



Welcome

Success stories: how to bring new investments to reconversion areas

Platform for Coal Regions in Transition

#CoalRegionsEU

Energy



LUCAS

An Alternative Plan







THE LUCAS PLAN

A NEW TRADE
UNIONISM IN
THE MAKING?

Hilary Wainwright
& Dave Elliott

A new organization in action









CORPORATE PLAN - QUESTIONNAIRE

Factory	
Sq Ft of floor space	
Other Space	
Total space	
Age & condition of buildings	41
Suitability of buildings for modern means of production	51
Location and access	
Other services	
Current value of site	
Corporate plan	

CORPORATE PLAN





The Ford Concept
of Gas Engine
for
Heat Pumps

The right heat pump package for the '80's



There is one form engine drive become industry standard internal packs and certain criteria

Firstly, durability, operability, quiet operation, make service be full and demand be of size

For

To provide efficient, low-cost, reliable, low maintenance

Buyer's guide to the new generation of heat pumps (21-30) with a capacity of 10-15 tons

Tagesspiegel, 20. 9. 1980



Ein neues Verkehrsmittel in Essen: Auf einer 1,2 Kilometer langen Strecke werden insgesamt 24 spurgeführte Omnibusse eingesetzt. Leitrollen vor den Vorderrädern tasten dabei die Führungskanten ab und wirken direkt auf das Lenkgestänge. dpa/UPI-Bildfunk

Spurgeführte Omnibusse in Essen

1,2 Kilometer lange Strecke im Stadtteil Fulerum eröffnet

Essen (AP). Als „Weltpremiere für den öffentlichen Personennahverkehr“ bezeichnet Bausteine für den Spurbus sind frostsicher gegründete Bohrpfähle aus Beton, 6,6 Meter lange Querschwellen und zehn Meter lange



Lucas: Implications for the U.S.

by Dave McFadden

The recent developments in the struggle for socially useful production at Lucas Aerospace point up the crucial role that the trade union movement must play in conversion efforts in the United States. Until the major sectors of the industrial union movement here begin to involve themselves centrally in struggles beyond wages, hours, and working conditions, the conversion movement stands little chance of success.

Although no U.S. trade union has begun serious alternate use planning as in Britain, there are increasing signs of support for conversion in the union movement. The national leadership of the United Auto Workers, the International Association of Machinists and Aerospace Workers (IAM) and the United Electrical Workers (UE) have strongly endorsed the need for conversion, and have begun to involve their membership locally. Segments of other unions like the International Union of Electrical Workers (IUE), the International Brotherhood of Electrical Workers (IBEW), the American Federation of Government Employees (AFGE) and the United Steelworkers have also begun to study the problems their unions face with declining membership rolls in military work. The IAM recently issued a study, *The Impact of Military Spending on the Machinists Union*, which documents the declining jobs in the IAM and the need for conversion. The UAW has reissued, with a new introduction, Walter Reuther's *Swords to Plowshares* (1969), the most significant union conversion proposal ever put forward. And both the UAW and IAM are backing the revised *Defense Economic Adjustment Act*, now pending in Congress. *Clearly much more must be done. The national commitment must be translated into concrete alternate use planning at the local level, and issues of layoffs and the right to work on socially useful production must be raised at the bargaining table.*

There are substantial obstacles to be overcome. When Phil Asquith, a Lucas shop steward, was in the U.S. and

met with a number of Lockheed stewards and machinists in Sunnyvale in May of last year, he was told that something similar to the Lucas initiative was impossible and possibly illegal in the United States, because of the "rights of management" clause in all contracts. As Asquith quickly pointed out, nothing is impossible if it becomes an issue and is won through collective bargaining. After all, the Lucas proposals are still under negotiation with management.

These attitudinal obstacles must be overcome in order to begin the process of alternate use planning. As the Lucas Shop Stewards have commented,

We trade unionists are attempting to transcend the narrow economism which has characterized trade union activity in the past and are extending our demands to the extent of questioning the products on which we work and the way we work on them.

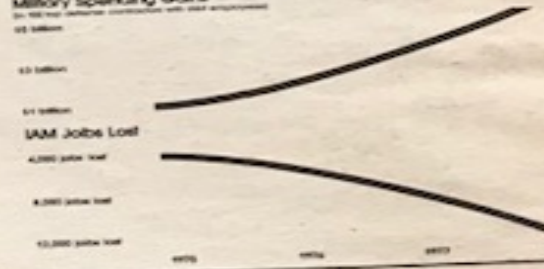
NEW LUCAS FILM AVAILABLE

California Newsreel has just obtained and released a 1978 British TV film about the Lucas Shop Stewards struggle for conversion to socially useful production. Entitled, *We've Always Done It This Way*, the film documents the innovative efforts of the Lucas Shop Stewards to preserve useful employment by linking workers' skills with social needs. *We've Always Done It This Way* draws together in a concrete way several contemporary themes which have sometimes seemed unrelated or even antagonistic: ecological and consumer concerns, labor's demand for job security and full employment, the quality of work life, and the need for conversion to peaceful production. The film is 16 mm., color, 52 minutes, and available from California Newsreel, 630 Natoma Street, San Francisco, CA 94103 (415) 621-6196. It will be featured at MPCP's benefit dinner June 1.

THE IMPACT OF MILITARY SPENDING ON THE MACHINISTS UNION

By Marion Anderson

Military Spending Gains



This graph shows the rise in military contracts among top 100 military contractors which employ members International Association of Machinists and Aerospace. The 12,300 IAM members which suffered job losses 1975 and 1978 worked largely, but not exclusively, firms. For further information, contact Marion Anderson, Employment Research Associates, 105 E. Washtena Lansing, MI. For copies of the full report, contact Department of Public Relations, International Association of Machinists, 1300 Connecticut Avenue, NW., Washington, D.C.

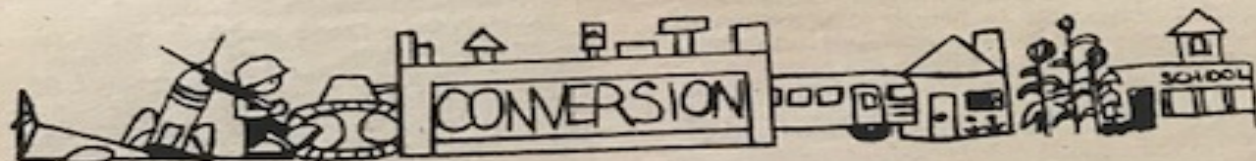


PEACE CONVERSION SUNDAY

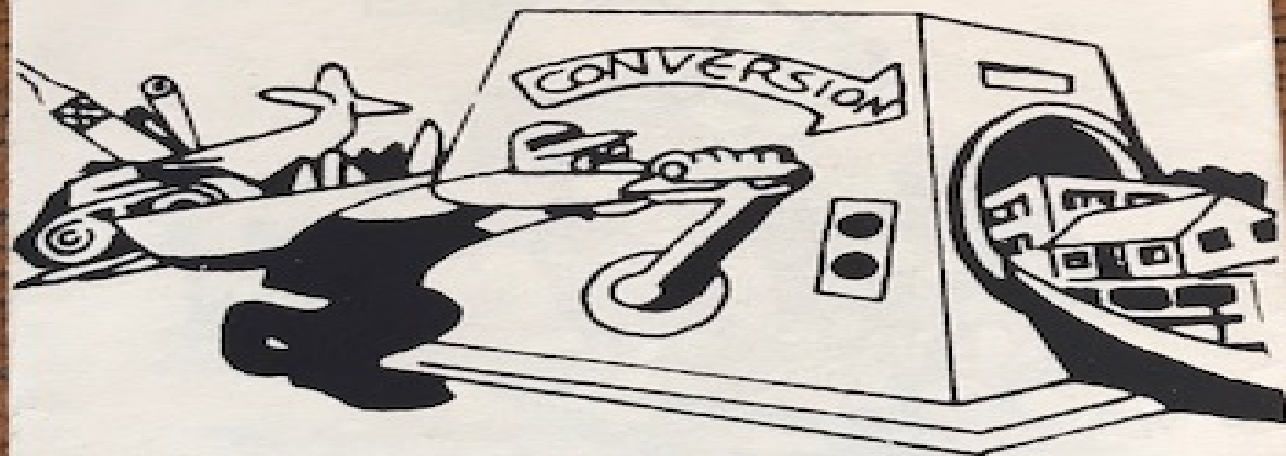
Dozens of religious congregations in northern California will be observing Peace Conversion Sunday on April 29. Sponsored by the Ecumenical Peace Institute in San Francisco, it is being cosponsored by the Peace Committee of the Congregational Church in Palo Alto and the Peninsula Conversion Project.

A special emphasis is being placed on the race and the hope of peace conversion. With proposed expansion of the military budget backs in social services being debated in California this spring, it is imperative for people of faith to speak out for peace and justice. As Dr. Martin Luther King stated shortly before his death, "a nation that continues year after year to spend more money on military defense than on programs of social uplift is approaching spiritual death."

Bulletin inserts and special programs, and literature are available for congregations interested in participating. Contact Natalie S. Gathorn



MORE JOBS



**CONVERTING
TO A PEACEFUL,
PRODUCTIVE
ECONOMY**

In conjunction with

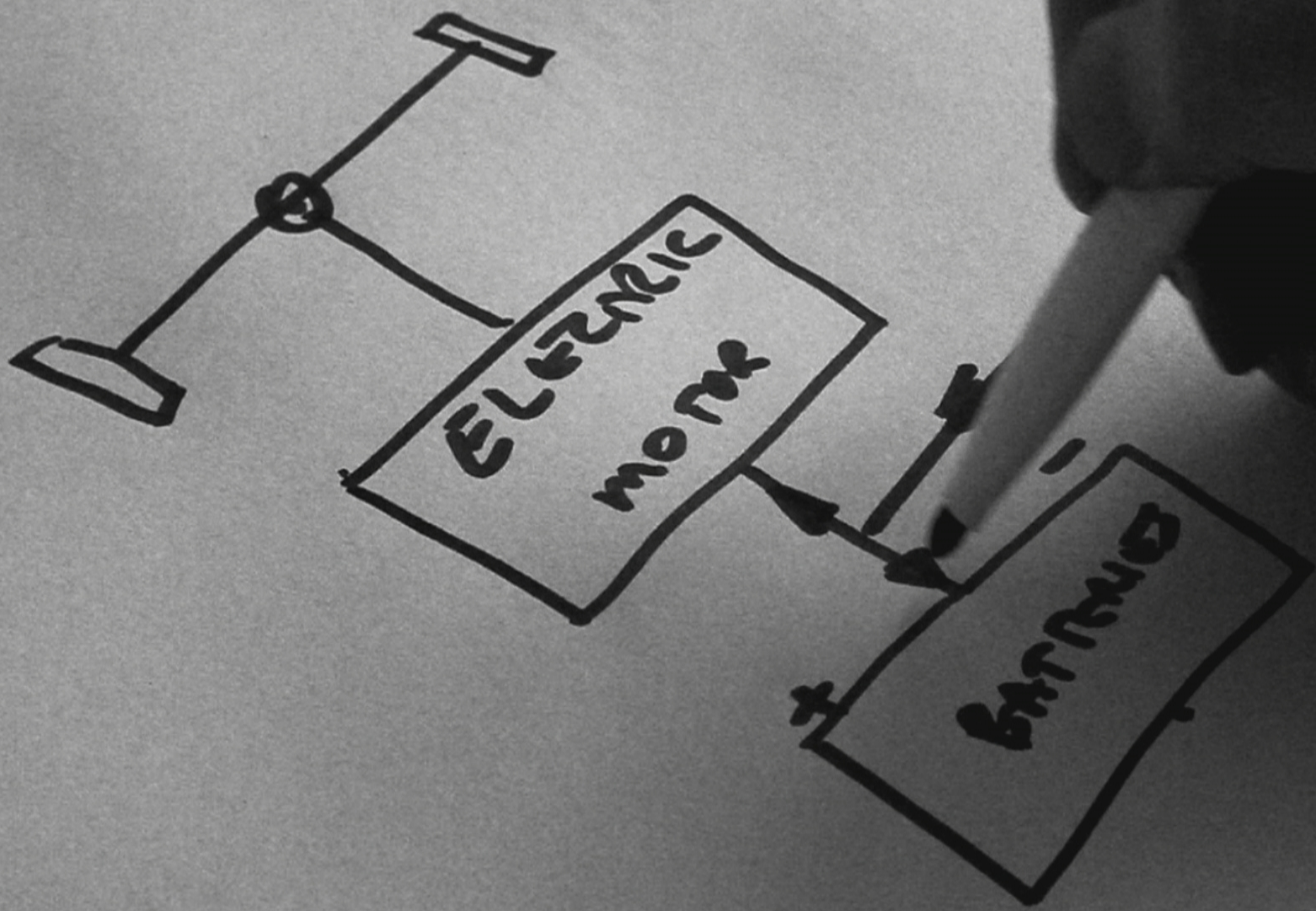
disabled' unit.

Investigate the feasibility of applying aerospace
'sight' to the blind.

8. Power Units

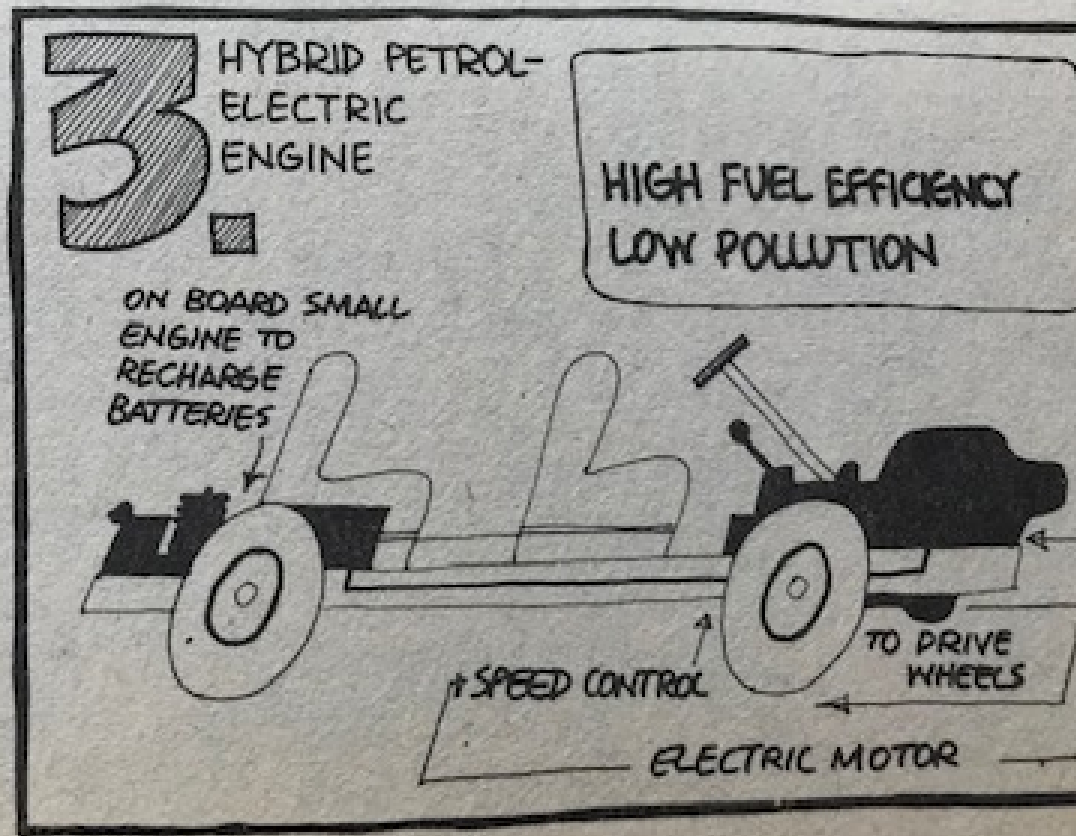
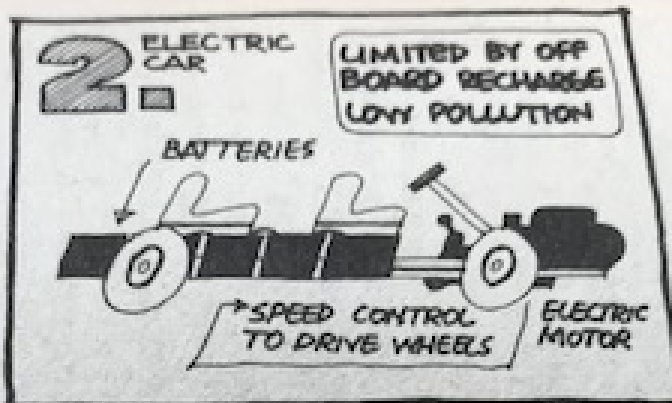
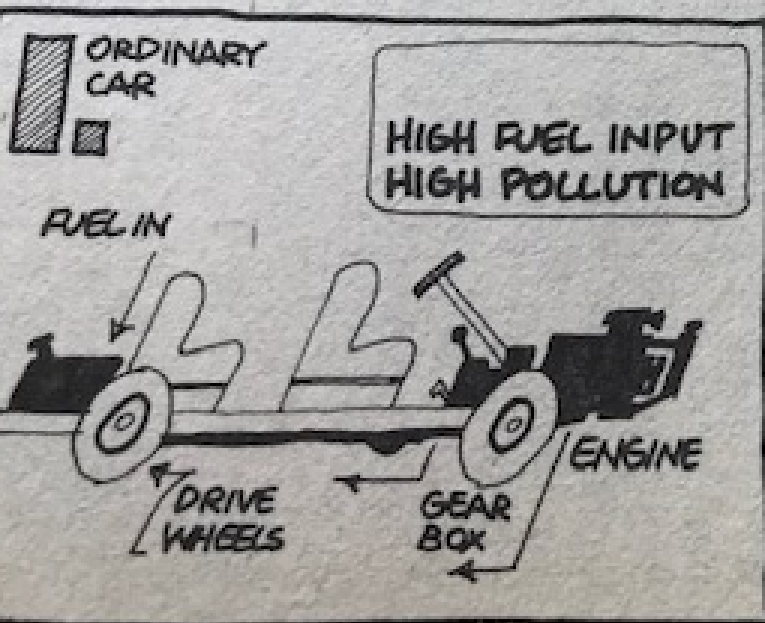
Examine the requirements of the computer
using automatic sensing and starting system
by Marston Green.

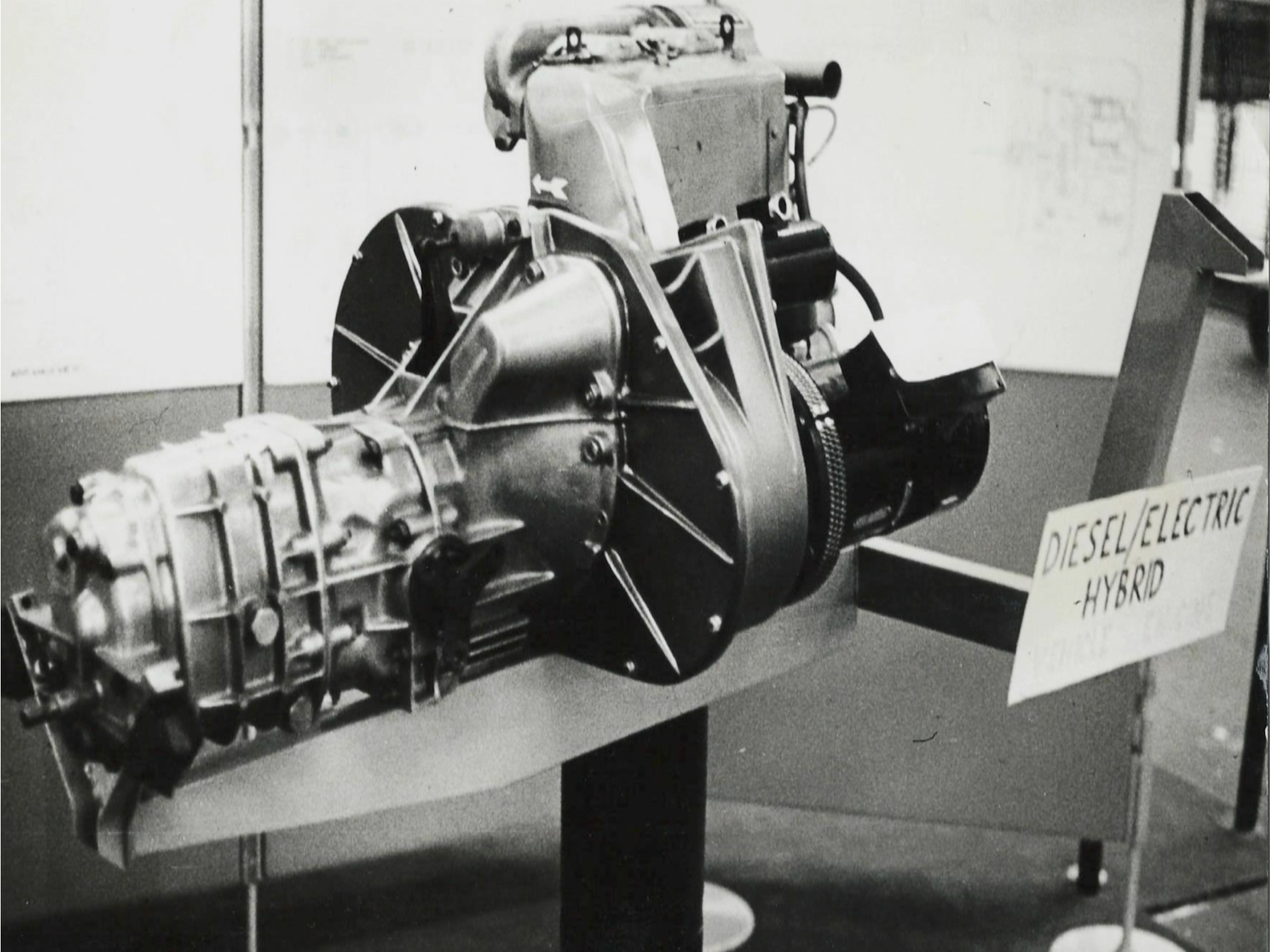
Carry out market survey of requirements
countries and newly emergent nations
include lists to most alternative
include lists to most alternative



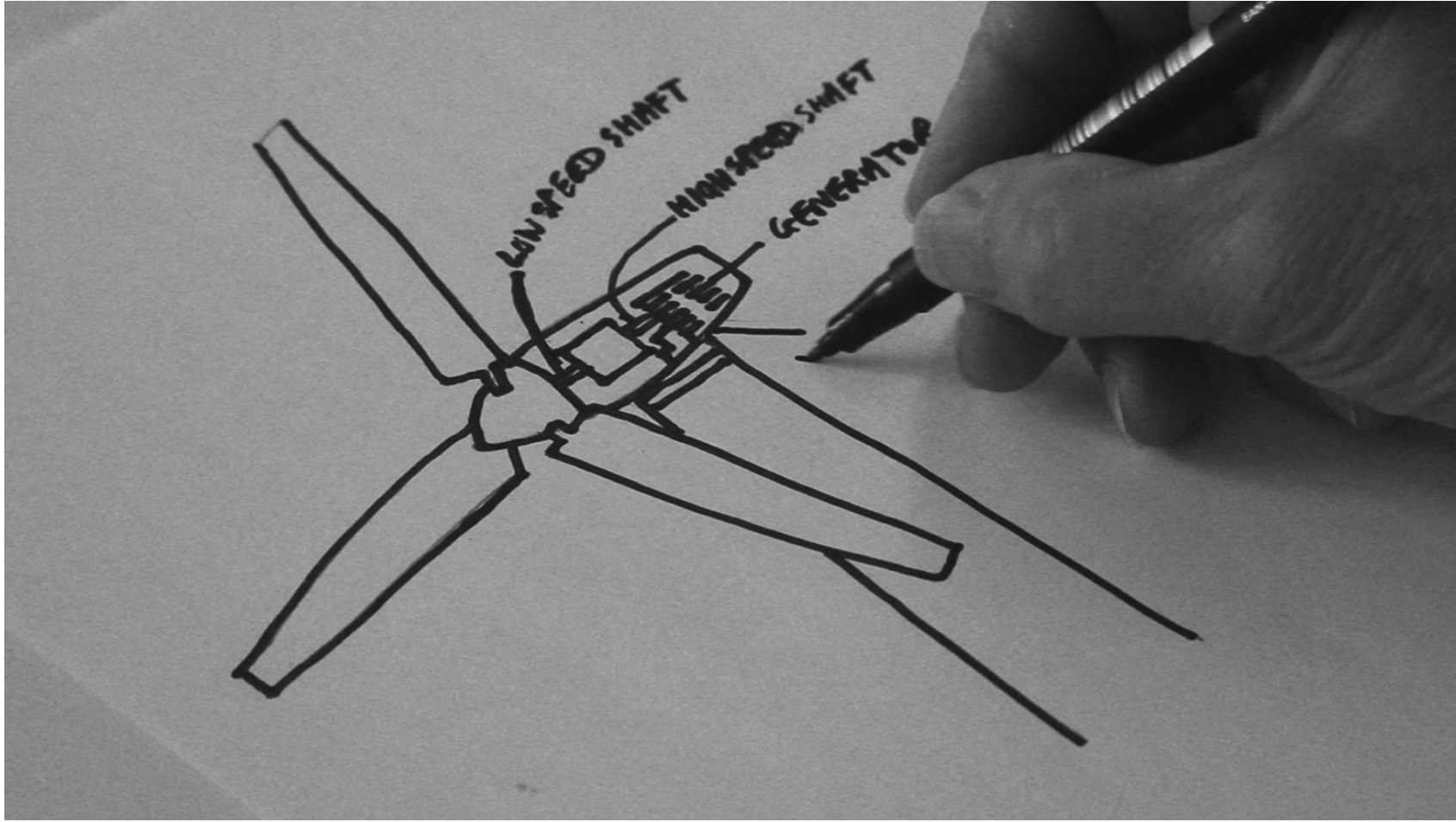
CASE STUDY

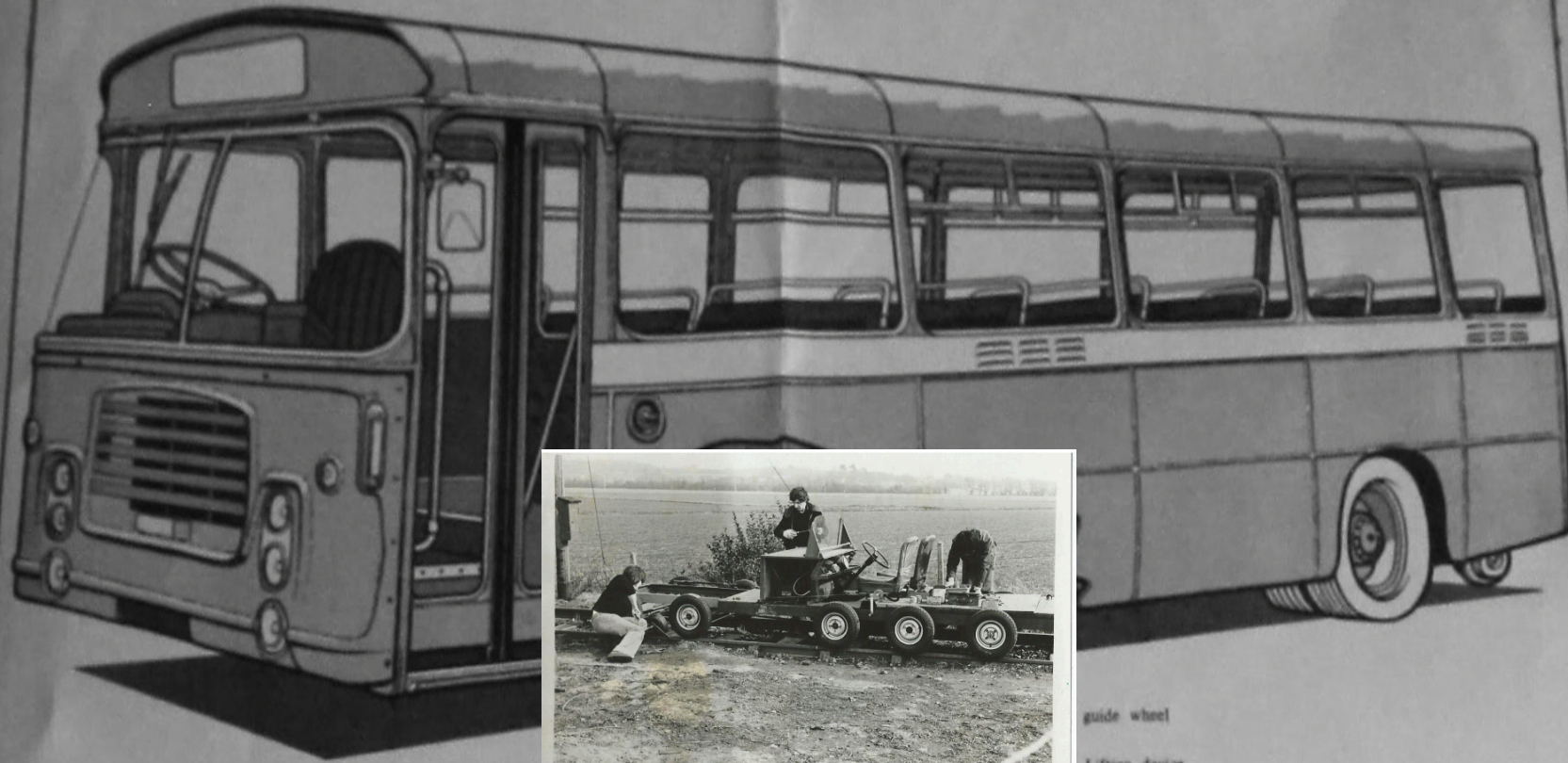
TOWARD CHEAP CLEAN TRANSPORT





DIESEL/ELECTRIC
-HYBRID



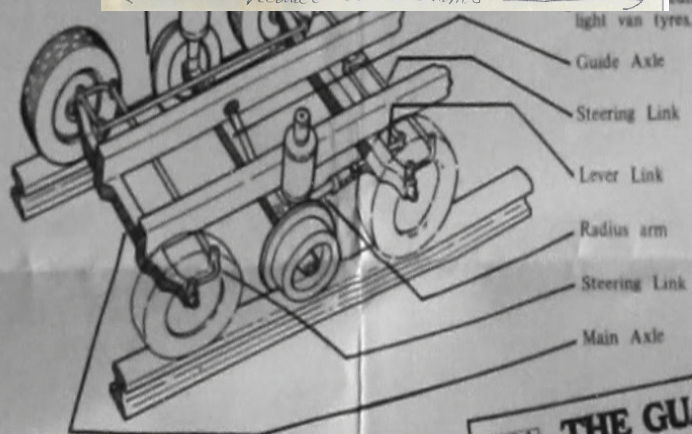


← Reduce to 125mm.s →

The Road-Rail Mechanism is shown here removed from the front and rear of the bus. It is special because its pneumatic tyres run on both the roads and the rail. When the vehicle runs on the rails the flanged guide wheels take only a small proportion of the load and actually steer the main pneumatic tyres along the track. When the vehicle approaches a curve in the track the guide axle follows the curve and hence pushes the lever link to one side. The lever movement here is transferred via the steering links to slightly turn all of the four pneumatic tyres to let the vehicle safely negotiate the curve.

The vehicle is able to switch smoothly between road and rail using the retractable guide wheels. A second guide axle at the back of the bus ensures that the rear is held on the track.

The Lucas Workers are skilled at designing and making electronic and mechanical control equipment for such aircraft as Conquest and the Tornado. These skills could easily be used to produce lightweight, safe and reliable Road-Rail Vehicles.



- guide wheel
- Lifting device
- pneumatic
- light van tyres.
- Guide Axle
- Steering Link
- Lever Link
- Radius arm
- Steering Link
- Main Axle





The poster features a vibrant, abstract background with geometric shapes in shades of blue, purple, red, and yellow. The text is prominently displayed in the upper half, with 'BFI LONDON' in a smaller font above 'FILM' in a very large, bold font, and 'FESTIVAL 2018' below it. At the bottom, the dates '10 - 21 OCTOBER' are centered. In the bottom left corner, the website and phone number are listed. In the bottom right corner, there is a logo for 'AMERICAN EXPRESS' with the text 'In partnership with' above it.

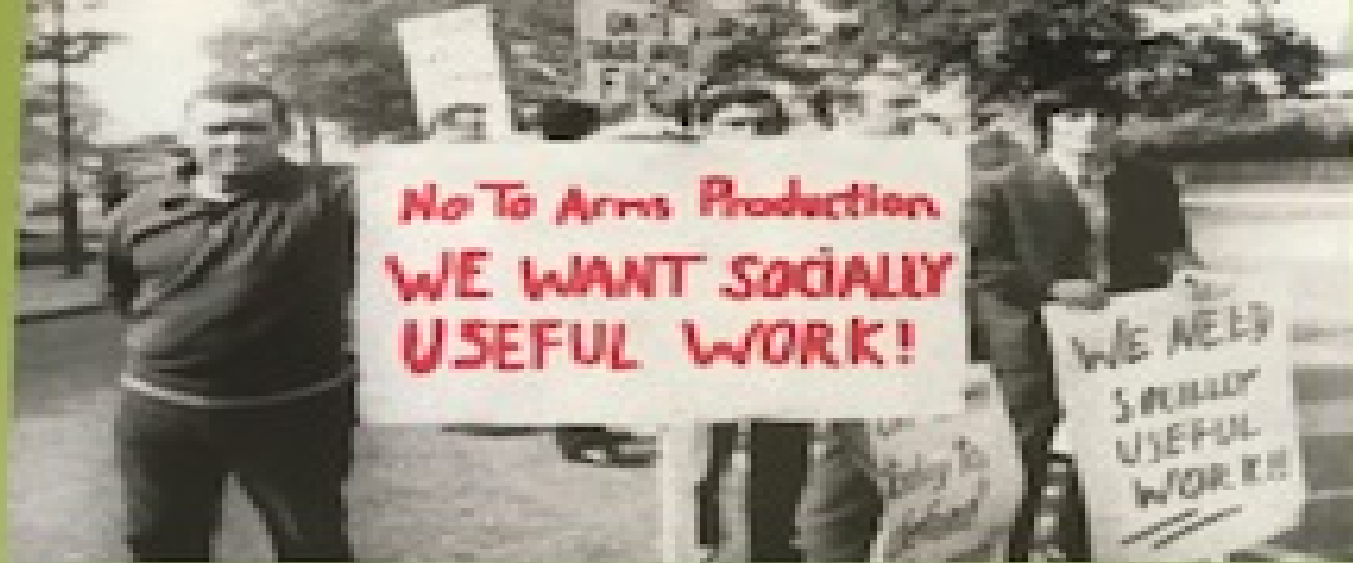
BFI LONDON
FILM
FESTIVAL 2018

10 – 21 OCTOBER

bfi.org.uk/iff
020 7928 3232

In partnership with

AMERICAN
EXPRESS



THE PLAN that came from the bottom up

"One of the most remarkable exercises that's ever occurred in British industrial history" Tony Benn

A two-part feature film

suitable for screening back-to-back or over two sessions

40 years ago a group of skilled engineers, at Lucas Aerospace UK, when threatened with redundancy responded with an ambitious plan to make better use of their talents. Designing what they called socially useful and environmentally sustainable alternatives to the military products their company made.

THE PLAN asks why we're not more aware of their remarkable story, which flew in the face of recession and the free market philosophy rising up at that time.

Using archive material from the period, as well as contemporary footage of our environmentally damaged and war torn present, the film shows how the Lucas workers developed their plan – including wind turbines, a hybrid car, heat pumps and energy efficient housing – and reflects on its broader social, environmental and political implications. It's a story that fills the void of 40 years lost to the idea of society being subordinate to so-called free markets. A story in need of knowing and celebrating, that still offers much to our time.



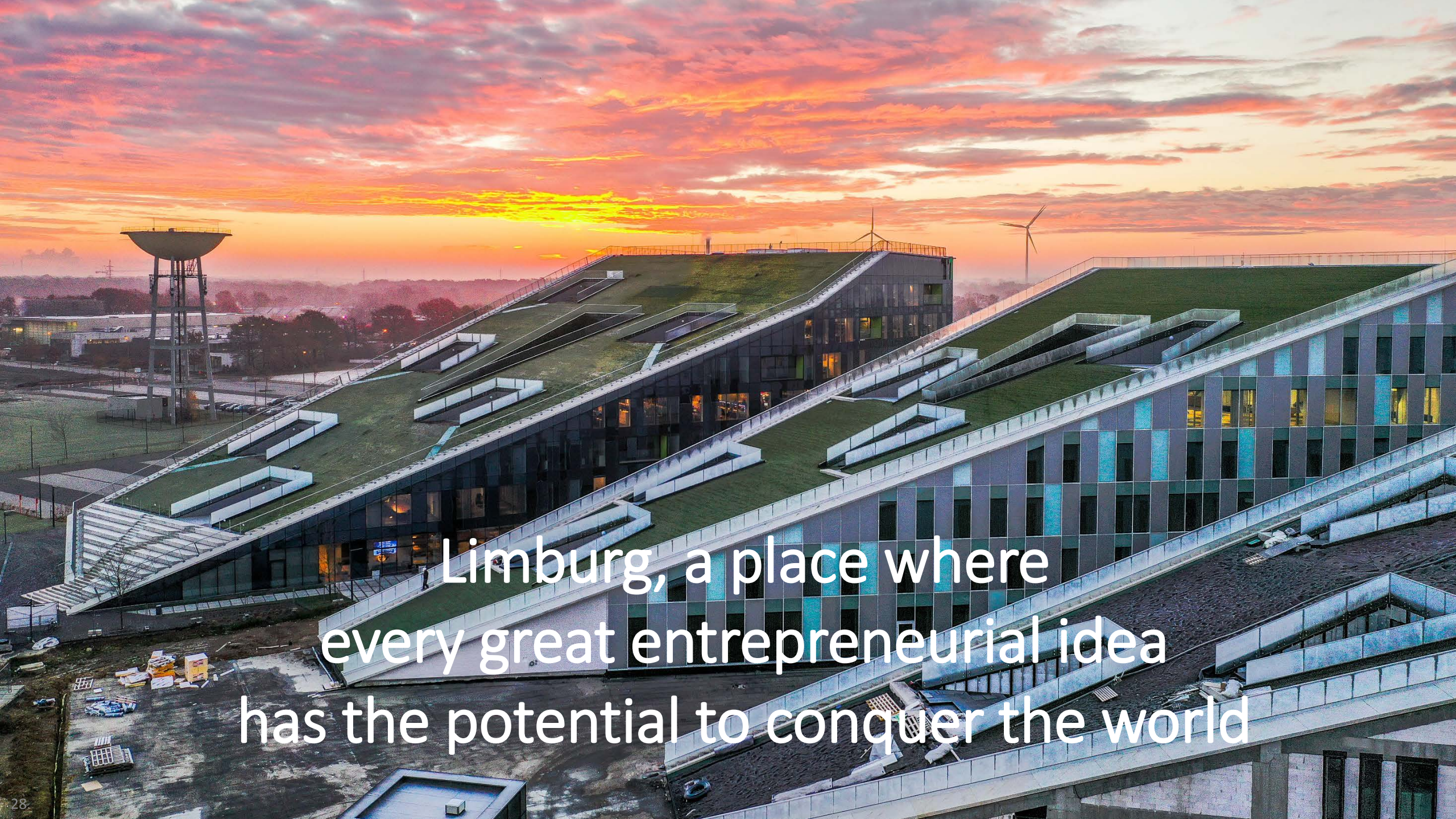
LOCATE IN LIMBURG VZW

Inward Invest Promotion Agency (IPA) Province of BE-limburg

Take-aways for regions in transition

Frank Zwerts

Managing Director, Locate in Limburg VZW



Limburg, a place where every great entrepreneurial idea has the potential to conquer the world

What does “Locate in Limburg” do ?

Locate in Limburg is a governmental funded “nonprofit organisation”

We promote Belgian Limburg as an attractive Invest region for businesses and provide welcome support to “foreign companies” interested in establishing a presence in Limburg

Limburg has attractive USPs for a successful European roll-out

We coordinate, liaise and provide **free-of-charge**;

- 🎯 Welcome service (inclusive of dedicated ChinaDesk)
- 🎯 location search,
- 🎯 Permit support,
- 🎯 match and liaise you to tax and legal advisory,
- 🎯 Liaise to funding,
- 🎯 Match and liaise you with science, research and business talent
- 🎯 We continue to Connect you with our network



TAW 1 : act as a one-stop-shop welcome desk

International context → Successful Economic Development

- Nurturing local entrepreneurship
- Internationalisation “inspires”, “fills gap” and “speeds up”
 - Fills gap with local entrepreneurship
 - Shows best practice examples for local entrepreneurship
 - Brings international knowledge to locals
 - Speeds up development

TAW 2 : Successful INVEST activities speed up development

IPAs : history in Operational structure ?

“Locate in Limburg” is an independent non-profit org (Invest Promotion Agency)

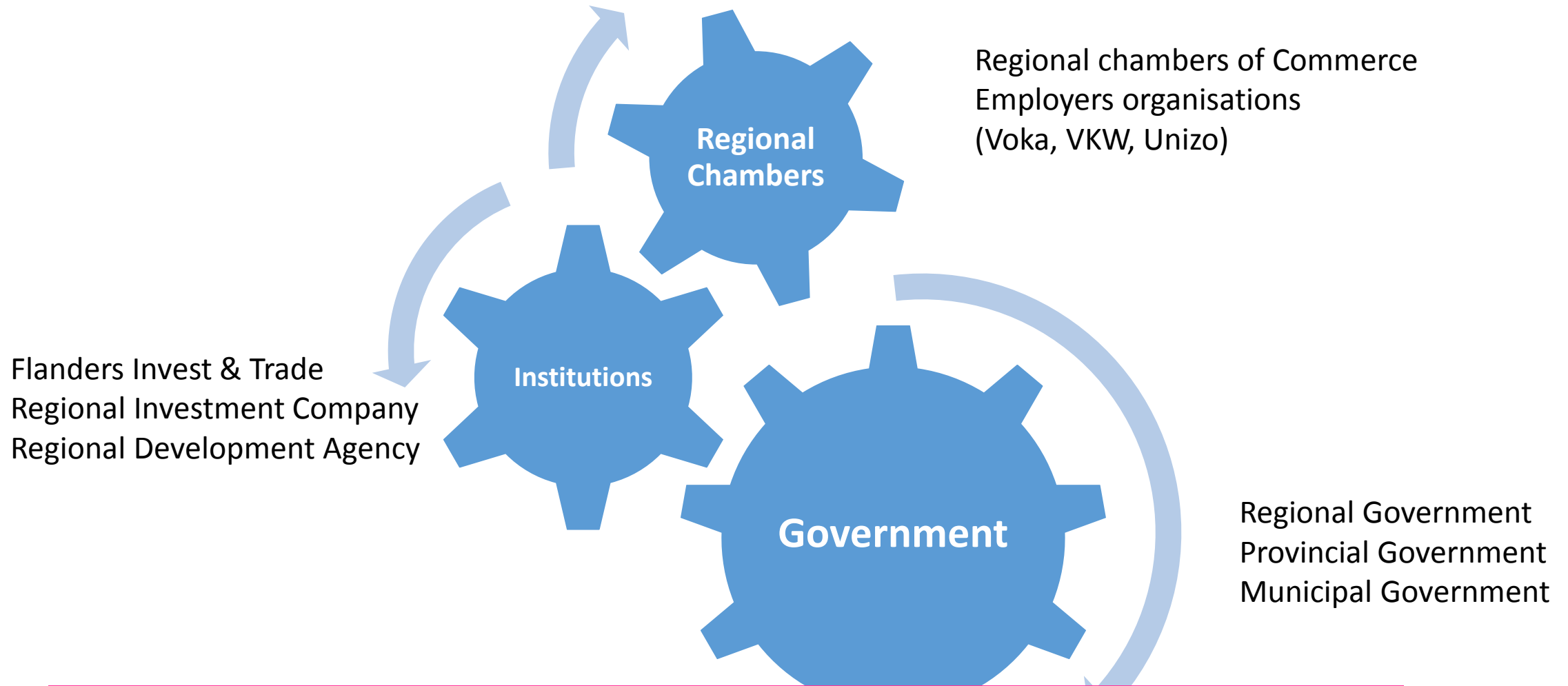
- ⦿ Before 2006 under Regional Development Agency (GOM)
- ⦿ Since 2006 under various Government organisations
- ⦿ Since 2014 under NFP-org

In Belgium various actors on different levels

- ⦿ No Federal agency anymore → decentralized to regions
- ⦿ “FIT” is IPA for Flanders (Flanders Invest and Trade)
- ⦿ “Locate” on Provincial level for Limburg
 - ⦿ Unique structure in Flanders (Intercommunal / PPC / GOMs→POMs)
 - ⦿ Funded by Salk 2014-2015 and EFRO 2016-2017-2018 and Provincial 2019 - ...
- ⦿ Some larger cities have IPAs (Brussels, Antwerp, Ghent, Leuven...)

TAW 3 : IPAs vary in format and scope, they are hard to manage

Our current stakeholders



TAW 4 : Involve and manage all socio-economic actors

Where are we based ? Unique Geo-location

Belgium 11 Mio Consumers

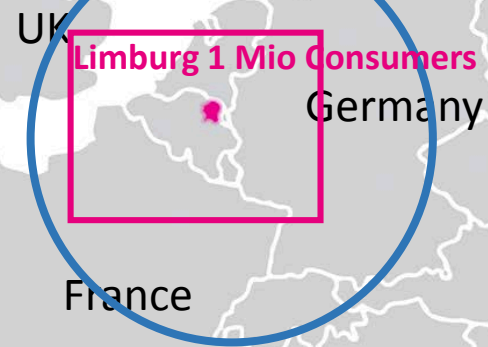


EMR 4 Mio Consumers
(3 countries – 5 cultures)



No other region in Europe has this affluent potential

Same day delivery potential
400 Km = 120 mio people



Limburg 1 Mio Consumers

DO NOT consider Belgium-Limburg borderprovince as a 1 mio addressable consumer market, but as a part of 4 mio Euregio
And THE **gateway** to 120 mio people with same-day delivery potential

- 📍 Europe: 743 Mio people
- 📍 EU Union: 515 Mio people
- 📍 USA: 320 Mio people
- 📍 China: 1.400 Mio people
- 📍 India: 1.200 Mio people

Belgium Lovebrand

for Chocolates, Beer ... and

B2B Tech

.... BIOTECH



A satellite night view of Europe, showing the continent illuminated by city lights. The lights are concentrated in major urban centers and along coastlines, creating a dense network of yellow and white points against the dark background of the night sky. The map is centered on Europe, with the Atlantic Ocean to the west and the Mediterranean Sea to the south.

Where are we based ? Unique Geo-location

**Where there is Light
there is activity**

TAW 5 : Fit your story into an already accepted one

Think Marathon, not sprint

TAW 6 :

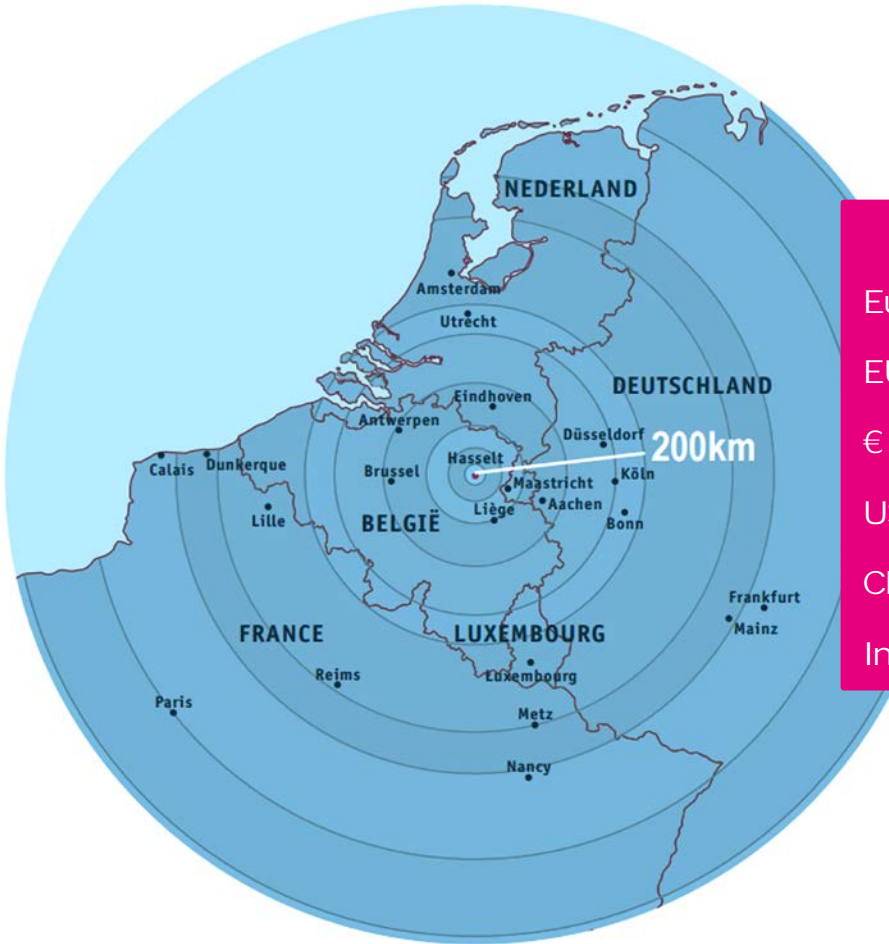
IPA acquisition takes time and involves substantial stakeholders management



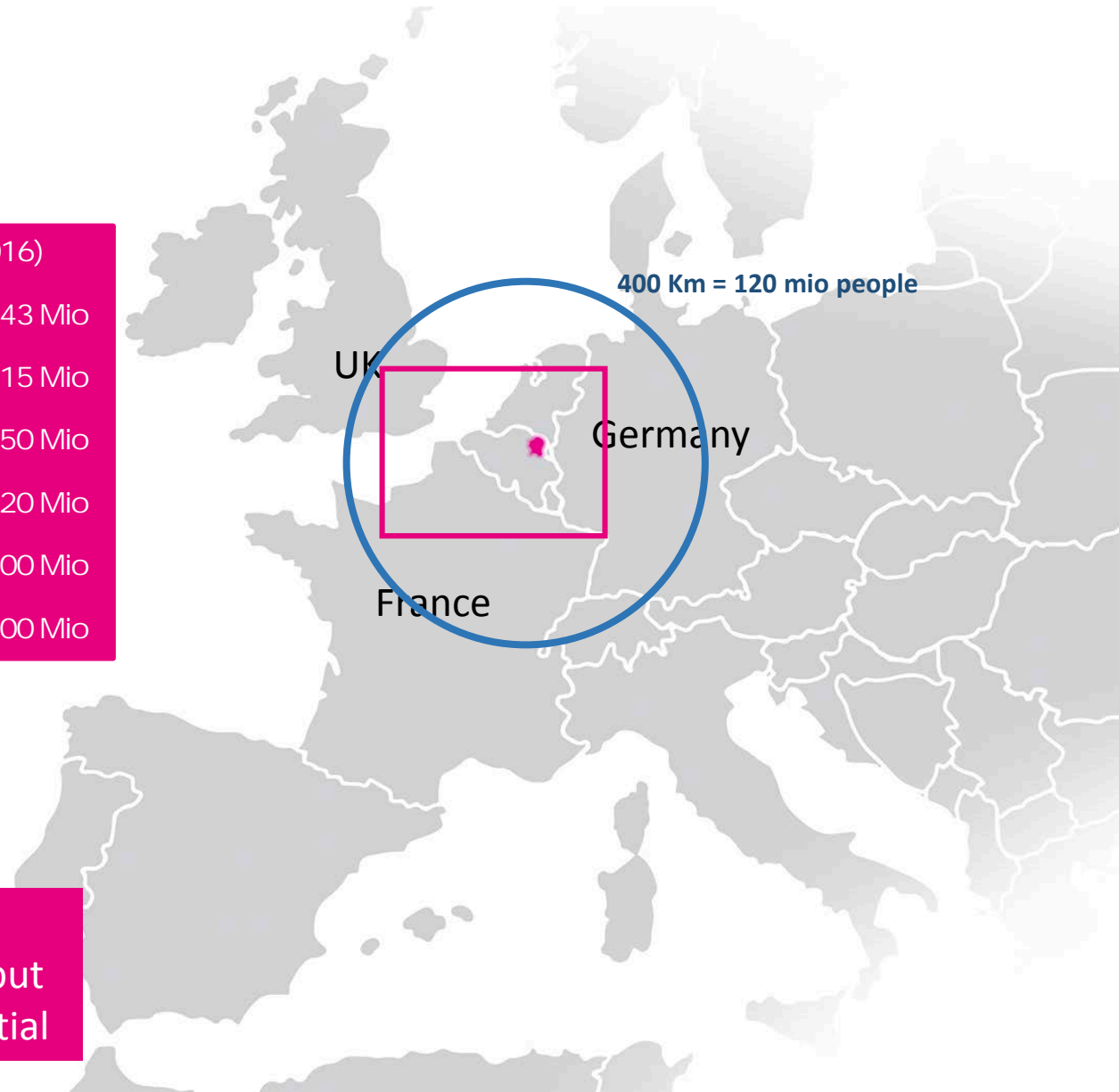
Why Investments happen in a ex coal region like Limburg ?

- Access to cheap and smart Money
- Geo-Location
 - Antwerp East (logistics)
 - Brussels East (Heart of Europe → services)
 - Middle of knowledge triangle EBAt
 - Euregional location

Where are we based ? Unique Geo-location

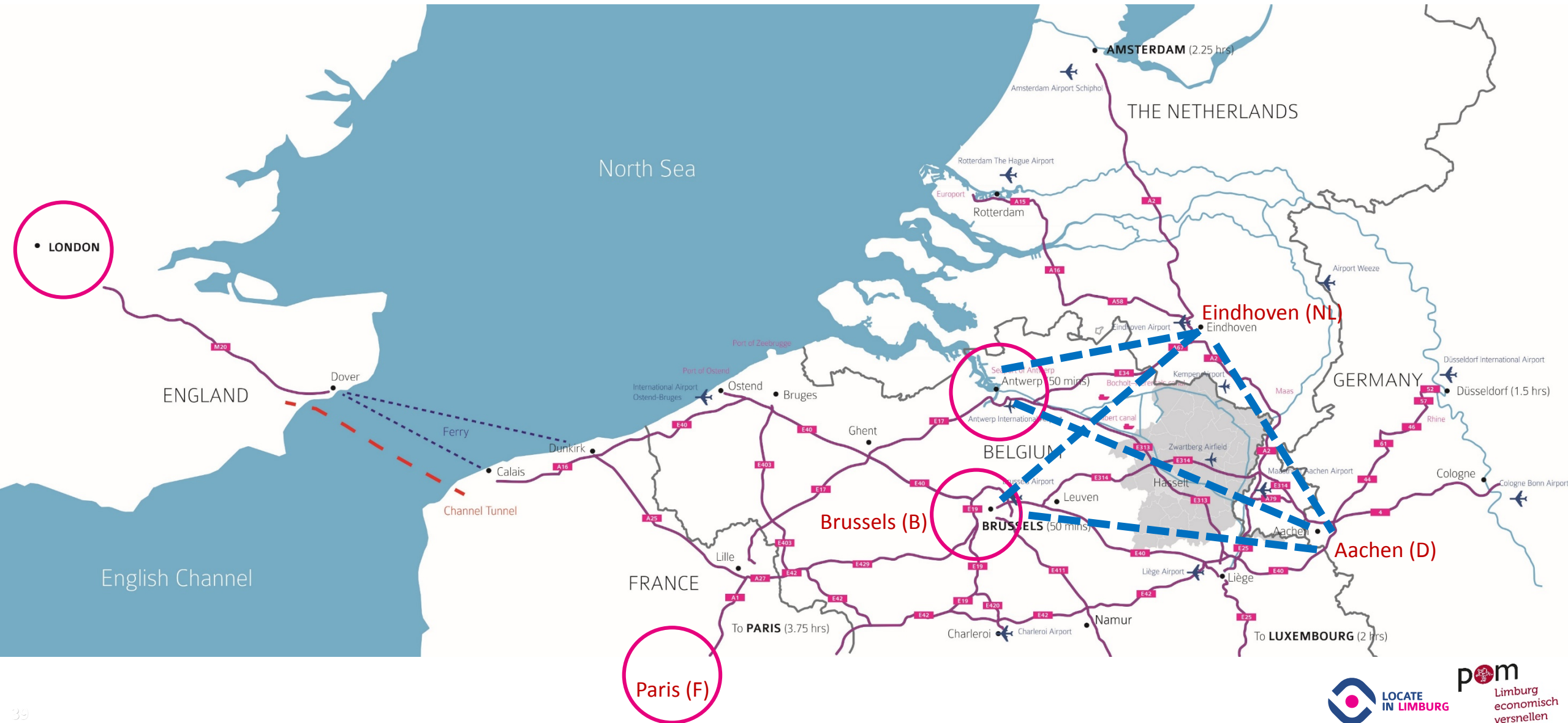


Consumers (End 2016)	
Europe :	743 Mio
EU :	515 Mio
€ zone :	350 Mio
USA :	320 Mio
China :	1,400 Mio
India :	1,300 Mio



Key messaging
DO NOT consider Belgium (12mio)-Limburg as a 1 mio market, but as a gateway to 120 mio people with a same-day delivery potential

Why Limburg ? GEOlocation EBAt



CENTRE OF THE “EBAT”-KNOWLEDGE TRIANGLE

World class science and technology universities and research centers. (Within 100 km radius)

- ◆ 8 Universities
- ◆ 16 colleges
- ◆ 15 renowned Research Centres (Government/Private funded) → some highly specialized and world renowned

IMEC-iMinds (1984-2004)

Global Nr 1 Nanotechnology and Silicon (NExtGEN)

> 2000 researchers
HQ: Leuven

Contractresearch
Contractdevelopment
IPR development

NExtGEN ICT Solutions

> 850 researchers
HQ: Ghent

Contractresearch
Contractdevelopment
IPR development

VIB (1996)

Life Sciences Biotech

> 1300 researchers
HQ ; Ghent

Contractresearch
Contractdevelopment
IPR development

FLANDERS MAKE (2005)

Nextgen Make Industrie 4.0

> 500 researchers
HQ ; Leuven

Contractresearch
Contractdevelopment
IPR development

VITO (1991)

Environmental solutions

> 700 researchers
HQ ; Geel

Contractresearch
Contractdevelopment
IPR development

Strategic partnerships with global and local Tier 1 industry players

Epicentre of Knowledge region with strong B2B roots



This is a very strong knowledge region with deep roots from Worldwide innovations



Why invest in Limburg ?

- Access to cheap and smart Money
- Geo-Location
 - Antwerp East (logistics)
 - Brussels East (Heart of Europe → services)
 - Middle of knowledge triangle EBAt
 - Euregional location
- Still affordable and skilled labor force
- Knowledge
- EMO-factor
- Cheap(er) space
- Speedy/Predictable permits



70 % of all projects have a need for (substantial) funding → Regional Investment company

25 % of all projects have some EMO linkage → Limburg community



**TAW 7 : Funding is crucial
Top acquisition regions have access
to TOP funding**

How do we scout for opportunities ?

- We focus on sizeable niches (based on progressive insights they get fine-tuned)
 - Manufacturing (Centres of Excellence COE) → we leverage geolocation and expertise
 - Alternative energy (Carbon Neutral innovations) → we leverage research
 - Health and Care (Medtech) → we leverage funding expertise
 - Logistics (European Distribution Centres - VAL) → we leverage geolocation and skills
- We leverage our growing ecosystem (we finetune the building blocks)

Prospection (Desk and INperson)

Foreign expos and invest missions

Roadshows

Desk research on foreign newspapers, financial and strategic reports and annual reports

Leverage extensive foreign network FIT-VLAIO

Cascade approach → Lead to Opportunity

Start by getting Europa on the radar than Belgium – Flanders

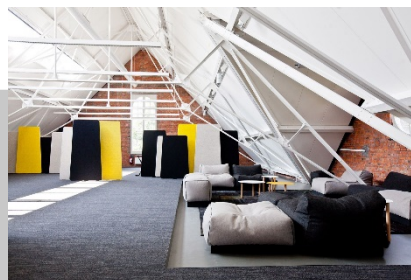
than... Contra-argument against perceptions

than... Limburg

TAW 8 : reach for an attainable niche

State-of-the art Incubator, Accelerator, scale-up ecosystem

State-of-the-art
Science parks,
incubators in
inspiring
environments



C-MINE CRIB
Creative industry



ENERGYVILLE
Sustainable energy & intelligent energy systems



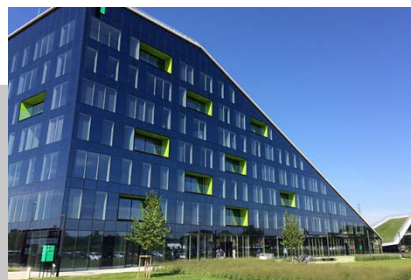
FLANDERS' BIKE VALLEY
Bicycle industry



DRONE PORT
Drone industry



GREENVILLE
CleanTech



CORDA CAMPUS
Technology, high-tech, IT & media



BIOVILLE
Life sciences & medical technology



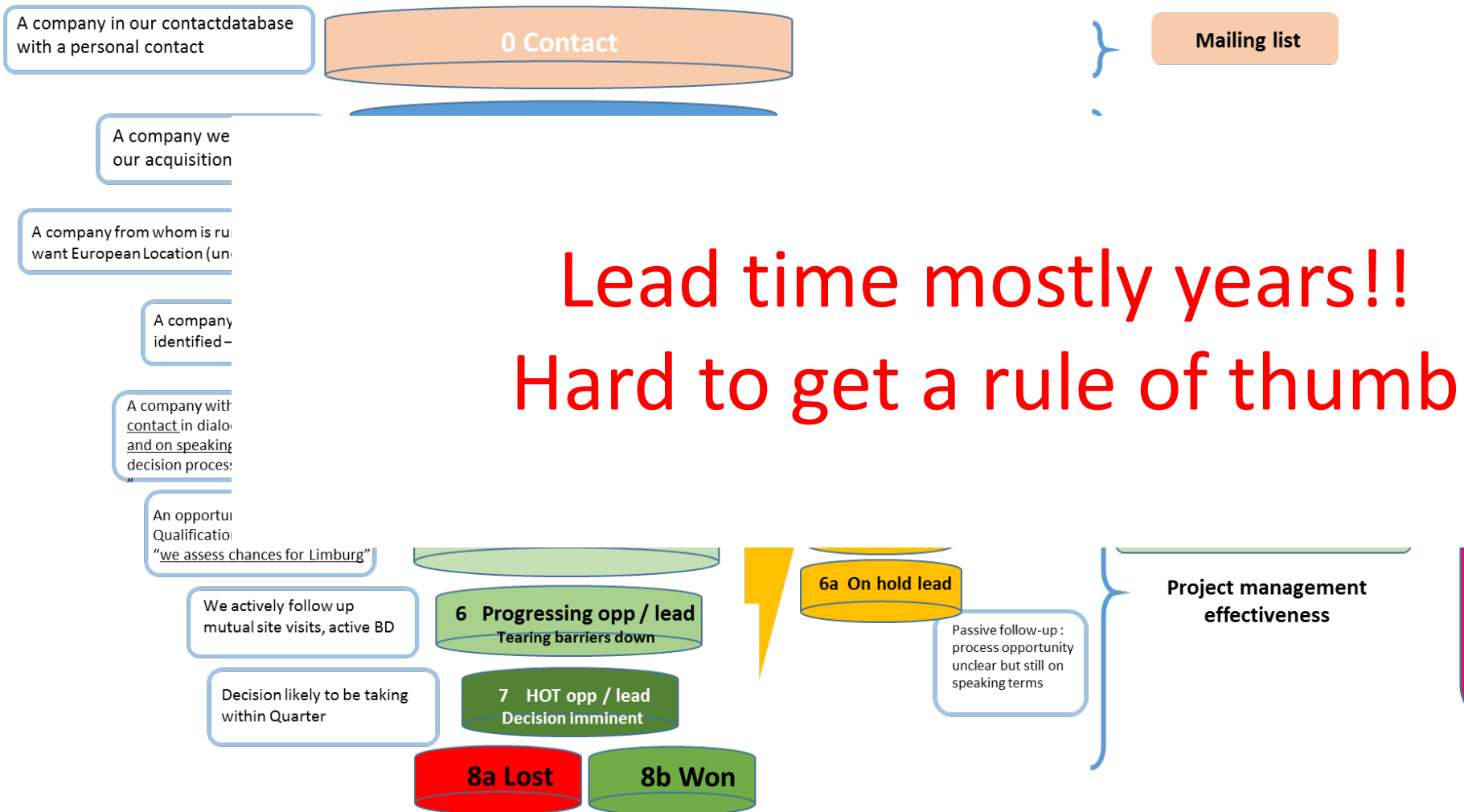
AGROPOLIS
Innovative agriculture and horticulture



MODE- INCUBATOR
Innovative fashionable wearables

TAW 9 : reach for an attainable niche and act accordingly

Funnel approach – to manage stakeholders



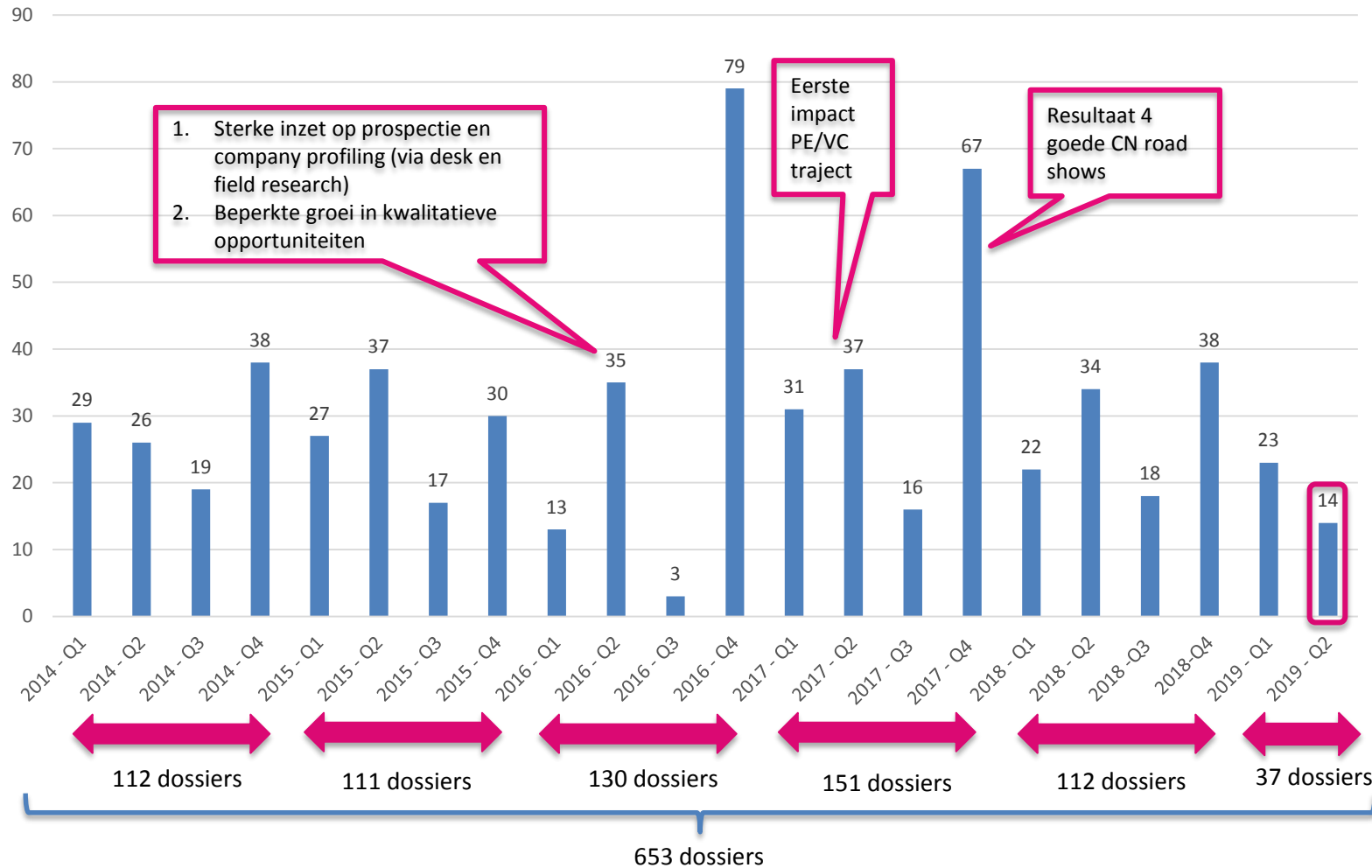
Mailing list

TRUST
e prejudice

Confirm TRUST by
day-to-day delivery of the
promise

Transparant process management : Management Review to our Board

Nieuwe dossiers in LiL Funnelproces (status 31 mei 2019)



Funnel- Conversie

	RvB 09/04/2019 Cut-off 31-03-19	RvB 18/06/2019 Cut-off 31-05-19
Status: Lost / won	48/44	48/45
Status: Hot opportunity	5	2
Status: progressing opp	4	4
Status: qualified opp	8	6
Status: Opportunity/lead	42	37
Status: prospecting	278	285
Status: abandoned and on- hold	210	226
TOTAAL	639	653

59 (sum of Hot, progressing, and qualified opp)

49 (sum of Opportunity/lead and prospecting)

-10 (change in Opportunity/lead)
 -17+7 (change in prospecting)

Cut-off 2019_W13 : 639 dossiers
 Cut-off 2019_W22: 653 dossiers

NET-addition of
14 files

Geographical focus



Our 3 Core sectors are predominantly in some **Focus countries/territories**

- LIL BDA and BDMs prepare targets
- Access to targets (initial contact and confirm meetings) :
 - Direct is mostly not attainable due to cultural and time differences : Cold calling, mails,...
 - Indirect through local partnerships ;
 - Hard to find good external and affordable partners
 - Best way is through governmental foreign network

TAW 9 : align your focus domains with your focus areas

Welcome to Limburg

Belgium Flanders' emerging investment location No.1!

Let us inspire you...

The current welcome presentation has been compiled by “Locate in Limburg VZW (LiL)”, the Inward Invest Promotion Agency for Belgium’s province of Limburg, to prospective investors who consider to locate or Invest in Europe.

...may it guide and inspire you,

How does “Locate in Limburg” work ?



First, we want to understand deeply “**What makes you Win**” -

Our **approach** is **unique**

- 🎯 We have Business brains. Our people are business leaders...like you
- 🎯 We understand risk. Our people have an entrepreneurial background... like you
- 🎯 We are fluent in international finance
- 🎯 We all have a sector specialization : Technology, Manufacturing and Logistics



Secondly, we **jointly explore** and **fine-tune your individual B-case** for our region



Thirdly, whilst executing your project **we connect** you with Local businesses, communities and help your thrive and grow

Let us Inspire you

Let us walk you along some companies,
who we welcomed to Limburg, across sectors



LIGHT UP THURSDAY NIGHT


NFL NIKE COLOR RUSH 2016



American sportswear giant NIKE
largest state-of-the-art European Logistics Campus - supply chain of the future.

With 3,000 employees, from this single inventory location, Nike serves customers and business partners in 38 countries Europe and world

Nike values Limburgs' strategic location :
proximity to major Seaport Antwerp and inner
port, and easy 3-fold (air, water, route) connection
to Western Europe's affluent market



WATER : Albert Canal – directly connecting Limburg to Antwerp (2th Largest seaport In Europe)



AIR proximity : 45 Min transport to 3 Major Airfreight Airports

Nike went with our team beyond a DC and created an eco-system for sustainable performance: renewables-powered, biodiverse and closed-loop

ROAD : Major motorway E313/E314 directly linking the hinterland of NL, D and F



Global Tooling Company market leader **Stanley Black & Decker** operates Europe's largest hypermodern 60.000 m² EDC in **Tessenderlo**

The 2012 investment of € 40 Mio was fastly up and running by 300 skillful employees

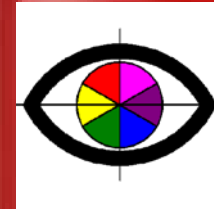


The renowned South-Korean car manufacturer Hyundai operates a brand new European distribution centre in the Limburg town of Beringen. The company is investing €50 mio and found easily 150 delighfull workers jobs to get the job done.

Sunward Intelligent Equipment Group, active in Heavy Duty equipment, HQ in Changsha City-China is one of the top 50 global manufacturing champions. It choose Limburg as its European COE Hub for addressing its growing European Customer base



Haoneng Packaging acquired Illochroma group in 2011 and revived a 100 year old printing brand. In 2016, Illochroma HaoNeng successfully integrated their European operations and added an EDC in Genk,Belgium They also successfully closed a strategic Transformation Support from the Flemish Government.

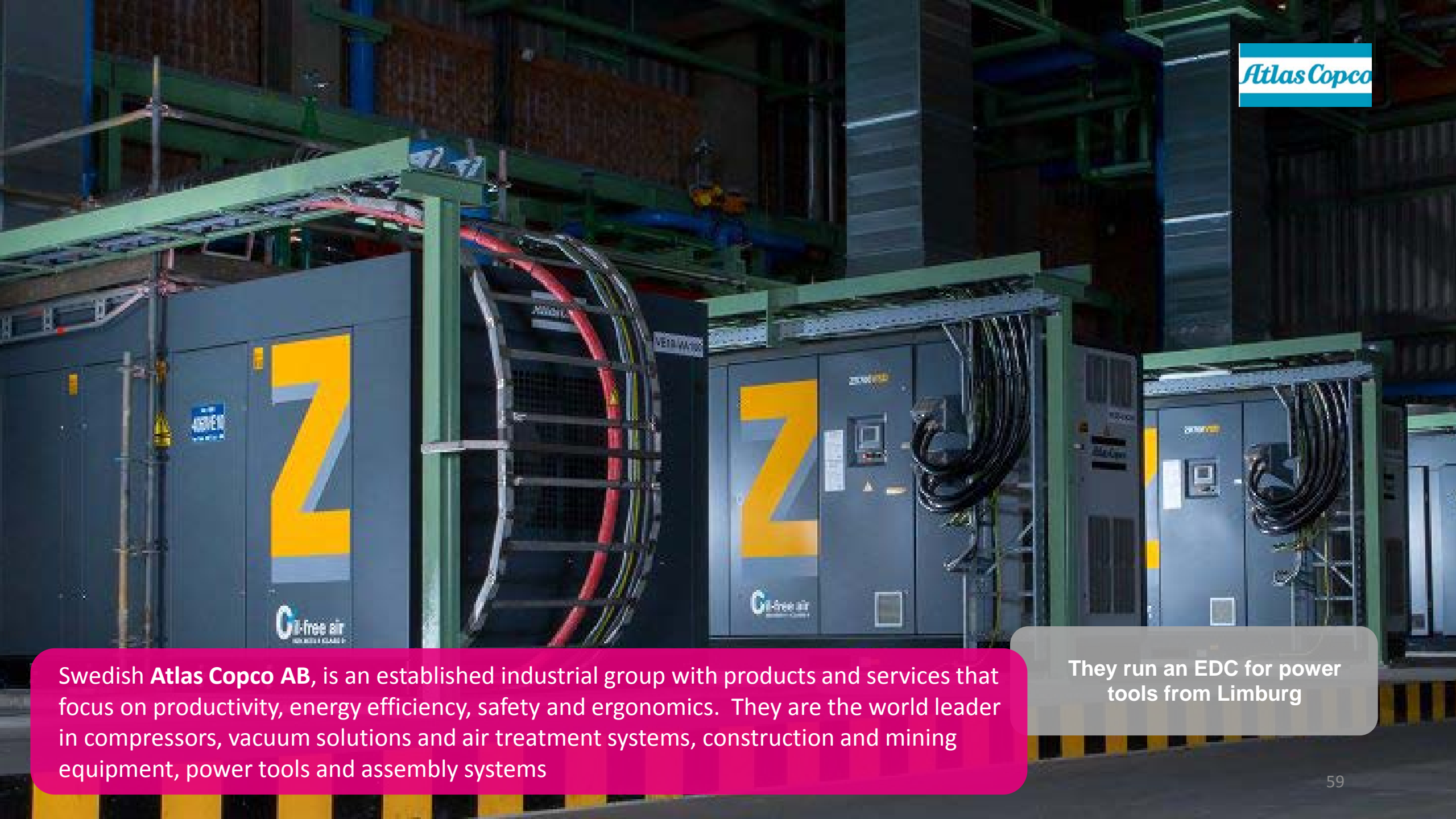


BENEPACK is the newly founded joint venture between CPMC-COFCO and Illochroma HaoNeng. In 2019 they announced a total investment of € 60 million for a fully automatic 1bio canning line with the ambition to employ 150 new local jobs



In 2016 the Yinyi Group (China) acquired Punch Powertrain in St-Truiden, a market leader in transmission technology. Post acquisition the production volumes increased from 300,000 to 1 mio units per year, both in Belgium and in China. The company employs more than 3000 people in Limburg





Swedish **Atlas Copco AB**, is an established industrial group with products and services that focus on productivity, energy efficiency, safety and ergonomics. They are the world leader in compressors, vacuum solutions and air treatment systems, construction and mining equipment, power tools and assembly systems

They run an EDC for power tools from Limburg

The Nitto logo is displayed in a white rectangular box. The word "Nitto" is written in a bold, blue, sans-serif font. The letter "i" is lowercase and has a red dot above it. The background of the slide is a close-up, artistic photograph of a metal part with a circular hole, illuminated with a strong blue light that creates a glowing effect and highlights the metallic texture.

Japanese Nitto, leader in adhesives and coating technology, opened 40+ years ago its first and largest COE production facility outside Japan in Genk, Limburg. It now acts as Centre of Excellence and is pivotal in Nitto's European and global success.



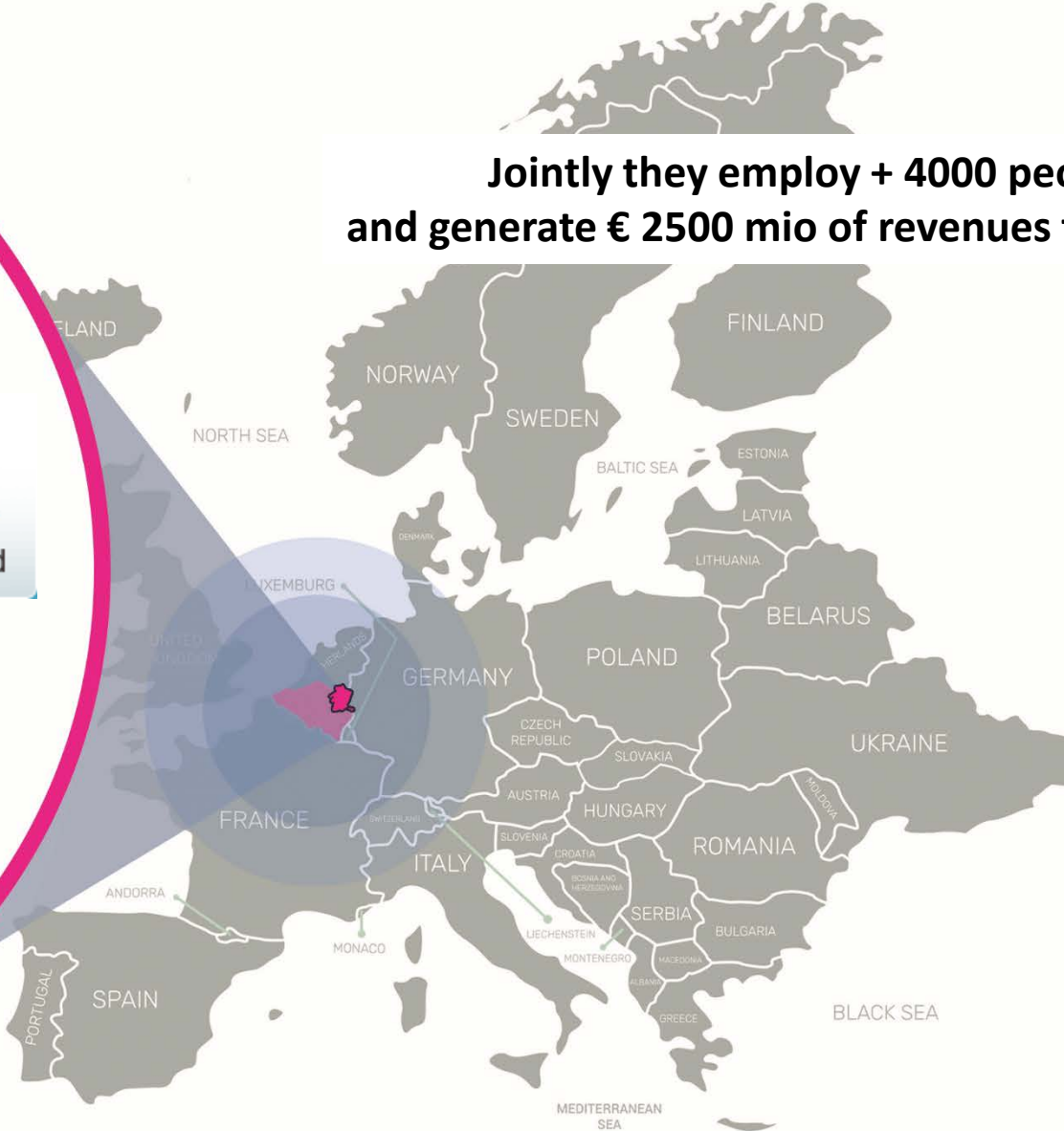
Limburgs' abundance in highly trained, skilled and flexible engineers are a Key decision factor to locate in Limburg. As these machines are business critical it is important to get from Hasselt as quickly as possible onsite to support their European customers. Road, Air and train

American Key Technology Inc, the global leader in food processing equipment runs its global Centre of Excellence for high-end optical sorting technology from Hasselt

Upcoming Asian Chinese community in Limburg



Jointly they employ + 4000 people
and generate € 2500 mio of revenues for Limburg



Vibrant japanese community in Limburg

CHIYODA
EUROPA
Genk. Since 1983

AMANO
Genk. Since 1988

Nitto
Genk. Since 1974

Panasonic
Tessenderlo. Since 1970

TOSOH
Tessenderlo.
Since 1984

YAMAUCHI
Hasselt. Since 1988

GUNZE
a touch of comfort
Hasselt. Since 1991

bandag
Dilsen-Stokkem.
Since 1969

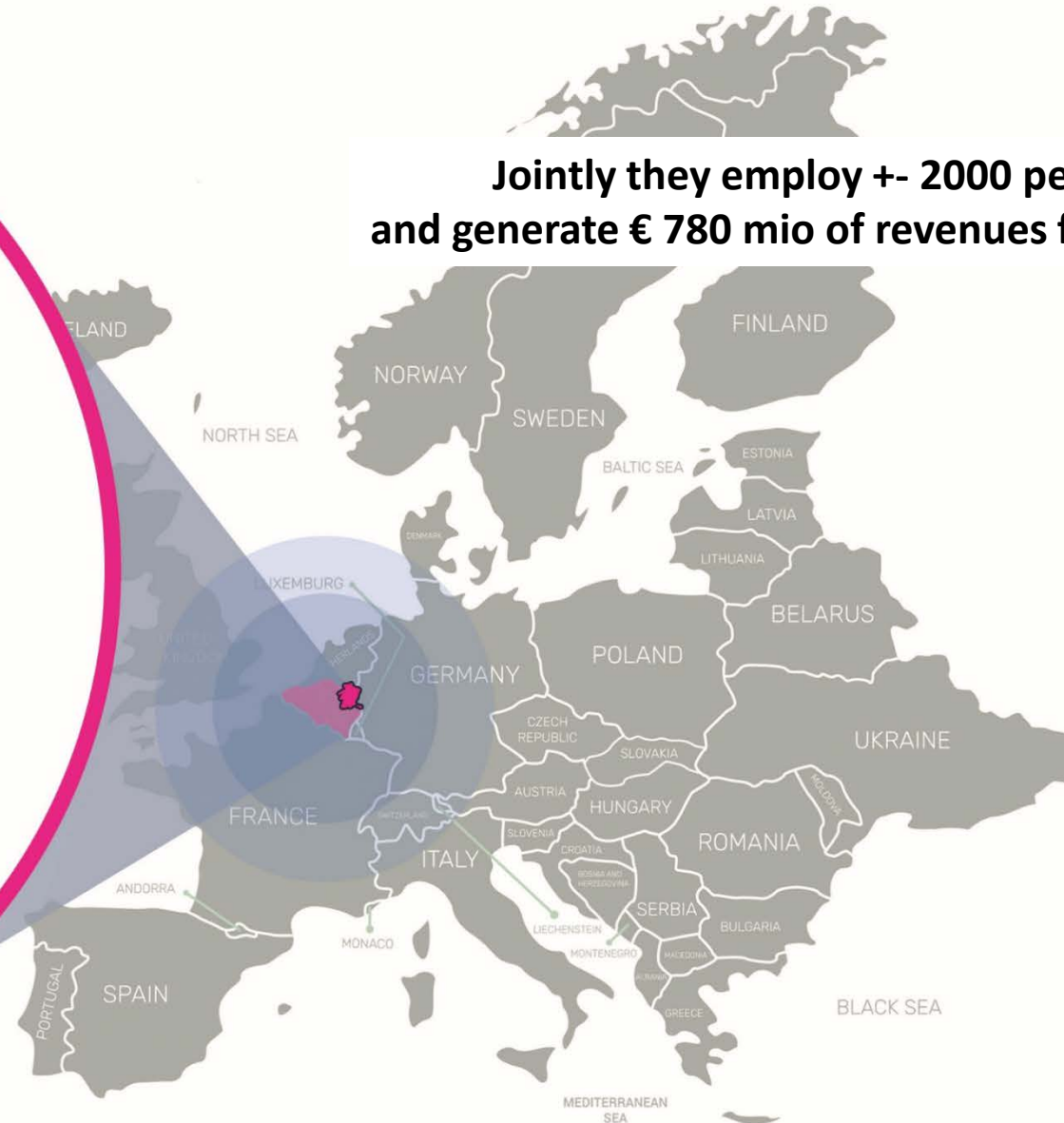
ARIAKE
Maasmechelen.
Since 2004

sbhpp
Genk. Since 2005

NIHON PARKERIZING CO.,LTD.
Paal. Since 1989

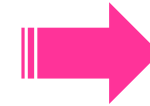
YAZAKI
Oudsbergen. Since 1991

Jointly they employ +- 2000 people
and generate € 780 mio of revenues for Limburg



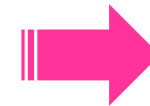
Why Belgium, Why Limburg ?

- 📍 The **shortest route** to **affluent and lucrative European suppliers and customers**
 - 📍 **Fast and reliable axis** to main **European** consumer markets (24/48 hours transit time)
 - 📍 **60% of Europe's buying power** is located within a 500 km range (4 to 5 hours drive) from Limburg
 - 📍 **120 mio** population in 400 km radius from Limburg (Highest density in Europe)



Same as Flanders

- 📍 Epicentre of Historical B2B innovations – **deep rooted Innovation culture**



Same as Flanders

Why Belgium, Why Limburg ?

📍 Strategic location and highly efficient and outstanding multimodal infrastructure

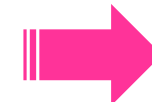
📍 Tri-modal connectivity with connection to :

- 📍 2 biggest European **Seaports** (Antwerp , Rotterdam, ...)
- 📍 Man-made **Canal** connecting Seaport Antwerp with main European Consumer markets
- 📍 **Sea channel tunnel** to United Kingdom
- 📍 Proximity of major European (Cargo) **Airports** (Brussels, Liège, Amsterdam, Frankfurt...)

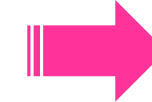
📍 Limburg scores **favourable** on inbound & outbound **transport cost** (On new silk route)

📍 Easy availability to **Third Party Logistical service providers** and integrator hubs;

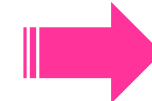
- 📍 Strong presence of different global logistic service providers (DHL, TNT, UPS)
- 📍 Strong regional global players and strong local regional players



Same as Flanders



USP Limburg



USP Limburg



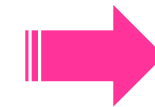
USP Limburg



USP Limburg

🕒 (Still) availability of skilled and affordable labour

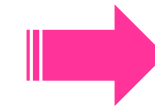
- 🕒 Belgians in general are **Multilingual**, Limburgers add a **Multicultural** and **Cross-Border** aspect (open-minded and flexible)
 - 🕒 Still large communities from 2 and 3 generation immigrants (Italian, Spanish, Turkish, Greek, Moroccan)
 - 🕒 Vibrant and peaceful co-existence
- 🕒 Open-Minded workers mentality : **ready to take orders and execute**
- 🕒 Open-Vision : **Eager to learn and grow in skill-set**
- 🕒 Excellent **link with educational system** : providing a steady inflow of well-trained workers : Logistical Educational training centres in partnerships between universities, government and industry



USP Limburg




🕒 Financial, grants and tax status

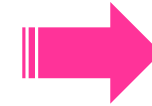
- 🕒 Presence of bonded warehouses and local customs offices
- 🕒 Limburg enjoys special status as a Regional Developmental Zone proving access to special funds and grants (Local, Federal and European level)
- 🕒 Favourable bilateral tax treaties (China Withholding taxes, ..)



Limited USP Limburg

Still availability of Industrial real estate

-  800 hectares of industrial real estate available or fast-track development possibilities
-  Still availability of “Rare” large plots for promising projects (25 HA and more, not easily to find in this part of the world)
-  Competitive real estate prices



Full USP Limburg



**International
School
Limburg**



Thank you

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Frank Zwerts

FLANDERS
INVESTMENT &
TRADE



AGENTSCHAP
INNOVEREN &
ONDERNEMEN



EFRO
EUROPEES FONDS
VOOR REGIONALE
ONTWIKKELING



LRM
Oxygen for growth



pom
Limburg
economisch
versnellen

**Success stories: how to bring new
investments to reconversion areas**



G Ę Ó W N Y
I N S T Y T U T
G Ó R N I C T W A

"From black to green - ongoing transition process
in Silesia region, Poland"

- **Jan Bondaruk, PhD**
- **Deputy Director for
Environmental Engineering**

Brussels, 14-15 July 2019

Where we are ?



EUROPE



SILESIA REGION



City of Katowice

TRANSITION PATHWAY



**Mines Restructuring
Company**
12 non-perspective
mines or parts of mines



2000

42 operating coal-
mines in Silesia
region



2000/2002

10% share of mining in
GDP

38,7 thousand of
tons/year
– emission of dust
pollution



2016

7% share of mining
in GDP

9,1 thousand of
tons/year
– emission of dust
pollution



2018

20 operating coal-
mines in Silesia
region

2040?

**Zero emission
economy in Europe in
2050**

DEGRADED AND VACANT AREAS



Subsidence and excavation reservoirs



Flotation dumps



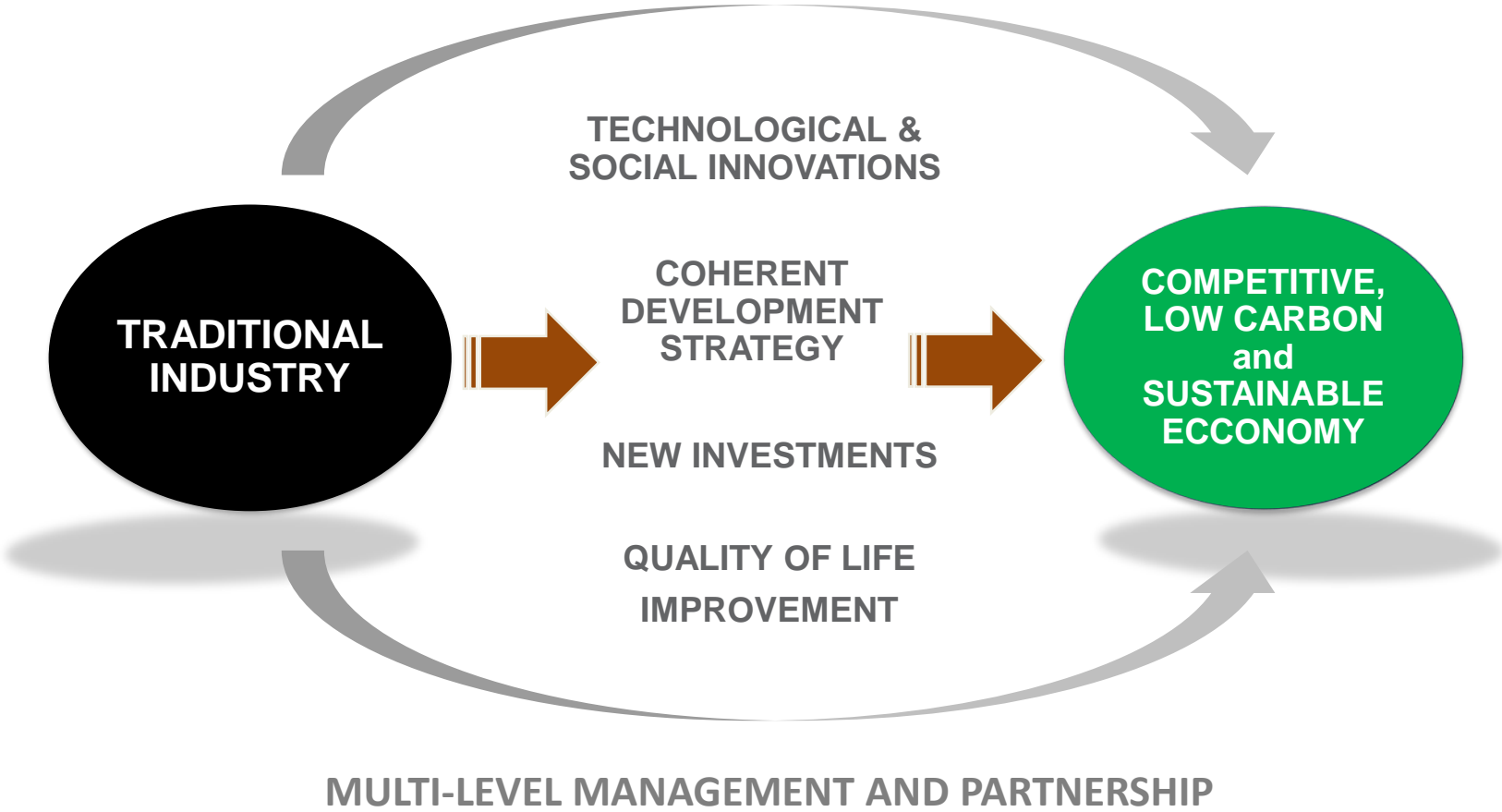
Post-mine areas and buildings



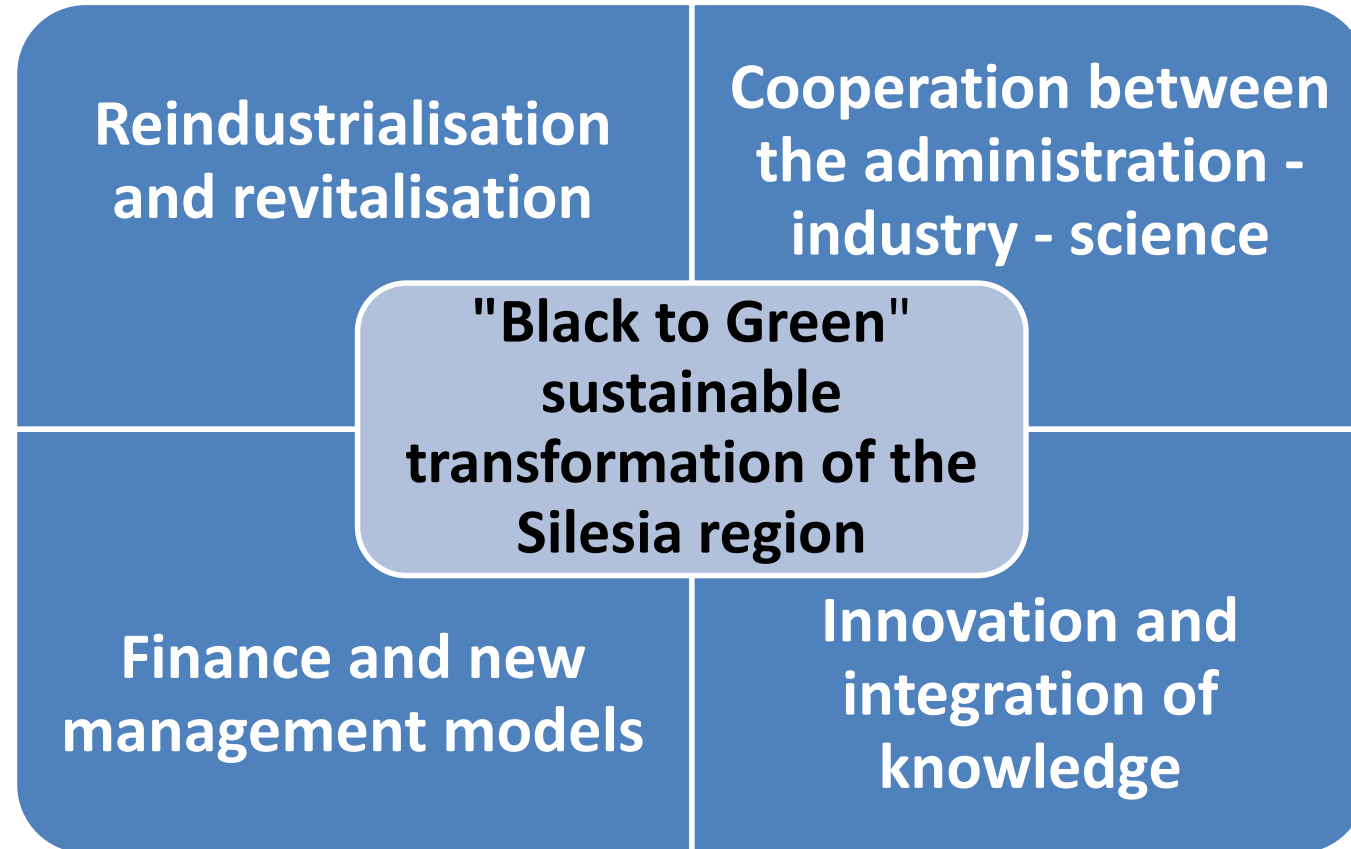
Heaps

TRANSITION COMPOUNDS

REINDUSTRIALISATION AND REVITALISATION OF POST-INDUSTRIAL AREAS



Strategic challenges



ADVANTAGES OF THE POST-MINING ASSETS

MINE WASTES
circular economy

MINING VOIDS

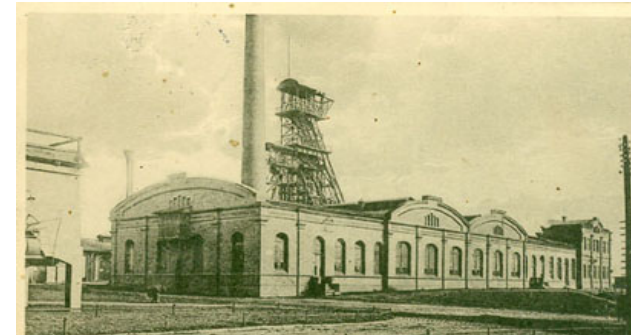
MINE WATER
geothermal energy

HEAP & DUMPS
ecosystem services

METHANE
(CBM, AMM, VAM)

**POST-MINING
INFRASTRUCTURE**

MINING ASSETS
cultural heritage, leisure, education, services



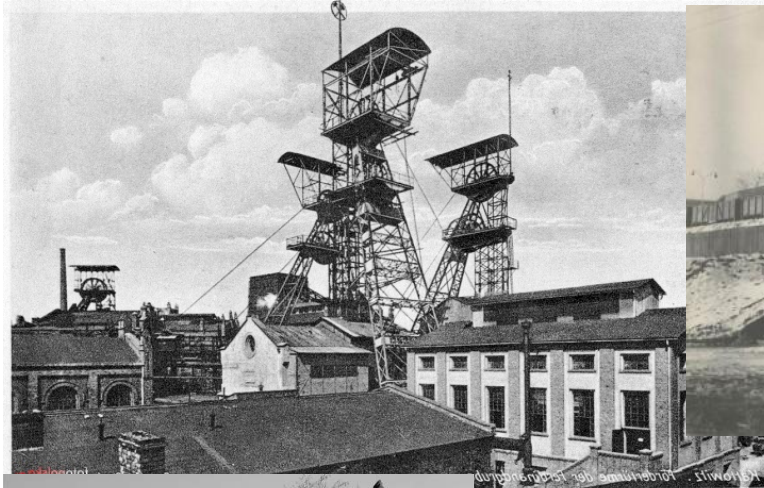
„Eminenzgrube” postcard
dated 1915



Silesia City Center

NEW VALUE CHAIN

Katowice Coal Mine 1823–1999
120 000 000 tons of coal

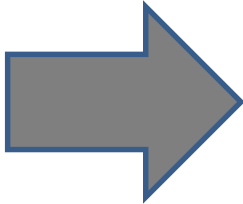


Katowice Coal Mine brownfield
– 2001 demolition works

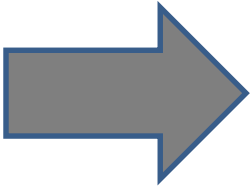


Culture Zone - new image new functions

SUCCESS STORIES



The Amelung in Chorzów



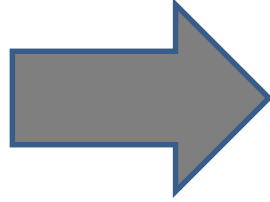
The Polska Coal Mine in Świętochłowice

Revitalised shafts of former KWK Polska

MORE SUCCESS STORIES



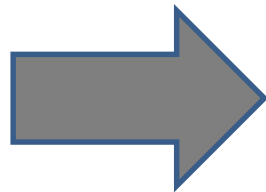
The Siemianowice Coal Mine



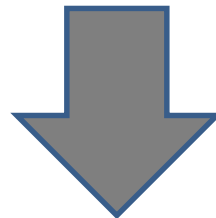
The Cultural Center in Siemianowice



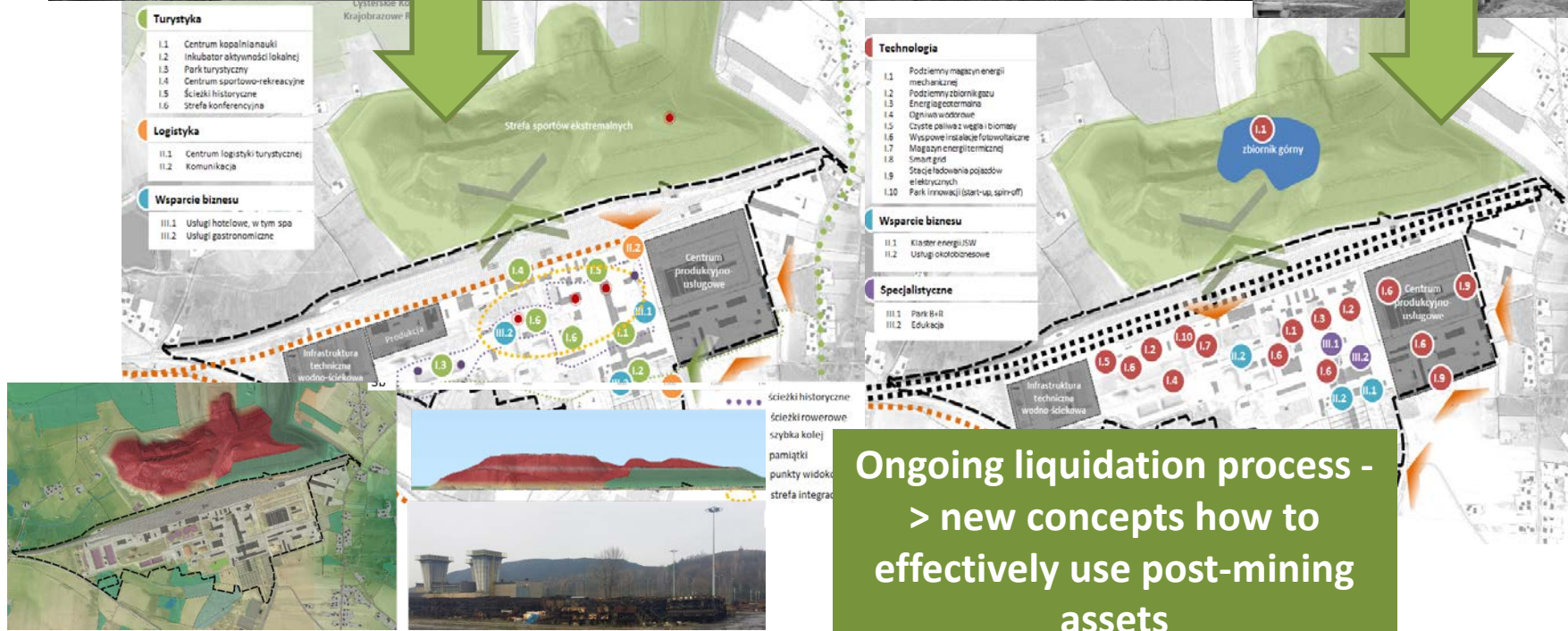
The Szombierki Coal Mine



The Golf Club Armada

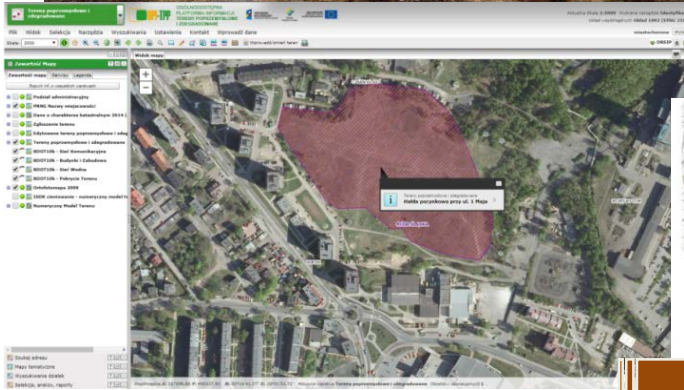
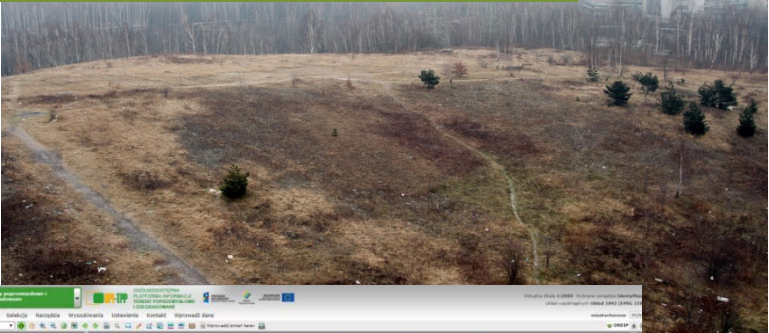


NEW SCENARIO & CONCEPT



REMEDIATION OF ZINC SPOIL HEAP

Soil contamination and mitigation of dangerous sharp and high crags on the heap edge.



Regional Information System:
 ✓ Data base,
 ✓ Environmental risk,
 ✓ Recovery scenarios.

Scenario analysis

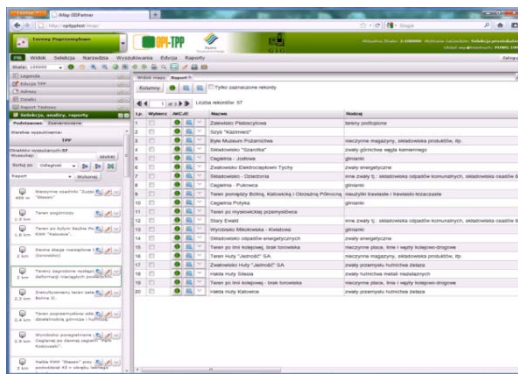
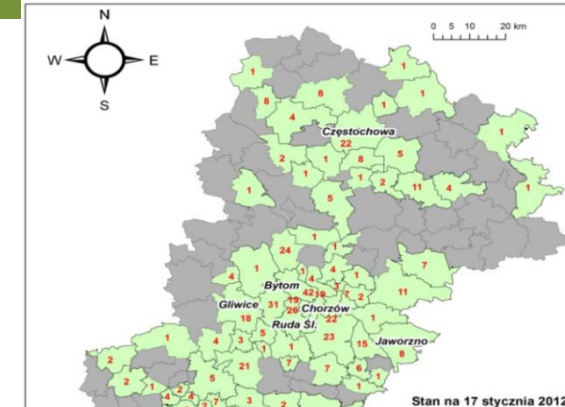
Safe recreation open space with low cost in maintaining leisure infrastructure with possibly broad offer, vandalism resistible, and with deep connections with local identity and history.

Post-industrial areas management IT tool

Information Platform "Post-industrial and degraded areas" (OPI-TPP)
innovative tool supporting spatial management
by identification of possible environmental and social conflicts

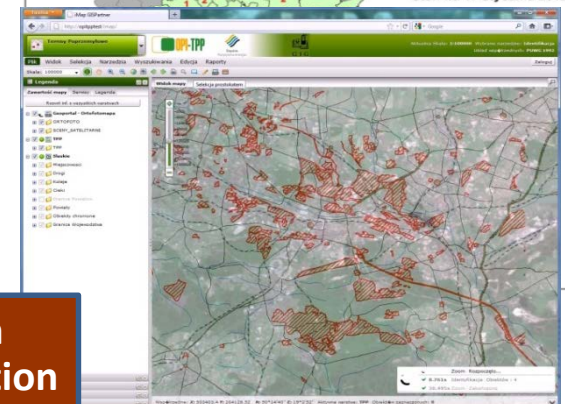


- ✓ Public accessible and comprehensive IT tool for acquiring, processing and sharing data on industrial areas
- ✓ Integration of different data sources in connection with spatial information
- ✓ Revitalisation scenarios, environmental assessment and conflict identification analysis



Advanced reports
and analysis – easy to
access easy to generate

Upgrade of the system has been
accepted by Coal Regions in Transition
Platform

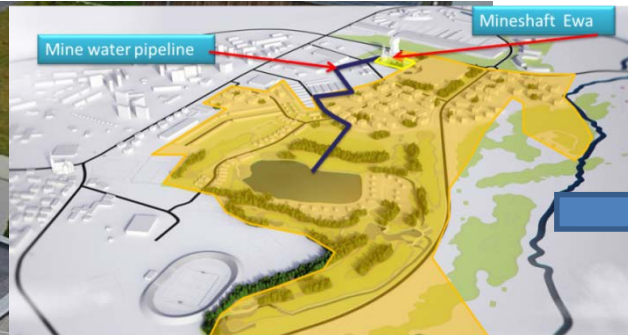


Low-Carbon After-Life (LoCAL): sustainable use of flooded coal mine voids as a thermal energy source – a baseline activity for minimising post-closure environmental risks

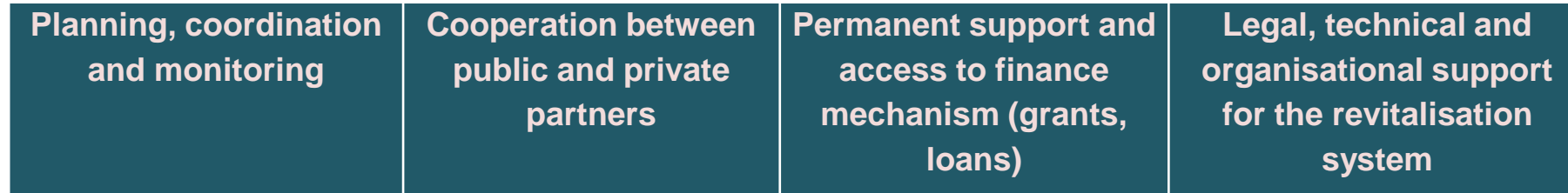
LoCAL project brings together the state-of-the-art in modelling & management of **abandoned coal mine workings for use the mine water as a heat source.**

LOW Carbon After Life: sustainable use of flooded coal mine voids as a thermal energy source - a baseline activity for minimising post-closure environmental risks

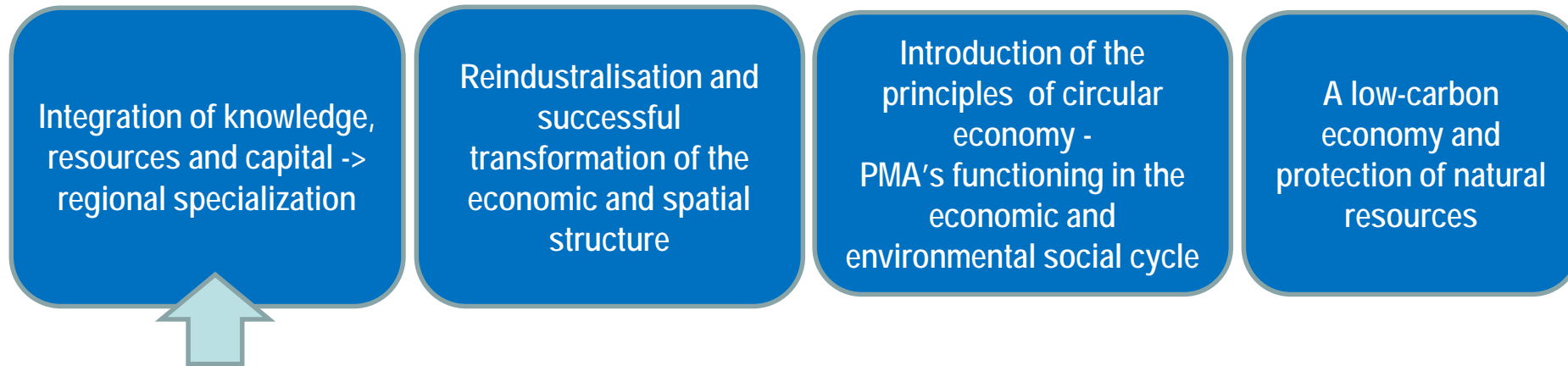
Green energy, carbon footprint



Transformation = increase in the area of post-mining areas requiring repair and redevelopment works.



Regional model of transformation of post-mining assets (PMA)

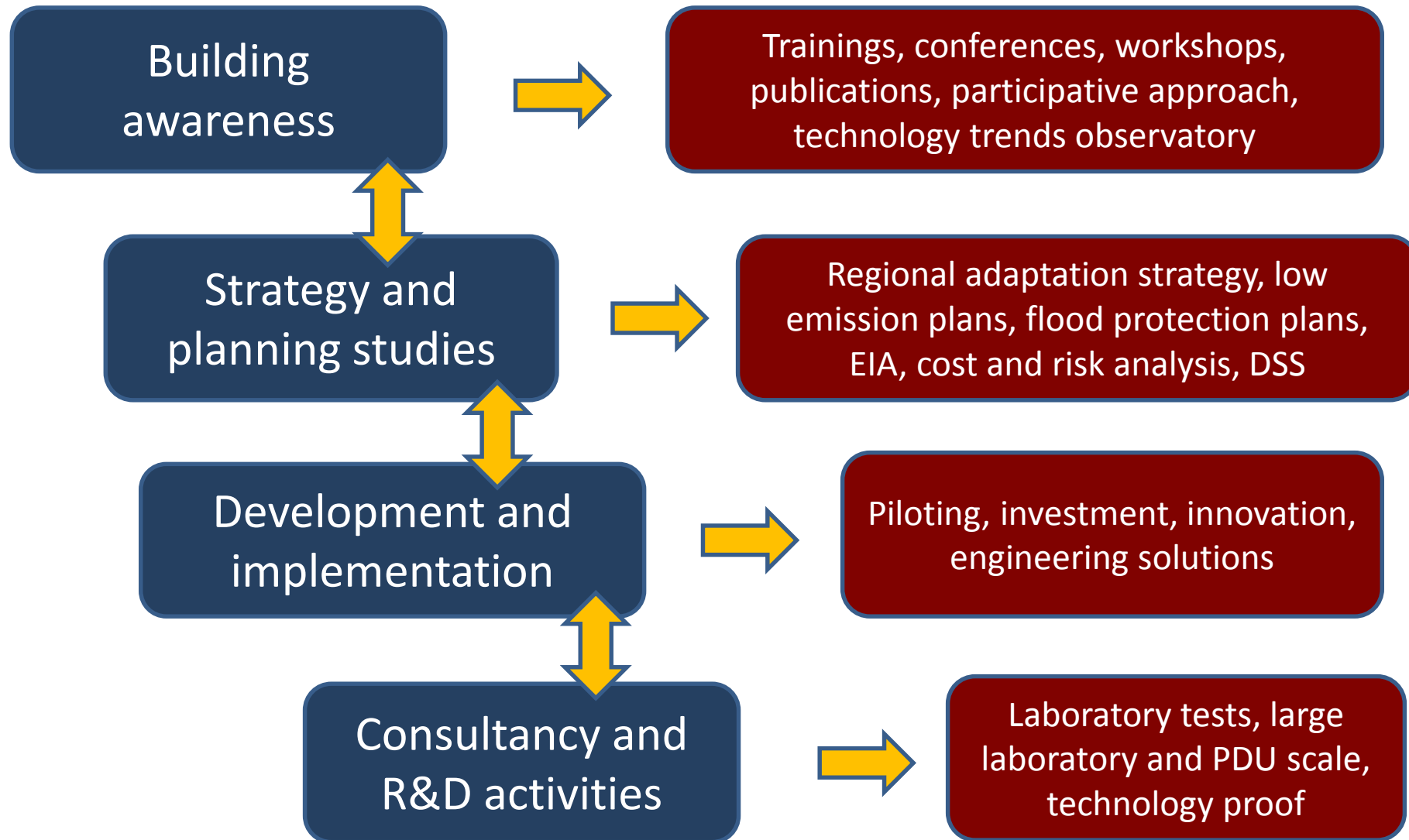


COLLABORATION WITHIN REGIONAL INNOVATION ECOSYSTEM

- **2010 – Technology Development Program of Silesia for the years 2010-2020** (abbreviated as "PRT")
- **2013 – Network of Regional Specialised Observatories (SO RIS)** cooperation networks among local authorities, business support organizations, the R&D sector and business based on technological specializations diagnosed in PRT
- **2017 – implementing Entrepreneurial Discovery Process (EDP) in Silesia** (Entrepreneurial Discovery Process within Network of Regional Specialised Observatories)

Network of Regional Specialized Observatories cooperation model supporting technological development of the region





CONCLUSIONS

By the reconversion of post-mining areas app. 40,000 of new jobs can be created and generate a measurable economic value for the region.

Post - mining period opens great variety of other perspectives and sound areas of collaboration between industry researchers and administration

Development of these areas reduces the „consumption” for green spaces

New energy and heating scheme can be implemented in the urban areas

KATOWICE AND VICINITY





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**THANK YOU FOR
ATTENTION**