

CINEMA (Creative Industries for New Urban Economies in the Danube Region)



Kamnik



Leonding



Gabrovo

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Introduction

1.1 Project “CINEMA”

The CINEMA project aims to foster urban regeneration by collaborating with creative industries (CI). The revitalisation of urban areas and city centres is a key challenge for social cohesion and competitiveness in the Danube Region. Many cities suffer from desertion as a result of industrial transformation, changing consumer habits, suburbanisation, etc. At the same time the creative industries are a cradle of innovation and an underestimated economic asset in each region.

One of the key objectives of the CINEMA project is to create a common learning and knowledge exchange between all partners and stakeholders in the eight pilot locations we identified. This will help to build capacities in urban development and responds to the problems caused by the COVID-19 pandemic. To provide a common understanding we have prepared guidelines, the so-called “Roadmaps”, for the three areas we identified as important:

1. Revitalisation of empty or under-utilised floor space
2. *Revitalisation of retail and small businesses in city centres*
3. Establishment of a CI support centre

The main goal of these roadmaps is to show strategies to revitalization of different types of under-utilised floor spaces. The roadmaps will define the expected change, the measures and activities for the pilot locations, being typical examples of urban challenges in the Danube Region. Hopefully they also will be sources of information for cities or regions with similar challenges

and for stakeholders to learn more about our approaches on cross-fertilisation with creative industries for urban revitalisation.

1.2 Project context: revitalisation of retail and small businesses

The main goal of this roadmap is to present the strategic plan for the revitalisation of retail and small businesses in city centres and renew, reawaken specific urban locations in post-Covid-19 times. It will outline how to:

- prevent further loss of services infrastructure within city centres and
- strengthen retail and small businesses

to increase purchasing power and economic prospect, together with local creative industries, business support organisations, local authorities, and last but not least local citizens.

On the other hand, this roadmap can also serve as a communication tool for local policymakers and authorities on their way to revived small cities economies and communities in a way that helps them to articulate strategic thinking behind both the goal and the plan for getting there.

The roadmap will define the expected change, the pilot locations’ measures and activities, and typical examples of urban challenges in the Danube Region. Hopefully, they also will be sources of information for cities or regions with similar challenges and for stakeholders to learn more about our approaches on cross-fertilisation with creative industries for urban revitalisation.

Information on cities and pilot locations

2.1 Location 1: Kamnik, Slovenia

Kamnik is one of Slovenia's oldest towns, first mentioned in the 11th century (in 1267 has been announced a town) when it was an important trading post along the route between Ljubljana and Celje. Kamnik was quite an influential centre during the Middle Ages. This small alpine town still has a medieval touch. Many historical buildings can still be seen today, among them three castles and two monasteries. The town also has a museum and the birth house of Rudolf Maister, a famous son of Kamnik.

The nearest motorway access roads from Kamnik to the south, east and west are 10 km (Domžale) and 11 km (Vodice) away. The airport Ljubljana/Brnik is 15 km west of the Municipality of Kamnik. The town has a railway station with hourly connections to the capital on weekdays. There is also a main bus station in a central location in Kamnik with connections to the surrounding areas as well as Ljubljana (22 km away from Kamnik), also on weekends.

Kamnik is a town in northern Slovenia, and it is the central city of the Municipality of Kamnik. Municipality Kamnik encompasses a large part of the Kamnik Alps and the surrounding area. The Municipality is part of the Osrednjeslovenska statistical region and measures 266 km², which place it in 15th place among Slovene municipalities.

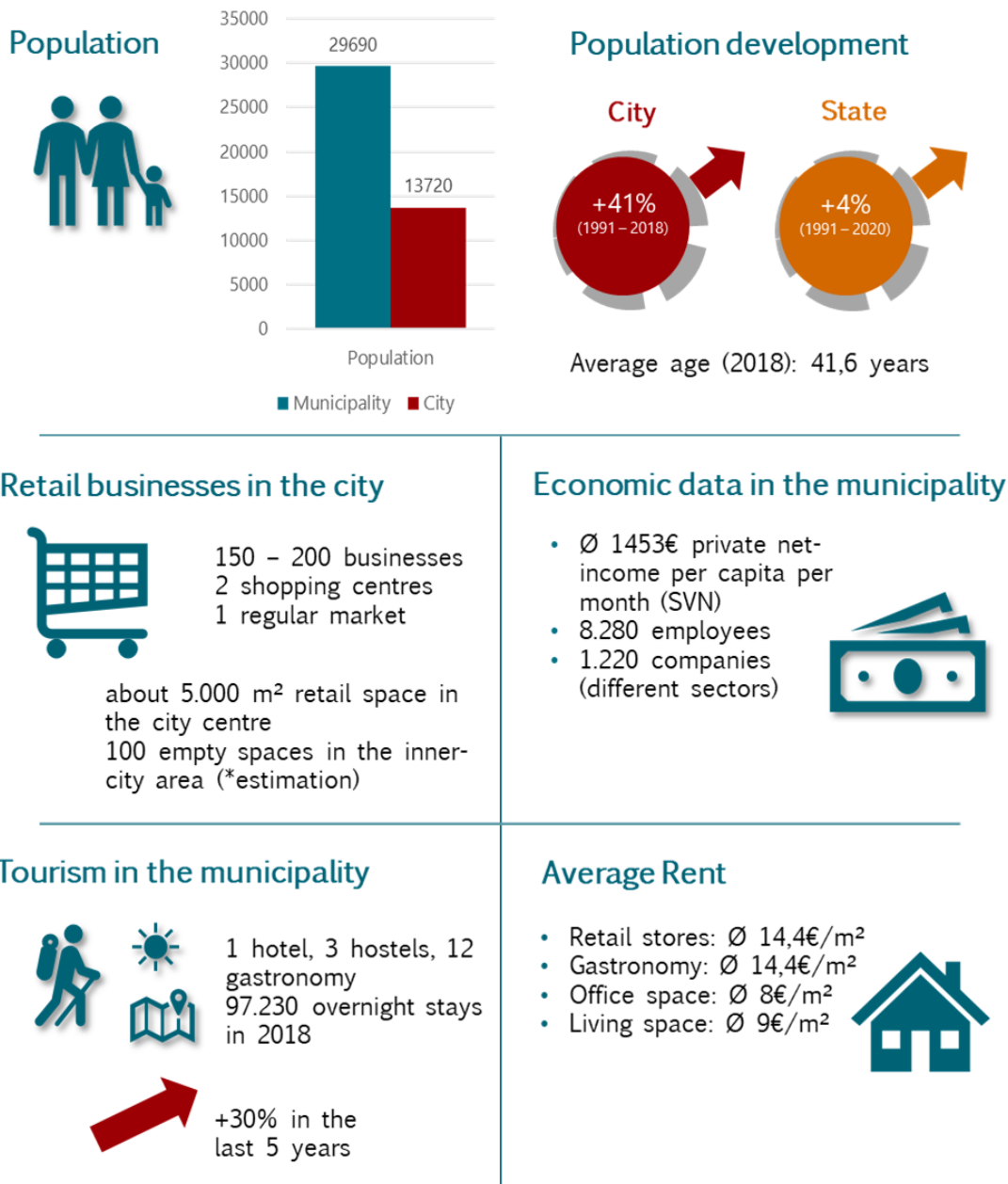
The area of Kamnik as a town is 9.1 km², and approximately half of the Municipality inhabitants live in the town (app. 14.000).

The mean age of people in Kamnik was 41.8 years, which was lower than the national average (43.4). As in most Slovene municipalities, in Kamnik the number of old people was higher than the number of young people: there were 106 people, aged 65 or more, per 100 people aged 0-14.

Among people aged 15-64 (i.e. working-age population), about 70% were persons in employment (i.e. persons in paid employment or self-employed persons), which is more than the national average (66%).

In Kamnik, average monthly gross earnings per person employed by legal persons were about 11% lower than the annual average of monthly earnings for Slovenia; net earnings were about 10% lower. (source: SURS)

Kamnik



Sources: Sistat, Municipality of Kamnik, www.worldbank.org

Micro Location

Near the city centre, the project pilot location, two ruins castles and one monastery, and a colourful street lined with artisan workshops and shops - Šutna street, but many of them are now closed or in use as apartments.

Nowadays, there are several undeveloped sites and large areas from that time, such as the old gunpowder factory and the old Utok, Alpem and Stol factories. Also, the pedestrian area of Šutna shows a lot of undeveloped space - both on the ground floor and on the upper floors. Most of the empty spaces and buildings have so far been converted to living quarters.

In the city centre, several main attractions regarding the cultural program, Gunpowder factory area with Katzenberg castle, Franciscan monastery, medieval city centre, small castle chapel, Miha Maleš gallery, Zaprice castle etc.

According to the statistical business data (source: SURS), the current number of businesses in Kamnik is stable - the number of enterprises in the city (the year 2020) is 1.224 (in Municipality approximately 2.600). There are two "shopping centres" or shopping agglomerations and one regular market. In 2018, about 5.400 apartments were registered.



The following expert remarks for the pilot location Kamnik are made on the basis of available statistical data and visits of CIMA expert on-site in August 2020 (source: CINEMA Location Analysis Kamnik):

The enormous population growth in Kamnik over the last 20 years can be seen as a positive economic factor for the local trade, service and gastronomy businesses, as it has significantly increased the local purchasing power.

According to estimations by CIMA, the city centre has around 5 000 m² of retail trade space. This means that around 14% of all retail space in the city is located in the city centre. Despite the limited space availability, this figure is considered to be too low.

On the basis of the data provided by the city of Kamnik and the on-site visit by CIMA in August 2020, it can be assumed that the vacancy rate in the city centre is around 30%. This figure is considered to be too high.

Despite the high vacancy rates, the average rents, especially for retail and gastronomy properties, are considered to be too high.

With almost 100 000 overnight stays per year, tourism in Kamnik - despite limited bed capacities - is now an economic factor that should not be underestimated.

2.1.1 What are the challenges of the pilot location, why is change needed?

The city centre of Kamnik suffers from loss of small businesses, retailers and also customers, and as a consequence undeveloped spaces/area.

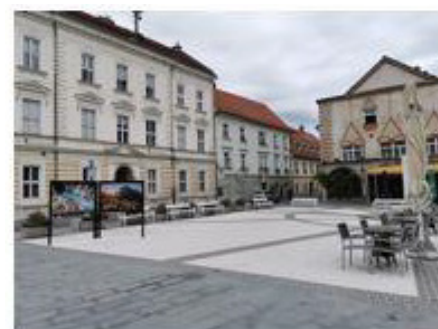
Kamnik is also a former industrial town; the economic crisis in the 90ies due to the split from the rest of Yugoslavia caused many factories to go bankrupt. There are several undeveloped sites and large areas from past times, such as the old gunpowder factory and the old Utok, Alprem and Stol factories. Also, the pedestrian area of Štutna shows a lot of undeveloped space - both on the ground floor as well as on the upper floors. Most of the empty spaces and buildings have so far been converted to living quarters.



The town centre marketing structures are not yet fully developed. There is a strategy for tourism in the Kamnik region (prepared in 2016), which is being under renewal. The town has a good potential to attract more (daily) tourists and to develop a more sophisticated tourism offer including leisure activities, gastronomy, retail and ser-

vices. Currently, there are approximately 100 touristic beds in the town centre, and the Municipality intends to develop their touristic offer further, which means having more beds and more events to attract visitors.

(source: CINEMA Pilot Location Analysis for Kamnik)



2.1.2 How did COVID-19 impact on the pilot location, its vision, and challenges?

Covid-19 pandemic and two lockdowns have the most significant impact on small businesses related to food services and tourism and small shops with non-necessary goods.

Pandemic also has a significant impact on reshaping consumers' habits.

It is even more necessary for city crafts and businesses to go digital and find new and innovative ways to reach their old and new customers/visitors.

New supporting programs will be needed to revive businesses in pilot locations.

2.1.3 Relevant players in the location

We identified the following local players as the most relevant:

- KIKŠtarterer
- Municipality of Kamnik
- TIC Kamnik

KIKŠtarter - The co-working space, incubator and accelerator

In addition to the use of workspace and equipment, which is usual for similar co-working spaces, KIK Štarter also offers regular training, consultations and presentations of good practices and a stimulating environment clamped between industrial heritage and the cultural centre of Kamnik.

KIKŠtarter was founded in 2015 in a former gunpowder factory very near the city centre.

(source: www.kikstarter.si).

KIKštarter also supports the local active start-up scene in Kamnik, with about 30 to 40 businesses (approx. 500 employees), which will be pushed further, get more interconnected and become more visible in the near future. The start-up scene is supported by the business angel club, which consists of about 60 successful entrepreneurs.

(Source: *CINEMA Pilot Location Analysis for Kamnik*)



Municipality of Kamnik

The town centre marketing is currently in development with more fields of activity and responsibilities. There is one person within the Municipality, which takes care of town centre marketing agendas, but due to the lack of a local entrepreneur organisation, it cannot be defined as a professional town centre marketing organisation.

The Municipality also organises five meetings a year with local businesses, who also receive training, for example in social media, Google adverts etc., in close cooperation

with the start-up hub “Kikštarter”. Further actions taken by the Municipality in the past were rent and renovation subsidies.

A project for the revitalisation of the city centre has been started and can now be seen in form of a website/platform, where

over thirty local companies cooperated developed the brand “Tisočletja dobrih kupčij - Thousand years of good deals”. The platform informs about current events, the retail, cultural and gastronomic offer in Kamnik, among other useful things like Wifi-hotspots and parking.



Tourist Information Centre Kamnik (TIC Kamnik)

Kamnik Tourist Information Centre is located in the centre of the town. There you can get information about the town and its surrounding areas, various information materials, souvenirs, heritage, local food and drink offers, events and event tickets. Apart from that, you can access the internet, book a tour of Kamnik (several themed tours are available), or hire a bicycle.

(source: www.visitkamnik.com/en/tourist-office)



2.1.4 Economic Potential and Development Opportunities with view on urban development and revitalisation.

The city centre of Kamnik has great potential due to its cultural and medieval heritage, and also other tourist attractions in near surroundings of Kamnik.

The town offers basic public services and goods to satisfy the daily needs, and some other businesses that differentiate themselves from others by offering quality service and consultation, but there is still potential for improvement.

There are no tendencies to target new customer groups, new shop concepts like convenience shops or sustainability shops or cross-channel strategies. However, some shops do have an online shop. The digitalisation of floor spaces, new flagship stores or new, digital technologies to enhance the shopping experience are also not yet developed in Kamnik.

Regarding new food and gastronomy concepts, Kamnik is in the early stages of development. This includes high-quality food and speciality products with a proper presentation and possibilities to try them on location as well as new and urban gastronomy concepts.

The touristic strategy has good potential for further development. There are first tendencies towards building a better position for Kamnik. Inner-city leisure concepts, for tourists as well as for the locals, are almost non-existent. There is also potential for new accommodation concepts. Regarding new forms for living spaces, like temporary apartments, micro-apartments or modern heritage, there is a lot of room for further development.

The study “Distribution of creativity in selected municipalities of the Ljubljana urban region” (commissioned by RRA LUR in

2014) has shown that Kamnik is one of the seven municipalities in the region with the highest creative potential and the number of inhabitants with a creative profession (by place of residence and work) is higher than the regional average (excluding Ljubljana). According to this study, there are currently around 5.000 people in Kamnik registered in a creative profession.

Currently, the CI is seen as a medium present but well established in Kamnik. The strongly connected network as well as the developed ecosystem, consisting of partners like the business club, Kotlovnica youth centre, KIKŠtarter creative hub and Accelerator, contribute to the - in comparison to other similar-sized towns in Slovenia - highly developed entrepreneurial culture in Kamnik. This ecosystem fosters the conditions for Project co-funded by European Union funds (ERDF, IPA, ENI) young creative entrepreneurs by connecting art, creativity and entrepreneurship. Besides, the Regional Creative Economy Centre, as well as the National Centre for Creativity, provides non-financial support, like educational, business and networking support.

(source: CINEMA Pilot Location Analysis of Kamnik)

2.1.5 Vision for the pilot micro and macro location

The vision for Kamnik city centre is to develop an innovative concept to address the specific challenges of this town, revitalise the city small business and retailers economy, and bring more life to that area, in close cooperation between local creatives, citizens and local authorities.

2.2 Location 2: Leonding, Austria

With approx. 29,000 inhabitants, Leonding is the fourth biggest city in Upper Austria, located south-west of the capital of Linz among the economic booming “central region” of this Austrian State.

Leonding is basically divided between a “centre North” (around “Stadtplatz”) and the “centre South”, which is at “Harter Plateau”, where for example the Higher Technical School, an event location (“Kürnberghalle”) and some bigger businesses are situated.

The main public railway route from East to West cuts directly through the city area. There is also a direct tram connection to the capital city of Linz. Therefore, many people commute to Linz to work, as there is an excellent connection by rail and road

Economic Structure

With around 2,100 companies and 12,400 employees (Statistik Austria, 2019), Leonding has by far the highest density of companies and employees in the Linz-Land district. Due to its immediate proximity to high-ranking transport infrastructures (e.g.: Hörsching Airport, Danube Port Linz, several motorways and motorways) as well as to the provincial capital and because of the large open space potential, a number of large industrial and commercial enterprises have settled here in recent decades (e.g. Ebner Industrieofenbau, Rosenbauer, Poloplast, etc.).

In contrast to the city centre with its small-scale retail and consumer-related service shops, a large retail park agglomeration has developed along the road B139 since the end of the 1980s. In 1990, the 30,000 m² UNO-Shopping shopping centre opened, but it has been largely empty for years.

Development

- At the beginning of the 20th century, Leonding was still a strongly agricultural municipality with a small population. The strong population development can be observed since the 1950s; in particular, Leonding has been able to increase its population by about 1/3 within the last 30 years (about 3x higher than the Upper Austrian average).
- The spatially small city centre, which has only become more compact and larger in recent decades, is home to around 16% of the entire urban population. Other districts with large populations include Haag, Hart and Doppl.
- Despite 55,000 m² of retail space, the purchasing power retention is below average, especially for the medium-term product groups. The main reasons for this are, on the one hand, the existing retail structure in Leonding (primarily specialist stores and discounters and the „disappearance“ of the UNO shopping centre) and, on the other hand, the attractive, nearby range of large-scale shopping centres (e.g. Plus City, Center Haid) and the retail offers in the nearby Linz city centre.
- The average rents on site (in the municipal properties) are to be considered adequate for the location.
- Tourism is primarily limited to „business“ guests. There is no separate tourism marketing unit.

Micro Location (44er Haus)

The blue building with the number 44 is the oldest building in the centre of Leonding. Situated directly next to the church and opposite the town hall, it has a prominent location. The building from 1831/32 is under heritage protection. Up to now it was used as school, seat of the municipality administration, library and, since 2014, as museum. Every year, 3 to 4 exhibitions of contemporary art can be seen there. In

addition, the premises is also used for temporary art installations, houses a few office spaces of the KUVA and the Standortagentur Leonding GmbH and offers space for other events. “Otelo” open innovation and technology lab is also located in the building.

Even though it is located very centrally and is often identified as a Leonding landmark, it doesn’t attract much attention from the Leonding population.



2.2.1 What are the challenges of the pilot location, why is change needed?

City of Leonding is located in the bacon belt of the city of Linz. Next to the economically strong capital of our region, the City of Leonding is challenged not to become a city of commuters losing its economic independence due to the proximity to Linz. On an external perspective the City has a problem to be perceived as autonomous and as the 4th biggest city in the region.

The city center is perceived as less frequented and has some vacant shopping spaces. Some of the concepts of the shops are outdated and need to be refreshed. We see also a need to better involve the younger generation and their creativity and needs.

City of Leonding has set up formal cooperation with neighbouring municipalities and there is a big chance to position itself as an urban city with a strong rural backbone.

2.2.2 How did COVID-19 impact on the pilot location, its vision and challenges?

The impact of COVID-19 is still hard to predict. Nevertheless, some characteristics influencing the pilot location have changed, which can be seen already today and makes it easy to think about assumptions for the future. Staying at home and developing a feeling of distance in order to be safe and meet the health requirements has strong impacts on the pilot location and its surrounding. The visits to the city centre have been reduced to the most necessary trips. On the other hand, the perception of Leonding's position as a single city and not only the next city to the capital has been increased through the pandemic.

Another positive factor, which needs to be considered is that the regional thinking is

again in focus. The importance of regional products, regional network and regional services is increasing in the minds of the inhabitants. This means that regionalisation is currently experiencing a high level of appreciation.

On the other hand, it can be determined that the amount of investments will be decreasing within the next few years if there is no state support, which might be a challenge for the pilot action. Since many companies need to save their financial resources the willingness to invest declines in order to overcome the crisis.

Moreover, chain stores may withdraw from the city centres and existing companies may not expand or no new locations may not be considered. This means that vacant space management will become more difficult. Unless you manage to promote new business start-ups. These considerations may lead to a development of new concept stores. It furthermore explains the change of inner city regarding stronger multiverse differentiation/supply structures

The vision of the pilot action may be reached through a bottom-up process. Even in times of COVID-19 citizens want to participate and share their ideas for development, which makes it easier to adapt to new offerings and possibilities later on.

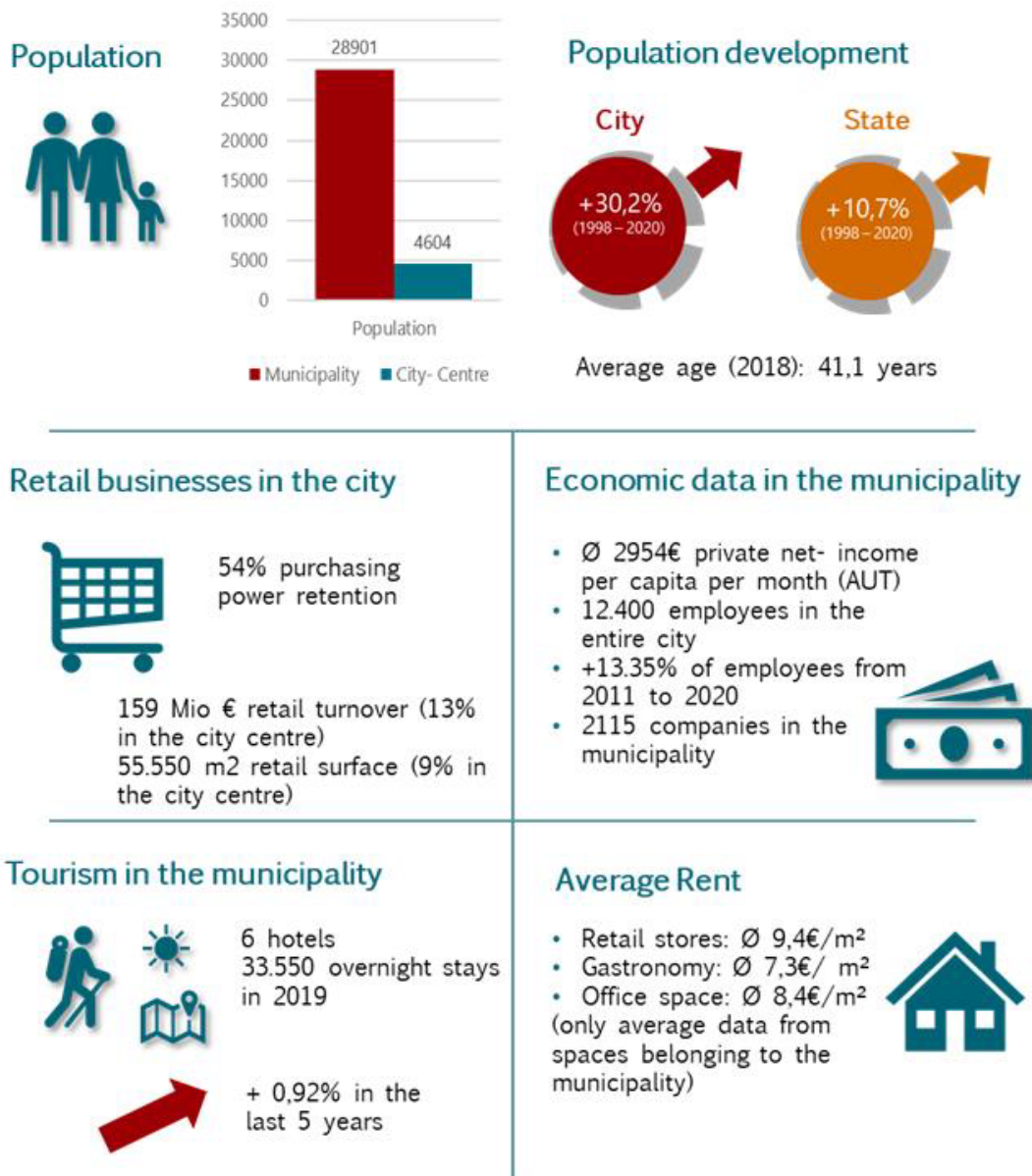
2.2.3 Relevant players in the location

- The relevant players in the location are:
- Location Agency
- Otelo
- public administration of the City: Department of City development & Social and citizens
- Politics: mayor, city council
- Associations

2.2.4 Economic Potential and Development Opportunities with view on urban development and revitalisation

Economic Hard Facts:

Leonding



Sources: Municipality of Leonding, Statistik Austria 2019, www.worldbank.org

The businesses try to provide high quality service in order to distinguish themselves from others. A new app will support a multi- and cross-channel approach. First approaches have been taken towards attracting new target groups. New initiatives for the distribution of food and drinks directly from the producer have been started as well as concepts for experience gastronomy.

More efforts should be taken towards the trend of experience shopping, where shopping, gastronomy, culture and service goes hand in hand and leave a positive, emotional experience. There is currently also a lack of new retail formats, like convenience or sustainability shops. New digital retail areas and technical features have not arrived in Leonding yet.

There is also potential for city hotels and alternative accommodation/residential concepts, as well as bringing the leisure facilities back to town. There are, however, several education facilities, that bring life to the city centre. A - currently missing - media library could compliment the learning experience.

A work in progress is a “one-stop-shop” city marketing organisation and a new co-working space at the pilot location. This could also help to spark an attractive start-up scene.

Digital city paths are in planning as well.

2.2.5 Vision for the pilot micro and macro location

In the last decades, the city of Leonding has set accents for the urban development and economic upgrading of the city centre, among other things through the construction of the new city hall and the Rathauspassage (= small inner-city centre with retail, gastronomy, consumer-related service businesses, freelancers, etc.) as well as other design measures.

Vision for Leonding 2030

Leondings Vision is based on 3 pillars: Education, mobility, conferences/meetings

Leondings vision is to position the city as an active city of the future, especially in the areas of education, mobility and conferences/meetings.

The founding of the Agency for location and business in 2019 laid the foundation for the ambitious reorientation.

Part of Leondings strategy is also the city centre revitalisation. In order to make the town centre more attractive, the redesign of the town square, which is actually ongoing bringing more green regeneration places, modern surfaces, mobility nodes.

Leonding is investing up to 1.6 million euros in the new town centre, part of which will be returned through subsidies. The city expects about 50 % to flow back again.

The strategy for the pilot location itself (proposal of the project team)

Our vision for the House 44 to create a” hub for creation and implementation of ideas for the City of Leonding”. In our analyses, we realised that due to the building’s architecture (not accessible for all, monumental protections, heavy doors and small windows) it is unsuitable to open it for small business itself but it can be a place where ideas are born, developed and implemented even in the nearby vacant places.

House 44 will be a city laboratory offering low-threshold accessible spaces for learning and collaboration, where people develop and implement solutions together, we will also offer tools for rapid knowledge sharing, experimentation, and prototyping. And we have ideal base tenants in House 44 with the Location agency and the Open technology lab Otelo, who can both contribute to the “Leonding city lab”.

2.3 Location 3: Gabrovo - District 6, Bulgaria

Gabrovo is a city in Bulgaria with 55,656 inhabitants (municipality - 67,561) located in central Bulgaria, at the north slope of the Balkan Mountains, in the valley of the river Yantra. It includes the city of Gabrovo and 134 villages.

Gabrovo has a rich industrial heritage. On a national (and international) level Gabrovo is well recognised as the “capital of humour” with its House of Humor museum and the International Biennale of Humor and Satire in the Arts Biennale. The city is also part of the UNESCO Creative Cities Network.

Another prominent place to visit in Gabrovo is ETAR - an open air museum, which keeps artisanal traditions alive in a carefully re-created, historic environment.

Gabrovo’s central location comes with its merits: it is 200 kms to the capital of Sofia and 140 kms to Plovdiv. The Black Sea can be reached after 265 kms at the sea port Varna or after 250 kms in Burgas. The Danube ports Ruse (145 kms) and Svishtov (125 kms) are also well reachable. The main airports in Sofia or Bucharest, Romania, are between 200 kms and 240 kms away.

From handicrafts and small-scale manufactures, like braiding, weaving, furriery, pot-

tery, carpentry, woodcarving and silversmith’s and fuller’s trade to large-scale industries in the textile, leather and metal sector as well as rubber and plastic products and food processing. In total, 3,568 companies operate in Gabrovo, with 3 large companies employing more than 500 people and 5 companies employing between 250 and 500 people.

More than 50% of products are exported on average; the textile and clothing sector exports even 80% of the production and 2/3 of the machinery and equipment production is exported as well. Only the food and beverages production is focused on the domestic market.

Today, Gabrovo has four industrial zones at the outskirts of the city, which are connected by the ring road:

- The North Industrial Zone (NIZ) is the biggest zone with about 3,532k square metres, where production and warehousing activities are taking place on mainly privately owned land
- The South Industrial Zone (SIZ) with around 400k square metres has potential for further developments due to the availability of vacant land.
- The South Industrial Zone East (SIZ-E) along Yantra river is the oldest industrial zone established in the 19th century, where first craft workshops and textile



factories were located. Today the 300k sqm area is multi-functional.

- The South Industrial Zone West (SIZ-W) is a 645k sqm large zone consisting of a few individual production plots with multifunctional use.
- There is also the Gabrovo/Sevlievo Industrial Zone, which is shared by the two cities and in constant development.

The strong population decline in Gabrovo in the last 20 years (-23 %) and the low birth rate are certainly „late consequences“ of the political and economic upheaval at the end of the 1980s and beginning of the 1990s. Despite the existing capacities, the city centre seems unattractive as a residential location, as only 2.6 % of the total population is located in the city centre core area.

In contrast to many similarly structured and sized cities in southern and south-eastern Europe, the city centre of Gabrovo has a very dense economic structure (a total of 248 businesses), whereby the vast majority of these businesses are small structured (few employees, small to medium-sized areas). 56 % of all inner-city businesses can be assigned to the retail sector. In view of the absence of a large city centre shopping mall and the many small-structured businesses, the inner-city sales area (8,000 m²; around 20% of the total city retail area)

can be classified as adequate. The quality range of the existing businesses is very wide (high number of discount-oriented businesses with highly improbable shop exterior and interior design as well as a number of shops with contemporary product presentation and clear brand orientation). Despite structural and design deficiencies, both directly at the market and in the immediate business environment, the market is apparently well received - also due to the high density of traders.

The city centre of Gabrovo has a serious empty space problem - 51 shops are currently not in operation in the rather small-town centre. In addition, a number of larger buildings, some of which are owned by the town (2 former schools), are vacant.

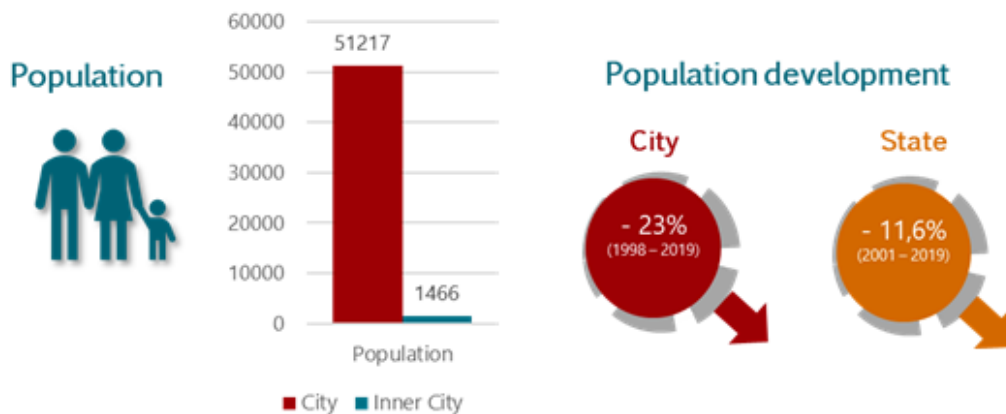
The rental price ranges in the city centre of Gabrovo are definitely at Central European levels, especially in the categories „gastronomy“ and „offices“. There are around 540 public parking spaces available in the city centre of Gabrovo. In view of the existing economic structure and the resulting need for parking space (e.g. the local inner city trade alone requires around 400 parking spaces¹), the number of parking spaces is - according to expert assessment - to be judged as insufficient.



With more than 100,000 overnight stays, tourism in Gabrovo definitely represents an economic significance that should not be

underestimated. The gastronomic density in the city centre is rated as satisfactory.

Gabrovo



Retail businesses in the city centre



140 retail businesses
1 shopping centre
1 farmer market with 70 traders

about 8.000 m² retail space
30.000 m² retail space in the outskirts (mainly in shopping centres)

Economic data in the municipality

- Ø 572€ private net- income per capita per month (BGR)
- 16.496 employees and 3.568 companies in the city
- 248 companies in the inner- city



Tourism in the municipality



152 accommodation facilities
145 gastronomic and entertainment entities
101.084 overnight stays in 2019



+11,8% in the last 5 years

Average Rent

- Retail stores: Ø 6-18€/m²
- Gastronomy: Ø 8-14€/m²
- Office space: Ø 5-9€/m²
- Living space: Ø 3-6€/m²



Sources: National Statistical Institute, Gabrovo Municipality database, Database of Civil Registration and Administrative Assistance Department in Gabrovo Municipality, Regent Real Estate Agency, Unified Tourist Information System, Research of the Institute for Market Economics, www.worldbank.org

2.3.1 What are the challenges of the pilot location, why is change needed?

District 6 is the oldest inhabited part of the city and nowadays it is part of a group ensemble which is considered Cultural and Historical Heritage. The territory is located in the very heart of the city centre and has an estimated area of 60.0 decades. In XVI-II century craftsmen and traders are settled here and created the first commercial street.



We face the following challenges:

- mainly small residential buildings - totally or partially abandoned
- private ownership (except for two former school buildings) and a lot of heirs to some of the properties who does not live in the city;
- no retail trade (only gastronomy, accommodation and services);
- complex administrative procedures for renovation of buildings because of their status as cultural and historical heritage.



Our main goal is to enliven District 6 as a key area in the city centre and create a favourable atmosphere for the development of retail and small businesses by improving existing economic activities, enriching them with new ones, which will attract more visitors to the city and more customers.

The revitalisation of the area will provide opportunities for solving important problems for development of the city, creating conditions for more efficient utilisation of the potential and advantages of the urban territory.

2.3.2 How did COVID-19 impact on the pilot location, its vision and challenges?

The predominant part of the businesses located in District 6 revolves around restaurants and apartments/B&B places. Along with a few other shops and services like souvenir shops and museums, the pilot location relies on tourists and a steady flow of visits from locals and outsiders alike. In this regard, COVID-19 has substantially impacted all owners of the above-mentioned places, especially during the complete

lockdown. The hardest hit were the ones which have not adapted their business to online services and sales. More than half of the owners in District 6 admit to bearing a heavy toll on their business - especially keeping their staff and paying the same rent as before.

2.3.3 Relevant players in the location

There are several very active and emblematic for the local entrepreneurial scene players based in District 6. These would be:

REGENT Real Estates - quite popular and aware of the market, the positives, and the challenges for renting a property in District 6. Roumen Georgiev, owner of REGENT, says he would rather see District 6 develop into a place of the service industry (various retail businesses, restaurants, and hotels) and events, rather than as a residential area. "I envision it as the heart of Gabrovo and full of music, crafts, dance, beautiful decoration, and hosting cultural tourism," Georgiev adds.



Several prominent restaurants: GABURA, GOURMET, STAROPRIEMNITSA, TEMPO. They are busy and successful. GABURA's owner has lived all his life in District 6, has a special personal connection to the place and is currently opening a new business there - hotel and restaurant on the near

street. In his opinion there is one main obstacle when it comes to running a business in District 6 - the extremely cumbersome bureaucratic procedure to acquire/rent or buy a space to transform as it is part of a cultural monument complex.



Souvenir Shop “Tradition”- located in one of the most central places of District 6. The owner Penka Peneva sees a lot of potential in the neighbourhood, especially for experiential tourism, for more small and charm-

ing cafes and events. In her opinion District 6 lacks a unified vision for its development and the private ownership of most of the spaces along with their neglected state makes them harder to acquire and rent.



KOLIOVATA GUESTHOUSE accounts also for the landmarks of District 6. The family owned bed and breakfast place is well kept in the traditional style of the facades.

The owners admit to quite hard challenges during the COVID-19 induced lockdown and hope for better tourist times.



The Tourist Information Centre which is situated in the pilot location is a unit of Gabrovo Municipality and it provides information for the city as a tourist destination, information about cultural and sports events on our territory; it delivers information and advertising materials;

maintains the website www.visit.gabrovo.bg; assists tourist operations in elaborating tourist products; sells souvenirs and advertising editions; organises and participates in marketing campaigns and initiatives of Gabrovo Municipality.





Yonka Agalova - an owner and manager of a tourist agency “My Story Travel” and a manager of “The Legends Art & Forest” Guest Houses located near Gabrovo. She works in the sphere of creative tourism and design of tourist products. She also teaches Design of tourist products as a guest lecturer at CETT University, Barcelona. She would like to see in the pilot location transforming projects and change-bringing public-private partnerships working on a joint development concept for District 6.

She would love to situate her working office in District 6. Moreover, she could think of the organisation of various events, tourist experiences, food and drink tastings, meetings with colourful individuals, etc.



Vesko Penkov is a young man who has lived in Ireland for a long time and is now back in Gabrovo with the serious intentions for opening a craft beer place in the pilot location. At the moment he is doing his research about getting the necessary licences and finding the most appropriate place for that.



Svetlana Mihailova is Head of “Media Relations, Tourist Marketing and Guide Services” Department at the Museum of Humour and Satire in Gabrovo. As an active citizen she sees the potential of the pilot location and is ready to dedicate her professional experience to contribute to its transformation. She is also convinced that the streets of the changed pilot location could become an arena for part of the outdoor events of the Museum - children ateliers and art residences, and a place for joint initiatives with other cultural organisations.



Svetoslav Slavchev is an actor, director, founder of Theater Studio “Gargara”, IMPROV - a studio for improvisational theater, „IMPROact Festival” - the first of its kind in Bulgaria. He is also a legal representative of “Buditelite” NGO which are making steps towards using part of the premises and the yard of a municipal building (a former school) situated in the pilot location for the activities of the organisation. Their vision is to turn the place into a space for cultural and creative experiences. They also state their willingness to work for the establishment of a brand of the pilot location as an urban space for creative industries, stimulate the local residents for active participation in events and elaborate concepts for raising the tourist attraction of the location, as well as economic potential for small businesses.



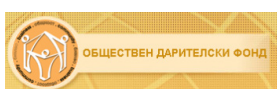
Miroslav Yordanov is a Director of Museum of Architectural and Historical Reserve “Bozhenci” and an active young man with a rich professional background and high personal motivation to work for the revitalisation of the pilot location. Since “Bozhenci” Reserve is also considered cultural and historical heritage, he is well-acquainted with the challenges in the pilot location in terms of the maintenance of the infrastructure.



Miroslav Dzhangibi Owner and Founder of NoPointAtelier - compact silkscreen and risograph printing studio, which also regularly offers residencies and workshops. He is one of the best and well recognised contemporary graphic designers and visual artists in Bulgaria, based in Balani village, quite near the city of Gabrovo. Miroslav has participated in various exhibitions and self-initiated projects, which contribute to the characteristic image of the local design scene.



Regional Association of Municipalities “Central Balkan Mountains” is an association comprising 14 Bulgarian Municipalities, including Gabrovo Municipality, established in 1997. They are an active stakeholder in CINEMA Project for several reasons: the office of the association is situated in the pilot location; the organisation has a rich experience in elaboration and management of projects in various spheres, including cultural and creative industries, citizens’ involvement, entrepreneurship, creative tourism; they can share their know-how and share the experience of other municipalities, as well as contribute to the dissemination of the results of our project.



Community Donation Fund - Gabrovo - The foundation works in public interest for finding solutions to societal problems with the active participation of the citizens and raising funds through donation. Their representative was a member of the hackathon jury. We have involved them in the project since they provide funding for projects in various spheres, including cultural and historical heritage, tourism, culture and art, entrepreneurship, etc.

2.3.4 Economic Potential and Development Opportunities with view on urban development and revitalisation

The economic potential of District 6 is indisputable. It boasts several opportunities - central location with a very characteristic architecture and charming appearance; rich historic heritage; empty floor spaces with a street level window showcase; existing and already well-developed (and popular) attractive restaurants and apartments/B&B places. All of the above coupled with the fact that Gabrovo has a vivid culture scene (14 cultural institutes, about 25 NGOs operating in the creative sector and 25 creative formations in the spheres of folklore, theatre, music and dances) and is a UNESCO Creative City and well known for an active culture program year round, makes District 6 like the perfect spot for a walk, leisure time or opening a retail space there.

Although there are basic ideas for a pilot project in District 6, no detailed or concrete plans or areas have been worked out yet. The lack of such a grander scheme on the part of the Municipality was vocalised as something to be considered on several occasions by the owners of businesses there. The state of the property there - often in bad shape and neglected with a relatively high rent - is a serious challenge to be considered. In order to make the procedure for renting empty spaces easier, there could be a number of measures supported by the respective institutions - reconstruction at the expense of flexible rent, a lighter procedure for the status of the building, etc. Another hampering factor is the local creative industries sector which is still very weakly structured coupled with the fact that there is little local and regional start-up potential.

There is huge potential regarding the topic shopping experience and retail: an increase of quality in shop and shop window design, service and presentation as well as marketing and innovation would be first starting points. A good gastronomic offer usually accompanies a good shopping experience.

It could be concluded that the development of District 6 should be approached more holistically and in accordance with the entire city centre taking a closer look at what is lacking and what could be a niche service approach: more cafes and craft places with gourmet experience, scattered in the small meandering streets (for craft beers, sweets, local food produce, etc.); design and crafts shops (for art objects, souvenirs, or services - glass workshop, but different from the ones in ETAR, etc.), a pop-up place with mixed functions and rented to different businesses over a certain period of time, temporary artistic interventions on the showcase windows of the empty spaces or free standing artworks in order to attract attention, a scene for cultural events or even using some of the walls of the houses for screenings. It is important to combine a thriving retail scene with a cultural one in order to create the best experience in District 6.

2.3.5 Vision for the pilot micro and macro location

District 6 is part of the city centre and is unique because of its architecture and historical and cultural significance. That is why we should use its advantages and turn it into a lively place with:

- a strong presence of retail trade and small businesses, including various services (which is lacking at the moment) - it is absolutely feasible since there are a lot of empty premises/first floors/buildings.

- renovated (at least most of them) privately-owned buildings or “artistically” refreshed facades;
- a rich cultural calendar - events with different focus (image-shaping events)
- an active local community (existing businesses, homeowners, public institutions, creatives, BSOs, NGOs) executing joint actions related to development, support and promotion activities in District 6.

Overall, Gabrovo has a well frequented, lively city centre which fulfils vital functions. The historic District 6 shows the po-

tential of becoming a special gem in Gabrovo.

However, the (economic) attraction of the city centre, including District 6, is not only a responsibility of the local authorities of Gabrovo and it could not be carried out only by the municipality. Sustainable development of the location could only be achieved through the joint efforts of a broad network of local and regional stakeholders (e.g.: local businesses, local banks, insurance companies, property investment companies, real estate agencies, Chamber of Commerce, building owners and residents in the area, NGOs and creatives, etc.).

Revitalisation of city centres post corona

The CoVid19 pandemic is not only putting people, the health system and the economy to the test, it is also a challenge for inner cities as places and centres of social and economic life. However, they were already facing problems before the crisis. At this point it must be added that cities in various parts of Europe have perceived problems differently. Especially countries in South-Eastern Europe had a different branch structure in contrast to western and central Europe, particularly after the political changes. Accordingly, certain problems were not seen as such before the crisis and some effects are less noticeable than elsewhere.

In many European cities, however, it was observable that the number of empty spaces (also in prime locations) in city centres has increased significantly in recent years and the disappearance of the branch structure, particularly in Germany and Austria, could also be observed. This development has again triggered an unobjective, undifferentiated debate about the rise of empty spaces, especially in the northern, western, and central European countries. This was strongly received in the local press in particular, which then led to a less coordinated activism and a dispute in local politics.

Long-term location development measures, such as real estate master plans, were and are important and desirable, but in the eyes of local politicians they usually brought too few short-term, positive effects. Accordingly, they tended to be less accepted and implemented.

Previous municipal location and economic development measures, such as direct monetary subsidies and rent support, increasingly dulled. Mostly they missed the target and changed very little about the problems. The problem was left to private investors, which in return led to conflicts of use and negative urban development effects without intervening planning control. A high number of business start-ups were observed in the “old economy” sectors relevant to the city centre: trade, gastronomy, crafts and personal services. At the same time, this increased the demand for small spaces under 200m².

In addition to these classic forms of business, however, a development of new, innovative business formats has emerged. They impress with their cross-over concepts and shops, settled especially in secondary locations (1b and 1c) and district centres.

The CoVid19 pandemic has not only created new developments in inner cities, but has advanced certain ones even further.

A lot has happened in the area of digitalisation and the forced closing of businesses in particular has made many entrepreneurs jump on the bandwagon. At the same time, however, it has also shown that many have failed to educate themselves and develop further in this area.

Footfall is decreasing and demand for retail space is falling, as is the number of retail businesses (both owner-led and chain stores). Accordingly, there is an increase in vacancies and a lower utilisation of space. As a result, rental income and property

values are declining. Quality of stay and attractiveness are reduced, which lead to a loss of the function of social meeting points.

After the crisis, the following short- and medium-term effects can now be expected or are already observable.

There will be a massive clear cutting of conventional company concepts that were already static before/during the crisis which leads into a further intensification of already existing media scare tactics about the “death of city centres”. Competition will break out between city centres and peripheral shopping centres, which will not only be about rents. The low settlement dynamics of both national or international branches and already existing, owner-operated businesses in the city centres will continue into the next 2 to 3 years. Consumers are becoming increasingly saving-oriented and price-sensitive, which means that their search for the best offers is increasingly driving them towards online shops. Many

companies still have a high digitalisation inertia and do not manage to participate appropriately in this online/digitalisation trend (also during the CoVid19 crisis).

However, a while after the crisis, there are hopes for the so-called phoenix effect for city centres, where a new type of entrepreneur will emerge. This type is highly specialised and knows the digital sector very well. He usually impresses with a so-called cross-over concept, in which he cooperates with actors from other economic sectors. He often has many years of experience in his own field, but at the same time he also accepts help and coaching in certain areas. In addition, he is very open and positive towards city marketing. This trend of being self-employed already existed before the crisis, but will now even intensify more.

In order to counteract the effects of the crisis on the city centres, the following tools for the revitalisation of retail and small businesses were developed in the context of the roadmaps:

Pilot location	Planned tools
Gabrovo	<ul style="list-style-type: none"> • Presentation of empty floor space • Business competition / open call for consultation voucher to fill empty spaces • Artistic / cultural interventions • Communication/marketing/storytelling
Kamnik	<ul style="list-style-type: none"> • Presentation of empty floor space • Business competition / open call for consultation voucher to fill empty spaces • Communication/marketing/storytelling
Leonding	<ul style="list-style-type: none"> • New Idea lab / co-creation lab • City Vision Implementation Support • Communication / storytelling

Roadmap: Retail & Small Businesses

4.1 Objective

This roadmap is a general strategic overview of a very wide initiative on how to revitalise, revived the city centres and urban areas, which suffer from loss of businesses, small retailers, customers and social life, also as a consequence of Covid-19 pandemic, with help of creative industries.

It can also serve as a communication tool for local policymakers and authorities on their way to revived small cities economies and communities, to help them articulate strategic thinking behind both the goal and the plan for getting there.

4.2 Local roadmap 1: Kamnik, Slovenia

4.2.1 Summary of local situation and desired outcome

Kamnik is a great place to work and visit, offering the customers a unique experience mixed with local heritage and tradition, marked by historical buildings and panoramic views.

Kamnik's competitive advantage presents the strongly connected network and developed innovation ecosystem, consisting of partners like the Business club, Kotlovnica youth centre, KIKštarter creative hub, and accelerator, which contribute, in comparison to other similar-sized towns in

Slovenia, to the highly developed entrepreneurial culture in Kamnik. This ecosystem fosters the conditions for young creative entrepreneurs by connecting art, creativity and entrepreneurship.

The enormous population growth in Kamnik over the last decade can be seen as a positive economic factor for the local trade and service, as it has helped to increase the local purchasing power. On the other hand, the pedestrian area of the historical city centre, Šutna shows a lot of undeveloped space at the ground and upper floor levels.

Therefore, a clear potential for the city-centre revitalisation, based on the connected entrepreneurial ecosystem could be seen. With regard to the efficient location marketing and empty space management, following the Location Analysis document (prepared by CIMA in December 2020), the "trend check" shows that the city of Kamnik has no trend approaches visible as a »networked experience shopping location (shopping, culture, gastronomy, services) with emotional stimulation«. Furthermore, Kamnik has no trend affinity towards »profiling of inner-city retail via top service and specialist advice«, addressing new inner-city target groups or new retail city formats such as multi-/cross-channel concept stores with high-quality products, repair shops, or owner-managed flagship shops.

4.2.2 Goals for the pilot location

Therefore, our goal for the pilot location of Kamnik would be the development of the new type of »city centre-entrepreneurs« and branches of businesses, based on the connected entrepreneurial ecosystem in the city. With the support of the municipality, the local business community, and existing retailers we would like to revive the undeveloped spaces, by supporting start-ups with the idea of highly individual, location-based cross-over concepts and open mindset culture, ready to contribute to the active local town centre marketing.

Our goal is also to support young entrepreneurs, who started their business with help of good local business support network, to stay in the town and not migrate to other cities in surrounding, when becoming too big for etc. KIKŠtarter.

Contribute to increasing the city centre's visibility and its' recognition among entrepreneurs and small retailers as an excellent opportunity to run their businesses in the city centre. / (our goal = to bring more entrepreneurs in the city centre & to include local creative industry to participate in these processes and to cooperate/connect with local SB and retailers - connect them all into a collaborate city economy)

4.2.3 Major steps / milestones

For the last two decades, there is the increased competition that inner-cities areas have to face against shopping centres in the outskirts as well as the intense rise of the online sector that leads to a significant decline of purchasing power in central urban zones. The consequences are appearing as a huge loss of attendance, decrease of turnover and many empty spaces in the City Centres.

The model of urban re-use management and revitalisation of the city presents the

opportunity for new jobs, the promotion of a collaborative economy, social innovations, and start-ups. The pilot project will strive for the creation of new economic and social values and propose new urban scenarios.

The activities will consist of the following elements/phases, based on the logic of planning cycles and assets that exist in the local environment:

1. qualitative analysis of micro and macro location of the city (desk research & on-site) to define opportunities and local needs
2. consultation with experts from different professional fields

1) Mapping: the exploration of empty and underused properties and creation of an inventory explicating ownership and type of building; 2) Highlighting of existing best practices and tools in the local environment, resulting from the active policy-level approach to the city revitalisation and the strong business community engagement; 3) To select and Upgrade and implement winning idea from the hackathon - »gift voucher Maister«, and prepare sustainability plan for the implemented business case, following the great success of the voucher that showed a direct and immediate effect on the local retailers and small businesses, with the potential to become a permanent solution on how to attract more people in the town centre. Since it has the power to integrate the existing small business in the town centre into more coherent marketing campaigns and cooperation among the business community, the upgrade of the activities related to the management of the voucher will be considered in cooperation with the local retail store owners that adopted the voucher scheme. 4) Activating and envisioning the collection of bottom-up ideas for the re-use of vacant properties and innovative social program

with the local community with the implementation of selected ideas, supported by the local partnership; 5) Preparation of the program for young company founders with innovative store concepts in the city centre that will create value through specialisation and distinction and will receive concrete assistance in the development phase of their business idea through the local business support network.

4.2.4 Stakeholder involved and relevant for your activities

The success of the pilot project, especially in a deeply rooted local community is in a large part connected to the ability to form quality relationships to achieve results. These linkages work best at a community level with the support of important institutions that enable links of the separate elements in the city's innovation system.

The participatory process composed of all relevant actors has been outlined from the start of the project to create the framework preconditions for the revitalisation of the central urban zone of Kamnik. Identification of target groups, classification of the types of possible linkages existing, and preparation of specific dissemination process for local authorities, retailers, business communities, creative networks, citizens, and non-governmental organisations was prepared as the essential first step in the process of creating the framework preconditions. Definition of communication activities for the specific target groups to ensure wide awareness and transparency on how the information is shared, together with the preparation of different models and tools to address specific stakeholders enabled the creation of the communication system. The implementation of the inclusive process with a variety of actors in form of dedicated meetings and events allowed to identify economic and social precondi-

tions for the development of the pilot project and build trust among the respective partners.

Further on the objective would be to define new opportunity spaces through a dynamic, collaborative, and innovative facilitation process which would include the existing experience of the actors in the identification of new opportunities.

4.2.5 Sustainability

To ensure sustainability after the end of the CINEMA project cycle, we have to deliver benefits to the respective target groups and other interested stakeholders addressed in the project.

The findings, documents, and toolkits of the project are the solid basis toward sustainability. Secondly, the variety of partners and networks from different levels including policy and decision-makers, creative hubs, community-led initiatives are also the keys to ensure the long last of the project. Furthermore, the combination of the top-down and bottom-up approach with the collaborative processes and citizens' involvement from the start of the project could present an important step towards sustainability of the project. The constant verification of developed activities throughout the process of the project and adaptation of certain results that many times need further management and development is crucial to ensure sustainability. Therefore, for example our pilot project also foresees the upgrade and adaptation of the voucher scheme with the group of local retailers to ensure the sustainability of the result produced in the framework of the CINEMA project. Finally, the added value of the CINEMA project will be assured by a proactive consortium and in the case of Kamnik with the progressive business community partnership that will allow the project to expand beyond its cycle.

4.2.6 Recommendations and policy context

To work closely with locals, local BSOs and local policy-makers, it is essential for successful revitalisation of small business and retail in this small city community.

We strongly believe that the collaboration between local government and community-led initiatives in transformation projects is crucial for project outcomes and one of the most significant factors to achieve the sustainability of the pilot project. Kamnik's local communities have a big role to play in change towards sustainability as hubs for creativity, imagination, and innovation.

4.3 Local roadmap 2: Leonding, Austria

4.3.1 Summary of local situation and desired outcome

Describe the location / situation of the pilot location.

The blue building with the number 44 is the oldest building in the centre of Leonding. Situated directly next to the church and opposite the town hall, it has a prominent location. The building from 1831/32 is under heritage protection. Up to now it was used as school, seat of the municipality administration, library and, since 2014, as museum. Every year, 3 to 4 exhibitions of contemporary art can be seen there. In addition, the premises is also used for temporary art installations, houses a few office spaces of the KUVA and the Standortagentur Leonding GmbH and offers space for other events. "Otelo" open innovation and technology lab is also located in the building.

Even though it is located very centrally and is often identified as a Leonding landmark, it doesn't attract much attention from the Leonding population.

4.3.2 Goals for the pilot location

„STUDIO 44“- House for sustainability, creativity, innovation and regional impact (working title)

All activities and initiatives taking place in Studio 44 will be driven, focused by the vision based on 4 thematic areas:

Regional: Strengthening the regional economy, by providing a platform for regional products and crafts.

Innovative: New and innovative business ideas can be realised and field-tested; innovation through active networking of interdisciplinary actors.

Sustainable: Supporting sustainable agendas; Leonding is actively steering against climate change, by supporting regional products, brains and craftsmen.

Creative: The creative economy as a driver of new, extraordinary and innovative ideas. The Studio 44 as a birthplace, host and contact point for people and organisations who want to develop and implement new services. As a motor for sustainable new developments in rural areas, Studio 44 will establish itself as an Upper Austrian best practice for user-centred co-creation and will be the contact point for brains as well as digital and physical craftsmen to develop new things together. Our goal is that every citizen should have at least one physical or digital point of contact with the "blue house".

This vision is achieved through the offer of the 4 pillars that support the 44er Haus:

People: People and the network at the centre. Exchange and user-centred approaches, a place where people can meet.

Method: Collection and expertise of different methods available (CINEMA tools, Business Upper Austria and Standortagentur Leonding and network of experts), regular offer of workshops (e.g. hackathon, design

thinking offers), also in coordination with larger companies to create new ideas.

Support: Support of ideas, through proximity to the location agency Leonding; network, matchmaking with potential business partners.

Space: The Studio 44 offers the (including digital) space to try out new things, to get to know new methods and to engage in active networking.

Desired Outcome:

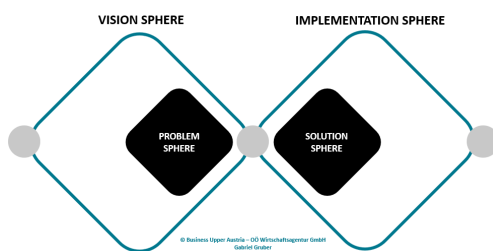
Studio 44 is hosting vibrant Retail and small business following the 4 cornerstones

Studio 44 will support the development of ideas into business

Studio 44 will be the place where new forms of sustainable craftsmanship will be implemented like re-use, re-pair, sharing inter-generation knowledge, maker movements

4.3.3 Major steps / milestones

Based on the double-double diamond our milestones and major steps are defined and structured through the following major steps:



Vision Sphere:

1. Mapping of existing visions
2. Development of an overall vision
3. Creation of a project mission

A permanent monitoring loop ensures that existing visions and the developed project vision are in line to prepare a smooth implementation.

Implementation Sphere

1. Define success factors
2. Define touchpoints
3. Develop overarching business model

A permanent monitoring loop ensures that the results achieved from the co-creation process can be implemented in a meaningful and value-creating manner and generate added value in both the parent organisation and the project.

Problem Sphere - Discover

1. Get to know people & organisations involved
2. Understanding structures
3. Stakeholder Mapping
4. Understanding area/city

Inquire, observe and listen.

This means opening our minds and learning everything about the area/city without limiting ourselves. Also, to read between the lines from time to time, to understand backgrounds, needs and desires.

Building empathy and not thinking in solutions yet.

Problem Sphere - Define

1. Narrowing down the search fields
2. Generation of hypotheses
3. Selection and prioritisation of the search fields
4. Formulating the precise design challenge

Evaluate, process, merge

Consolidate the findings and derive possible fields of action. Seeing processes and offerings through the eyes of the customer. Focus on key areas and formulate concrete design challenges.

Solution Sphere - Develop

1. Develop use-cases & scenarios
2. Evaluate and prioritise solution approaches

3. Finalise the design brief

Crazy, new, creative and user centric.

Building a transdisciplinary team to develop as many creative solutions as possible in a short time. Quantity before quality. Working out the specific design brief from the multitude of solutions generated.

Solution Sphere - Deliver

1. Defining of roles
2. Development of alternative business models
3. Implementation of first concrete measures as prototype
4. First user feedback incl. iteration

Fast, focused, user oriented.

Rapid development of functional prototypes that are enriched and adapted with user feedback at the earliest stages.

Reaching perfection faster through the courage of imperfection.

4.3.4 Stakeholder involved and relevant for your activities

People and organisations that deliver added value for Leonding companies (retail & small business) and the population of Leonding through new services and digital approaches in the areas of sustainability, regionality, creativity and innovation, and the economy of the common good.

- Craftsmen and visionaries
- Creative industries
- Retail and small businesses
- Larger companies in and around Leonding that want to create innovation through collaborations

Business support organisations (Tech2b, Business Upper Austria, Creative Region Linz & Upper Austria, Innovationshauptplatz Linz, banks, tax consultants ...)

4.3.5 Sustainability

Our vision for a sustainable and long-lasting change is based on the network of experts and support systems which we will develop during the piloting phase, who and which will push the idea further. A positive factor which will also ensure a vivid environment is the location of the Austrian piloting location: it is in the same building as the location and business agency of Leonding. The agency therefore doesn't only have the interest of supporting the Studio 44 and with it its creative ideas, but also has a physical tie to the Studio 44 itself and therefore provide a safe space to create, ideate and start something new for the population of Leonding and the creative industries.

A major factor to ensure a long-lasting change is the continuous support of the key policy players, who we involve throughout the entire process by monitoring, aligning and matching their visions with the vision of our piloting location. Thereby, the Studio 44 will have a prominent and strongly supported stance within the local politics and push the entire city to become a hub for creativity and healthy foundation for old and new retail and small businesses.

True to the services and methods we want to bring closer to the tenants and users of the Studio 44, we also hold on to continuously adapt the offers of our piloting location. By living a user-centred approach and regularly checking in with the users of the Studio 44 we want to ensure an environment and offers which are needed and therefore, accept an ever-changing setting of our piloting location.

4.3.6 Recommendations and policy context

Continuously involve the key policy players and key stakeholders, both in the vision phase and implementation phase:

Monitor, align and match their visions with the vision of the piloting location. Thereby, the “project” will have a prominent and strongly supported stance within the local politics and economy.

RECOMMENDATIONS: Allow trial and error for your users and also for your own organisation. Make sure to involve (potential) users and stakeholders and be courageous to fail or be imperfect. If you allow your users and stakeholders to be part of the creation phase and to accept their input and ideas, they will automatically start to identify with it and be a driving force on the long-term.

4.4 Local roadmap 3: Gabrovo, Bulgaria

4.4.1 Summary of local situation and desired outcome

District 6 is part of an area with concentration of cultural and historical heritage - a group cultural monument. The territory has an estimated area of 60.0 decades and covers the plain part of the centre of Gabrovo. In the XVIII century craftsmen and traders settled here and created the first commercial street. The neighbourhood was an important commercial centre with intensive economic life, which became a natural place for travellers to stay and spend the night. During the decades of the XIX century a number of prominent Gabrovo houses were built. The residential architecture, which is a synthesised manifestation of the socio-economic and spiritual achievements of a people, defines the basic features and appearance of the neighbourhood.



Nowadays, there are mainly residential buildings in District 6 - most of them are completely abandoned or partially used. There is almost no retail trade. The business is represented mainly by restaurants

and a few small accommodation facilities. That is why the neighbourhood has emerged as a favourite spot for staying and tasting local food and drinks.



Here is situated a former school building with remarkable architecture, which at present does not carry out educational activities but has retained its purpose. Gabrovo Municipality is looking for new features of the building, such as shared space

for creative industries, crafts, discussions and training activities. It is planned that in 2021 an active local NGO will be given the right to use some of its premises for conduction of its various activities.

“Dechkova House” Museum (also known as “House of memories”) is also located in District 6. It was built in the period 1815-1820 as a home of a wealthy local tradesman. Over the years it was a school, a mayoralty, a city hospital, a refugee hospital, a branch of the Bulgarian Red Cross. Today it hosts exhibitions of the city’s way of life and culture at the end of 19th cent. till the 40s of the 20th cent., as well as a “retro” drugstore, and a “retro” photo lab. The latest is planned to be soon transformed into a retro cafe.



District 6 is also a home to the Tourist Information Center - which provides information about Gabrovo as a tourist destination, including up-to-date and detailed information about the main and additional tourist services in the city, accommodation, meals, leisure opportunities, transport, mountain hikes, city tours with a guide and others.



With the financial support from the EU the Municipality implemented rehabilitation of the public infrastructure in District 6 - improvement of the access and the road surface, renovation of old fountains, replacement of the streetlights, construction of new children playgrounds.

Revitalising the area is one of the priorities of the municipality for developing the potential of the area by attracting small craft shops, cultural initiatives and creative activities.

As a whole, we face the following challenges:

5. mainly small residential buildings - totally or partially abandoned
6. private ownership (except for the former school building) and a lot of heirs to some of the properties who do not live in the city;
7. no retail trade (only gastronomy, accommodation and services);
8. complex administrative procedures for renovation of the buildings and the public infrastructure/spaces because of their status as cultural and historical heritage.

Our main goal is to enliven District 6 as a key area in the city centre and create a favourable atmosphere for the development of retail and small businesses by improving existing economic activities, enriching them with new ones, involving the benevolent power of creatives. This in turn will attract more visitors to the city and more customers.

The revitalisation of the area will provide opportunities for solving important problems for development of the city, creating conditions for more efficient utilisation of the potential and advantages of the urban territory.

4.4.2 Goals for the pilot location

The major goal of the project is through a strong public-private collaboration to find sustainable solutions to revitalise the central District 6 in Gabrovo. Bringing in new small businesses and strengthening the existing ones is a major part of the process. Including the creative power of local cultural organisations, NGOs, independent artists, designers, architects, etc. is the fuel that drives the whole project ahead.

This goal is supported by other, equally important, and relevant ones:

- Getting to know better the resources of District 6 and facilitating the process of hiring a space there - this would lead to an improved framework of partners willing to cooperate with new tenants, assist each other, welcome neighbours into new activities in order to transform District 6 into a preferred place for entrepreneurship, culture and good time.
- Cooperation with various stakeholders - in order to enliven the empty spaces and build a thriving community willing to dedicate time and resources to improve their neighbourhood and thus attract new visitors and business.
- Create more opportunities and build know-how for experiential related audience needs, like events in the open, pop-up installations, site-specific art, special presentations, screenings, readings, performance, etc. This also includes the ambition to test a similar line of events by involving local cultural organisations and negotiating support from existing businesses and the municipality.
- Fill in the niche for crafts services - not only food and beverages, but also contemporary handmade crafts.
- Profit from the ubiquitous and widely implemented digitalisation - not only

does it offer quick and easy access to information, but it is also a reliable, interactive source of communication with audiences. By implementing a specifically developed for District 6 marketing strategy, one which encompasses all stakeholders and takes into consideration existing and new consumers, the project will build a community of followers and supporters and will easily attract new ones. The focus is on clear messages, dynamic and up-to-date elements of communication, and distinct visual identity.

- District 6 to be recognised as an attractive urban spot for various activities (cultural, recreational, etc) for both locals and visitors to the city.
- More specifically - the opening of 5 new businesses in District 6 as a test of the above listed ambitions, along with several cultural events realised as a collaboration between local organisations and national ones.

4.4.3 Major steps / milestones

Major steps: The realisation of concrete settlements of new businesses in District 6 is the goal we would like to achieve at the end of the CINEMA Project. We plan the following actions/steps:

- 1. Analyses of the pilot location (District 6) resulting in:**
 - establishing contact with interested owners of empty
 - spaces and checking the suitability of the empty space;
 - identification of 5 empty buildings/empty floors/terrains suitable for retail, small businesses and creative industries;
 - elaboration of “passports” of the identified 5 places, containing the following information: location in

the District; floor area (m²); owner and his/her intentions and financial abilities for development of the place; proneness to rent; necessity for infrastructural renovation; appropriate purposes of the place (e.g. café, retail shop, gallery, hybrid models, etc.).

- 2. Elaboration of a concept for the conduction of a location business competition** - rules for participation, selection criteria, jury, engagement of the selected businesses by means of a contract agreement; awards for the selected businesses in the form of consultations, depending on the type of business and the expressed needs (might be consulting on shop window design, online marketing, business consulting for start-ups, etc.).
- 3. Development of a marketing strategy/ marketing platform** - marketing activities for the business competition and for the pilot location as a whole, strategic brand positioning, advertising measures for targeted commercialisation of the location.
- 4. Start of the business competition for the identified 5 empty spaces, start of the application period for business start-ups and existing companies** - at least a 3-month period of time for handing in the demanded documents.

The call for applications will be absolutely transparent, open to all interested businesses and with no restrictions. We will use all kinds of channels (print and online media, social media, websites of the project partners, printed materials, etc.) to promote the competition.

The team of experts which we will hire to elaborate the concept in point 2 will develop the participation requirements and a list of the documentation which

the businesses must provide (e.g., application form, business-plan, various declarations, etc).

5. Evaluation of all incoming concepts and selection of the businesses - The team of experts which we will hire to elaborate the concept in point 2 will develop the selection criteria and the evaluation method.

6. Signing contracts with the selected businesses - Gabrovo Municipality will sign agreements with the selected businesses for the consulting which they are going to receive and which will oblige them to occupy the chosen empty space for the period of 1 year.

7. The selected business will sign rent contracts with the owners of the empty spaces for the period of at least one year.

The above-cited agreements are indicative. The team of experts which we will hire to elaborate the concept in point 2 will develop detailed documentation for the competition and suggest the best form and content of the agreement.

8. Consultation of selected businesses - to be conducted after signing the agreements with the selected businesses. Depending on the type of businesses and the expressed needs during the application period, the consulting might be on shop window design, online marketing, business consulting for start-ups, etc. So we will choose the most appropriate consultants (designers, IT experts, financial experts, lawyers etc.) according to the specific business and empty space.

9. Cooperation with local and national cultural organisations and representatives of the CI - the project aims to develop a mechanism for a regular cultural program in the district, so that after the project timeline the activities proceed.

A successful example would be to inaugurate a network of various partnerships with local, national or international institutions and creative organisations. In addition to a tailor-made event for the neighborhood, one to three annual cultural events can be initiated in collaboration with already existing cultural organisations in Bulgaria. The aim is to create a regular calendar of events and a recognizability of District 6 through engaging and quality cultural content. These new forms of collaborations lead to innovative socioeconomic models.

10. Horizontal goals:

- At least partial implementation of the winning idea “Home 6” in the Remix the City Hackathon.

In parallel to the 7 above-mentioned steps we will try to assist the winning team in Gabrovo Remix the City Hackathon in realisation of their idea for District 6. The winning team called themselves “The Blacksmiths”. Their idea is named “Home 6” whose inhabitants are creative businesses, artists and good neighbours. It is oriented towards changes in the urban environment of District 6, formation of open spaces with art installations which actually resemble interior furniture, and turning them into places for various events and unique experiences. The team proposes the establishment of functional zones, appropriate for culinary and artistic events in the open, thematic workshops, events related to the history of District 6. The implementation of the idea is expected to create an environment suitable for creative tourism which will in turn attract new customers to the existing businesses and promote the establishment of new economic activities/businesses.

“The Blacksmiths” have already taken their first steps towards real implementation of the idea by applying for funding under the Civic Europe Program.

- Redirecting the conduction of various events organised by the municipality towards District 6.

The city of Gabrovo usually has a rich and diverse cultural calendar. The local project management team will seek opportunities to redirect some of the planned public and cultural events toward the territory of District 6. As an echo from the Remix the city hackathon and as a result of the annual Cultural Program of the municipality, there are 2 projects which received funding for creative and cultural activities in the pilot location (expected to happen till the end of 2021). So, this is a good start to the enlivening of the place.

4.4.4 Stakeholder involved and relevant for your activities

In the process of the project implementation we are using the following strategy for stakeholder involvement:

- **Investing in the community:** a one-way process of providing general information to the stakeholders;
- **Involving of the community:** two-way communication with the stakeholders used before major actions;
- **Integration of the community:** joint actions with active participation of the stakeholders or projects, jointly controlled with - and maybe even led by - the stakeholders/community;
- **Making community engagement permanent:** a two-way process for maintaining the stakeholders interest in

the pilot location and its development (post-project activities).

According to the planned pilot actions and the identified groups of stakeholders, we envision the following approaches for community involvement:

- **Existing businesses in District 6** - expected participation in the elaboration of the marketing strategy, as well as in the marketing activities; possible participation in the local business competition; inclusion in public events on the territory of District 6.
- **Property owners in District 6** - participation in the analyses of the empty spaces in the pilot location as a key factor for identifying appropriate premises for the business competition; involved in the public events on the territory of District 6.
- **Local NGOs** - participation in the marketing activities, the public events on the territory of District 6.
- **Creatives, cultural institutions** - involvement in the marketing campaign and in public events on the territory of District 6; possible participation in the local business competition; consulting of the selected businesses.
- **Educational institutions** - Technical University - Gabrovo - We have their support for the implementation of the CINEMA project. Their representative was an active participant in the Remix the City Hackathon. In addition, the University is an owner of a building in District 6, which until recently had gastronomy and accommodation functions. We see the university as a serious partner in terms of the marketing and consulting activities. Besides, they have a career center which distributes information among the registered students for various business initiatives, programs, competitions and maintains

contacts with companies from the region and the whole country.

- **Local BSOs** - Chamber of Commerce and Industry - Gabrovo - We have their initial support and intend to use their established networks, competences and experience as an organisation for the popularisation of the location business competition, as well as for the consulting of the selected businesses.
- **Potential businesses to settle in District 6** - a main target group of the envisioned marketing campaign; participation in the location business competition; beneficiaries of the consulting support; inclusion in public events on the territory of District 6.

All of the stakeholders will be actively involved in the implementation of the winning hackathon idea - HOME 6. They will be attracted to participate in the design networking workshops and design planning sessions to elaborate the visual and special concept of Home 6 and the planned storytelling activities.

4.4.5 Sustainability

The project aims to create a business and creativity friendly environment and be sustainable beyond the life-span of the project by implementing different tools:

- **PARTNERSHIPS** - public-private cooperation is one of the major assets of the project. The municipality's engagement points to the possibility of implementing some of the project's ideas in various programs in order to find means for financing or opening opportunities for collaborations on various levels.
- The **ANALYSIS** of the empty floor spaces can serve potential business start-ups in the years to come. It would be best if the analysis is made public, so that everybody interested in starting a new location in Gabrovo can have access to it.
- **COMPETITION / CONSULTATION** - through extending the time-period for consultation for the selected businesses, the municipality will sustain a long-term involvement in the district
- **EXAMPLE TO FOLLOW** - giving a good example with five locations that start a small retail business in the neighbourhood. If this proves to be successful - others will follow the example or the already existing businesses will expand their field of action.
- **STARTING RECURRING CULTURE INITIATIVES** - it is important that the project develops a mechanism for a regular cultural program in the district, so that after the project timeline the activities proceed. A successful example would be to start one to three annual cultural events in partnerships with local, national or international partners.
- **COMMUNICATION AND MARKETING** - an on-going communication campaign of the city with a possible focus on District 6 as a new creative and small retail district. This campaign will be started during the project, but with a vision for future development. With the storytelling tool there is the possibility to develop stories presenting real life examples of successful initiatives, which could serve as a positive image for the city and District 6.
- **LOCAL COMMUNITY** - involving the local community in the overall strategy of the project is vital. There is a need for small initiatives tailormade for the people living and working there.

4.4.6 Recommendations and policy context

A close collaboration with the municipality or other institutions and stakeholders is vital for the success of initiatives like the Cinema project. Only with the institutional support of local authorities a long-term change is possible. The development of

stable partnerships with businesses, creatives and institutions are vital for initiatives aiming to revive districts with a lot of empty spaces. Integrating the purposes of projects like this in various initiatives of the municipality is vital for sustainable results.

Conclusions and recommendations

The Roadmap presents an overview of all three pilot locations, Kamnik, Lendong and Gabrovo, their micro and macro environment and local key players. It defines the expected change, the measures, and activities for the pilot locations, typical examples of urban challenges in the Danube Region. Further, at the beginning of the second part of the Roadmap, a short expert article on the current situation of the worldwide health pandemic and its impact on small local communities and cities economies. Covid-19 even fastens the process of emptying of city centres. In this Roadmap, selected cross-fertilisation tools for retail and small businesses can facilitate the cooperation with the CI, and tools for municipalities can activate the potential of CI, among which are an assessment tool for empty floorspaces, a tool for the establishment of a cultural and creative network, a “city vision implementation support tool” etc.

Close cooperation among all involved local parties - local community, policy-makers, local business support organizations etc. - is indispensable. For that reason, all local parties were included in developing tools tailored to individual pilot sites from the very beginning of the project CINEMA, and local tradition and values are integrated into the solutions. On the other hand, these tools are flexible and can easily be used at other locations in the Danube region.

Even though we have a variety of places and concepts, all of them deal with the three major challenges:

- How to set up the operational model of the floorspace concept?
- How to work with the CCI sector and relevant stakeholders?
- How to make the activities sustainable?

Each of the Roadmap has its unique path, but thanks to CINEMA project, they will learn from the results of the piloting phase and share the experience from its implementation in three pilot locations.



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