

Making social enterprise sustainable in the long run – Example from Bałtów (Poland)

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Bałtów: situation in 2002

Rural municipality of ca. 4000 inhabitants

Unemployment: 37% due to failure of local industrial plant

No sewage or water supply, no cultural centre or community hall



The idea

- Develop the local economy based on a coherent tourism product
- Create jobs and reduce unemployment
- Build the community spirit and restore heritage
- Improve infrastructure to facilitate business development
- Create a local association that would make this happen!

Snowball development

- Rafting on the local river (2003)
- First Jurassic Park in Poland (2004)
- Horse riding centre (2005)
- Winter sports (2006)
- Further attractions, questing, oceanarium 3D...



- 14.000 tourists in the first year
- almost 500.000 tourists in the peak year (2009)

Baltowski Kompleks Turystyczny

1. JuraPark Bałtów
2. Plac zabaw
3. Muzeum Jurajskie
4. Zwierzyniec Bałtowski
5. Zwierzyniec Dolny
6. Kraina Koni - Ośrodek Jazdy Konnej
7. Park Rozrywki
8. Samochody elektryczne
9. Zabawki wodne
10. Przystanek Zwierzyniec Górny
11. Galeria Przedmioty Stary Młyn
12. Grotta
13. Sabathówka
14. Żydowski Jar/Questing
15. Rollercoaster
16. Prehistoryczne Oceanarium
17. Tyrolka
18. Stok narciarski
19. Baza noclegowa i biuro noclegów
20. Cinema 5d Kino Emocji
21. Okręglica
22. Kamienne Oko
23. Spływ tratwami
24. Spływy kajakowe
25. Pole kempingowe/pole namiotowe



Growth of incomes and businesses, but strong focus on jobs

- Bałtów showing faster per capita income growth than other municipalities in the area
- Multiple new businesses emerging, including 35 rural tourism farms
- 6 jobs created in the first year (2002), 18 in first full tourism season
- Over **300** jobs in 2023

Key social economy actors

- Association "Bałt" (created in 2002) – focusing on social and community action, culture and tradition, inter-generational integration, incubation etc.

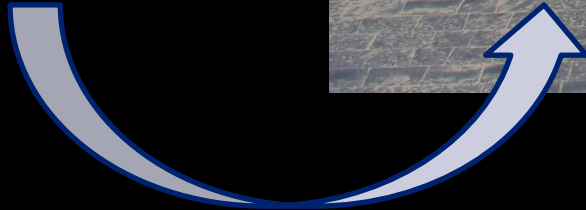


- Association "Delta" (created in 2004) – focusing on investment and business management

- Social (non-profit) company "Allozaur" (created in 2005) – creating jobs for local people, facilitating social inclusion, re-investing part of income into social projects



Allozaur - a model social enterprise and an employment story (2006)



Strong local roots

- development based on local assets (including dinosaur footprints in the nearby hills)
- organisation with the community and for the community of festivals, fairs, cultural events...
- free access for inhabitants to use local attractions, bonuses for "ambassadors"
- local sourcing (e.g. animal feed purchased from local farmers)
- activities targeting local youth
- revitalisation of historical buildings or spaces

Multiple funding sources, including:

- EU EQUAL Initiative
- Polish ESF Programmes
- Pre-accession funds (SAPARD, PHARE)
- Rural Development Programme (LEADER)
- Swiss Aid for Poland
- ... and many others



Some factors of long-term sustainability

- Strong leadership, including people with business experience
- Several organisations with complementary roles
- Wide range of funding sources, not dependent on any single source
- Well connected both locally and beyond (nationally and transnationally)