocations for infrastructure renewal, public space improvements, energy efficiency upgrades in schools, and community facilities. Although not a single strategy document, the budgetary framework signals municipal priorities for enhancing quality of life through coordinated investments in social, educational, and environmental functions – areas where the Zero Waste Multicentrum contributes directly by supporting local education, social inclusion, and sustainable behaviour.

Additionally, municipal actions include **community events and pilot environmental initiatives**, such as the annual *Festiwal Zero Waste*, co-organised with the Multicentrum and local partners, which aligns with broader local goals of environmental education and civic participation.

Taken together, these instruments and planning priorities provide a practical context for embedding the Multicentrum into Brzeg Dolny's strategic framework. By aligning with spatial planning norms, budgeting priorities, and community development goals, the Multicentrum supports the municipality's ongoing transition toward more **sustainable, inclusive and resilient urban development**.

3.4.2 Funding the Multicentrum in the future – overview of opportunities

Ensuring the long-term continuity of the Zero Waste Multicentrum requires a diversified and resilient funding model combining public financing, external support schemes, partnerships with the private sector, and selected self-financing mechanisms. This mixed approach reduces dependency on single funding sources and allows the Multicentrum to evolve beyond project-based implementation toward a stable, embedded municipal service.

Municipal funding is expected to remain a core pillar of financial sustainability. The Multicentrum directly supports municipal priorities related to environmental education, community engagement, waste reduction, and social inclusion. As such, its basic operational costs (space maintenance, coordination, utilities) can be integrated into annual municipal budgets, particularly within departments responsible for environmental protection, education, culture, or social policy. Long-term inclusion in budget planning strengthens institutional ownership and ensures continuity of core activities.



Regional and national support schemes offer additional opportunities for programme development and expansion. Funding instruments related to circular economy, environmental education, lifelong learning, climate action, and social innovation can support thematic workshops, pilot initiatives, and infrastructure upgrades. The Multicentrum's proven operational model and documented results position it well for competitive calls managed at the regional or national level, including funds targeting municipalities, NGOs, and educational initiatives.

Private partnerships, particularly with local SMEs, represent a complementary funding and resource stream. Beyond in-kind contributions such as workshop materials, businesses may support specific activities through sponsorship, co-branded educational programmes, or corporate social responsibility initiatives. Such cooperation strengthens local circular value chains while reinforcing the Multicentrum's role as a bridge between community actors and the local economy.

Finally, **self-financing mechanisms** can gradually enhance financial resilience without compromising accessibility. These may include modest participation fees for selected workshops, paid educational offers for organised groups, commissioned activities for institutions, or tailored programmes for businesses and external organisations. Revenues generated in this way would be reinvested into materials, equipment maintenance, and programme development, supporting long-term operational sustainability.

Together, these funding pathways create a flexible and scalable financial framework, enabling the Multicentrum to remain active beyond the initial project lifecycle while continuing to respond to local needs and evolving circular economy priorities.

The review meeting held on 12 February 2026 confirmed that the Local Action Plan should not remain solely an internal strategic document, but should serve as a foundation for scaling the Multicentrum's impact beyond the municipal level. Participants emphasised that the tested operational model – combining circular economy education, community engagement, and cross-sector cooperation – has the potential to function as a transferable framework for other municipalities. As a result, the future development direction (2027–2029) should include structured efforts to expand outreach toward regional and national stakeholders, including higher-level public administration structures and policy actors responsible for environmental, educational, and regional development agendas.



Two strategic pathways were identified. First, the gradual opening of selected activities to participants from outside the municipality, which would require additional regional or national funding to increase workshop capacity and diversify the programme offer. Second, the initiation of preparatory work toward building a network of similar centres in the wider region, based on shared standards, documented methodology, and exchange of know-how. In both cases, broader promotion and more formalised communication channels will be necessary to position the Multicentrum as an innovative and replicable model. Strengthening documentation, visibility, and institutional recognition will therefore become a priority in order to safeguard the originality of the concept while supporting its structured dissemination and long-term regional embedding.