

Action Plan "ABCitiEs"

June 2020

Project: Area Based Collaborative Entrepreneurship in Cities (ABCitiEs)

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Varaždin, City of Čakovec

Other partner organisations involved (if relevant): _____

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Part II – Policy context

The Action Plan aims to impact: Investment for Growth and Jobs programme

Name of the policy instrument addressed:

Operational Programme Competitiveness and Cohesion 2014 – 2020, CCI 2014HR16M1OP001

(The operational programs for the next period have not yet been adopted)

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Action plan Summary

Produced for our region Varaždin/Čakovec, this **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within the region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any). If the same issue is addressed by Čakovec and Varaždin, only one action is proposed.

VISION

Varaždin as an urban centre of creative and digital industries, a recognizable and interesting cultural and tourist destination that provides a stimulating environment for the economy, quality family life, education, and work of all citizens.

This action plan was written for the implementation of activities on the ABCitiEs project, funded by the Interreg Europe program whose general goal is to generate innovative and effective policies and instruments to stimulate the collaborative economy by optimizing the use of local space.

GOALS

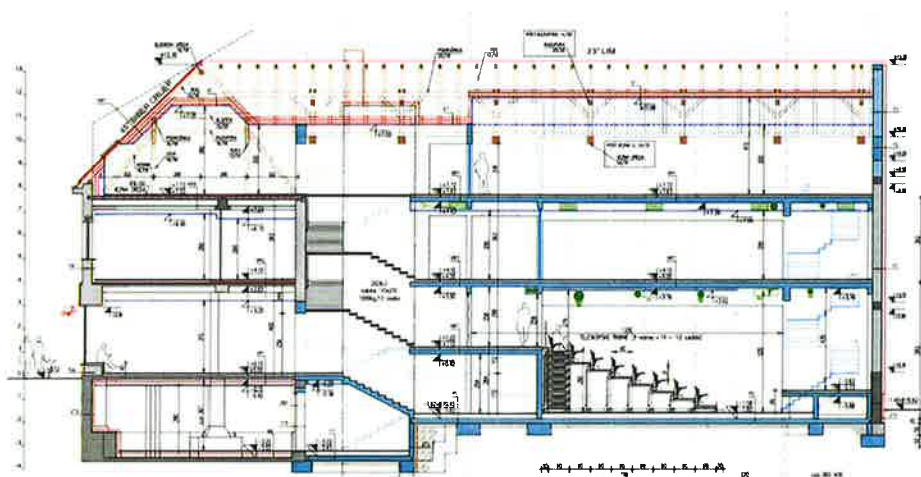
- *GOAL 1 - sustainable growth and development of the economy following the needs of residents and entrepreneurs*
- *GOAL 2 - a revitalization of unused urban spaces*
- *GOAL 3 - sustainable resource management*

Concrete actions that should be implemented following the goals of the ABCitiEs project are also proposed, and they are:

1. Urban centre for creative and digital industries

Beneficiaries of the Urban centre for creative and digital industries would-be entrepreneurs from various fields of creative industries and creative creation, fashion design, painting, sound design, ceramics, photography, film and video, marketing, architecture, art, crafts, software and computer games, music, performing and visual arts, industrial design, "low tech" production. Actions would combine production processes and artistic creation. Within the centre, there would be a space for 3D printing, a studio for drawing, painting and

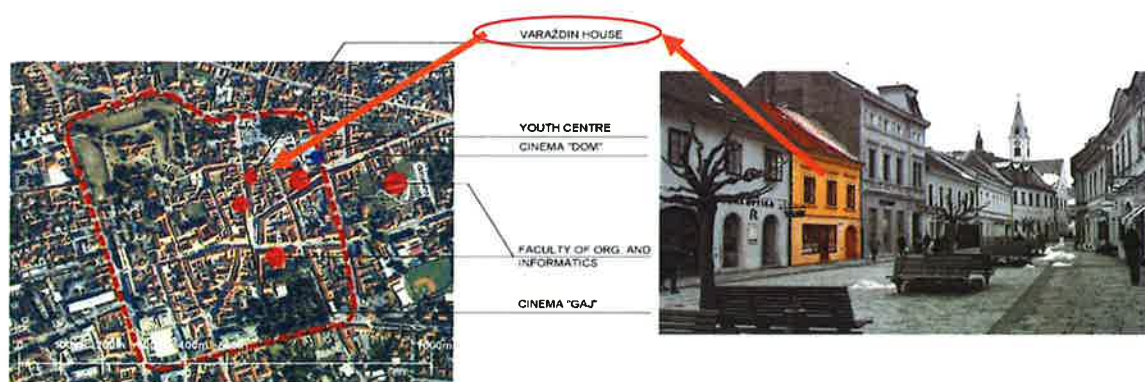
designing clothes, a digital photo studio, a space for performing photorealistic visualization, and animation of space, objects, and products.



Suggested workshops for children include a video group, a photo workshop Street live of the City of Varaždin, artistic expression through making objects from various materials, programming games for children, and a robotics workshop. Within the Urban centre for creative and digital industries, there would be a Showroom - a space where young artists could exhibit their works and works available to the public.

2. Varaždin house – Place for promotion of small products and services

The second centre in the "ABCitiEs" project is the Varaždin House intended for the promotion of local products and services. The purpose of this centre is to explore the possibility and formulate ideas of collective enterprises that provide small services or production. It would be based on common space and infrastructure in which different crafts, artists, and entrepreneurs share space.



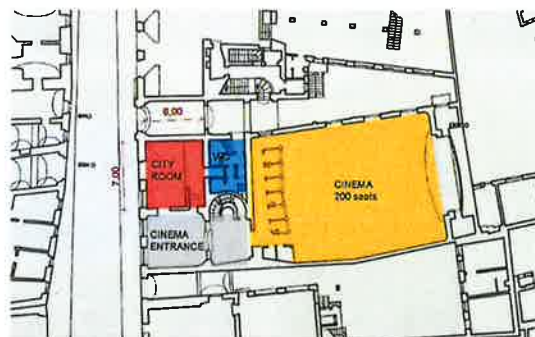
The idea is to create a dynamic, open, and attractive space for providing services, as well as a place for meetings and information for tourists. Craft workshops have been proposed whose idea is to present and stimulate the interest of tourists and students for this type of production and to promote local products and services. The goal is to create a unique experience and image of the city of Varaždin in the eyes of tourists. In addition to the basic tour of the city, each guide would allow tourists to participate in one of the craft workshops. Workshops for high school students would be exclusively specialized concerning the area of their education (fine arts, design, textile sector, food sector, etc.). The benefits of the workshops are a concrete presentation of this profession on the labour market. Tourists would be provided with a 3D and VR city tour that would include the sights and surroundings of the city of Varaždin, and in addition to visual images taken from the air and holograms that would show the sights from all perspectives, they could taste all the delicacies of Varaždin region.

3. City room

The third centre in the "ABCitiEs" project is the City Room within the "Gaj" cinema, intended to promote lifelong learning. It is intended as a multifunctional HUB cafe, i.e. a multipurpose/modular space for citizens, students, visitors, teachers, and entrepreneurs with the possibility of holding presentations, lectures through various forms of lifelong learning and organizing workshops and networking.

An added value of using the City Room is the tourist cafe with two main functions:

- Break Room (brief informative presentation of recipes, production process and characteristics of local products) and
- Entertainment Room - Pub Crawl Varaždin (organizing unusual and pleasant evening parties on various topics such as tasting different types of wine, a homemade beer produced by Varaždin amateur breweries, presentations of gin and liqueurs from Varaždin crafts).



To create an action plan, an analysis of the current situation was made using the methods of secondary and primary research. Secondary research included finding information on measures, types of companies, and other essential components of the cultural and entrepreneurial ecosystem of the city of Varaždin, while primary research focused on the

entrepreneurial and cultural development of the city of Varaždin, but from the perspective and experience of market stakeholders. : associations, crafts, family farms, and SMEs.

As a local example of good practice, the Youth Centre is mentioned, within which the Film and Creative Studio VANIMA stands out.

A SWOT analysis was made to identify strengths and weaknesses, as well as opportunities and threats related to the location, the city of Varaždin, and risk analysis.

The risk analysis consisted of 3 different categories: identification of potential risks, risk analysis (which consisted of the probability of occurrence of the risk, the consequence of the identified risk on the project), and risk assessment. Risk evaluation was made based on conducted secondary and primary research and defined the severity of the impact of risk on the social environment, built, economic and natural environment.

Two management models have been proposed - the first model takes into account the specifics of individual locations and activities that will be carried out at individual locations, and as a leader is proposed some of the existing institutions in the city, which is closest to activities that will be carried out at each location. In the second model, a separate company or institution would be established, which would be owned by the city, and which would manage the work of all locations.

Funding models are proposed concerning the models of implementation of activities listed in the action plan:

The first model in which actions are carried out in specially designated areas using one of the two management models would be financed from EU funds and self-sustainability would be achieved by implementing one of the two business models contained in the management model. In the second model, the actions are carried out diffusely in different appropriate areas in the city that are part of the existing institutions, suitable for the implementation of each of these actions, so the funding model would depend on the business model of the selected institution.

The document proposes measures for the development of collective entrepreneurship of the City, to strengthen and maximize the potential of the main economic sectors of the city. In addition to the existing model of the Entrepreneurial Fund of the city of Varaždin, the following program has been proposed:

Collective Entrepreneurship Development Fund of the city of Varaždin, Support to Collective Entrepreneurship of the city, Incubation Program for Creative Industries, Subsidies for projects for the preservation of old crafts, Co-financing of promotional economic activities in the field of protected cultural and historical heritage.

For all proposed actions, potential locations and alternative spaces in the case of a diffuse model of implementation of these actions are listed.

4. Urban Research Factory

*The **Urban Research Factory** is a virtual factory, whose "workers" and users can operate in any physical space in the city centre. The Faculty of Organization and Informatics operates as the URF's headquarters. In current implementation, URF is based on Internet of Things field that is attractive for researchers, industry as well as citizens due to great potential of penetration in various fields of living and environment. A core component is coworking space that is equipped with basic equipment for software engineering and Internet of Things (IOT). The coworking space can be used by small and agile teams, visitors, tourists, students and high school students.*

5. Čakovec City Market Square

Several different scenarios for the use of city market space have been explored for implementation of actions in the frame of ABCitiEs project. In all scenarios, it is important to establish a connection with the outdoor spaces (freed by the removal of the city market), to revitalize the space of the roof terrace, and to achieve better pedestrian and urban connections with the outdoor spaces of the entire block.

Due to the size of the interior and exterior spaces, a combination of several different scenarios is desirable and possible, which would further enliven the space.

The proposed new concepts / scenarios are:

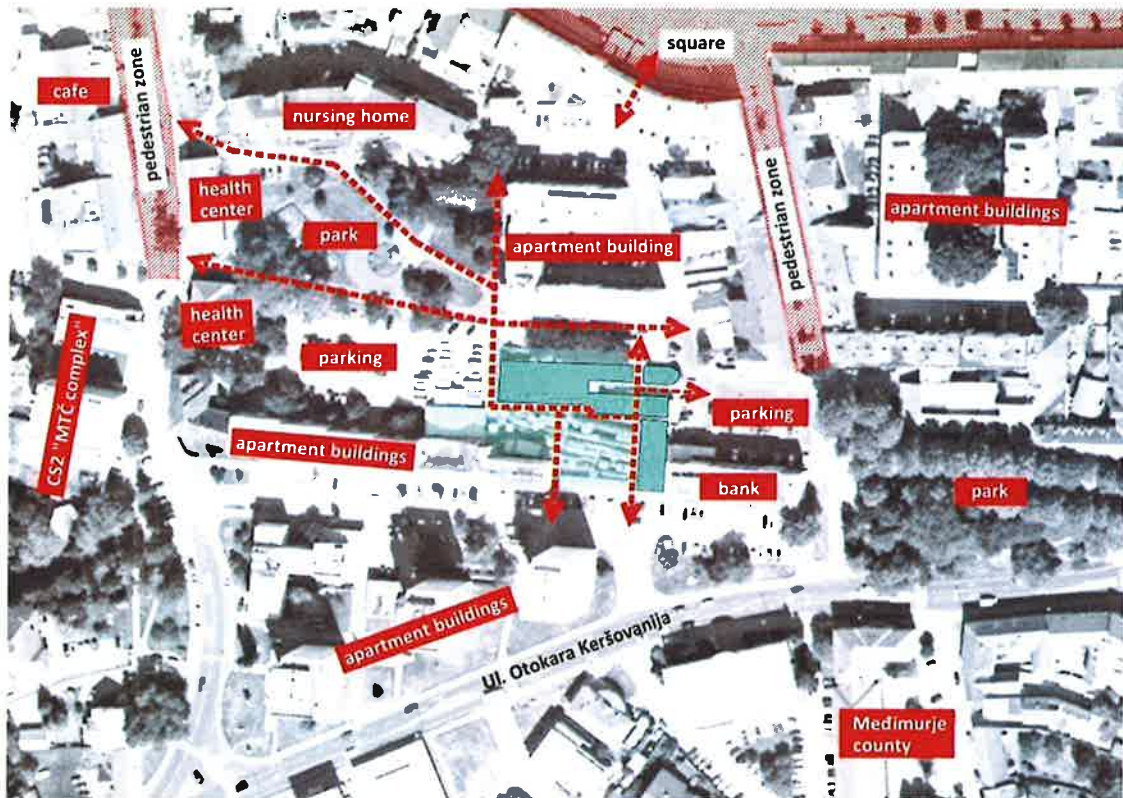
Scenario 0: Temporary Events

Scenario 1: Traditional Crafts

Scenario 2: Coworking

Scenario 3: Health and Beauty

Scenario 4: Learn and Play



6. MTČ Complex – Complex of the former MTČ Factory

The „MTČ complex“ is located in the heart of the city, with large exterior area, and the area is very significant in the memory of citizens. Regardless of the fact the venue is now partially privately owned, the further planning must be integral, transparent and careful. The decisions that will be made will have a significant impact on the quality of life in the centre as well as throughout the city and county. The complex of the former MTČ factory has great potential for new spatial solutions for the city centre. The complex, with its western side, opens to the Zrinski Park, and the northern one to the parking lot and Republic Square. From the south and east, it is surrounded by residential buildings and single-family homes. The research reveals several plans for this area, but all of these studies agree in one – this must

become a mixed-use space that forms an extension of the city centre and will cause intense re-urbanization. Several studies developed so far assume the following solutions:

- *place of commercial and social activities with new residential buildings facing the park (protected monument of natural heritage)*
- *a place for shopping, business and residential centre*
- *community centre*



1. Introduction

Authorities, citizens and entrepreneurs across Europe are looking for new business models to revitalize downtowns, often of historical significance and cultural value, from which business activities, but also residents, have largely moved to other parts of the city. It is also the subject of several European projects where solutions are sought in collaboration, sharing of ideas and good practice. Different universal methods and approaches are used, but original solutions are also sought.

One of the methods is that entrepreneurs in European cities are joining forces in new ways, forming collectives to stimulate business growth and innovation and to create a more attractive business environment. Area Based Collaborative Entrepreneurship (ABCE) means entrepreneurs collaborate by co-investing in facilities or technology, market their urban district collectively, improve shared public space, etc. The value of such collectives is increasingly recognized by local governments and policy measures to stimulate these initiatives are being developed.

Area based collaborative entrepreneurship (ABCE) mean that entrepreneurs cooperate through co- ownership in facilities or technology, interact together on the market of their urban area, improve common public spaces, and so on.

ABCE fosters urban regeneration as the entrepreneurs are most often strongly connected to their neighbourhood and committed to social goals. Neighbourhood liveability and social ties between local stakeholders are enforced. ABCE supports inclusive growth, cooperation and cohesion and helps to address the negative impacts of globalization such as economic restructuring, income inequality and the decline of urban areas.

Following this idea, ABCitiEs is exploring how to develop new types of entrepreneurial communities that encourage business and innovation growth and create a more attractive local business environment.

The ABCitiEs project is being developed in order to improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth

and Jobs and, where relevant, ECT programmes, supporting SMEs in all stages of their life cycle to develop and achieve growth and engage in innovation.

In order to monitor and safeguard the durability of the project's achievement a number of measures have been and will be taken:

1. The project has been developed in close collaboration with local, regional, and in case of the Croatia and Lithuania, national authorities, involved in the execution of ERDF programmes. In this way, their needs are an important starting point of the project and the solutions that will be developed will enable them to adapt their policy measures directly.
2. The project will result in concrete proposals that will lead to improvement of current and future ERDF operational programmes.
3. The project will result in a well-established, installed and satisfactory working community on area based collaborative entrepreneurship and urban development, which plays a key role in ensuring the sustainability of the project and the project results. The working community also contributes to disseminating and mainstreaming the project results and forms a permanent link of local, regional, national and European activities in the field. By including both (local) authorities and universities in the consortium, we ensure that the insights from this project will contribute to both practical implementation and structural knowledge circulation. For example, the project insights will be incorporated in the curriculum of the master Urban Management for policy makers and other practitioners in the field of urban development, which is offered at the Amsterdam University of Applied Sciences. In addition, the project's achievements will provide input for a PhD project on the influence of area based collaborative enterprises on retailing in Town Centres.

Objectives of the project

The overall objective of the project is to generate innovative and effective policies and policy instruments that foster or stimulate area based collaborative enterprises, thereby optimising their capacity for increasing SME competitiveness and contributing to improvement of the socioeconomic situation in European cities.

Through activities such as sharing investment or development costs and collectively marketing their urban district, ABCE contributes to the creation, development and growth of SMEs. At the same time, collectives are often intertwined with their surroundings and committed to local more social or environmental goals, such as strengthening neighborhood livability or reinforcing social ties between residents. Investing in collectives may therefore be viewed as a means to stimulate urban regeneration, inclusive growth, cooperation and cohesion.

Area based collaborative enterprises often feel frustrated with local government and existing rules and regulations which are not designed to facilitate their activities. On the other hand, municipalities aiming to stimulate collaborative initiatives, are in search of effective policies to support ABCE with the legal, financial, political and technical challenges they face. Collaborative initiatives and authorities are both looking for new knowledge and methods to empower the initiatives.

The sub-objectives are to develop concrete methods of support for use by governments and actors within collectives themselves, which lead to:

- a. improved accessibility of regional and local policies and instruments, and especially the ERDF, for (projects regarding) ABCE;
- b. effective municipal and regional policies for area based collaborative enterprises;
- c. development of policy tools that facilitate (rather than inhibit) the economic, social and environmental goals of collaborative enterprises;
- d. development of effective policy tools to support collaborative enterprises in tackling the various challenges they face.

One of objectives and an important result will be a European study how the policy can be structured in a way that entrepreneurs who work in urban areas receive optimal support.

Problems we are targeting in Croatia:

1. Problem: re-use of the abandoned city sites primarily relates to improvement of environmental conditions (energy savings, sewage systems and other utilities) Space for improvement:

- 1.1. measures should be extended to economic reconstruction of abandoned city sites
- 1.2. improvement of OPCC instruments which do not match collaborative entrepreneurship and don't recognize abandoned city centres as potential that should be put into operation for the brownfield investment

2. Problem: relatively low utilization of the available structural funds in Croatia

Space for improvement:

2.1. promoting entrepreneurship, as investment priority, should be better supported by horizontal measures

2.2. improved governance and selection procedures for projects

3. Problem: non-existing or non-effective group of forms and models for SMEs

Space for improvement:

3.1. new forms of collaborative and social entrepreneurship

3.2. models of urban land consolidation

3.3. creation of conditions for commercial use

3.4. business model of integrated business, facility and asset management in the historic centres (diffuse ho(s)tels, branded street, etc.)

3.5. circular economy in town - renewable energy, urban gardens

4. Problem: complex rules for opening and maintaining SMEs

Space for improvement:

- 4.1. legal, financial, political and technical effective rules
- 4.2. simple, fast, e-supported and effective administration processes.

2. Interregional example of good practice

We have learned a lot from the project partners in the preparatory phase. Although the situation in each partner region is different, some actions envisaged with our action plan are inspired by the interregional learning process. For the historical centres of Varaždin and Čakovec, the experiences of the cases of Aiolou street in Athens, where the pedestrian area is under pressure of touristification, are important. Traditional crafts and shops are disappearing due to the pressure to devote as much space as possible to catering, which also reduces the attractiveness for tourists. Užupis in Vilnius, as a spontaneously created art district, has become world-famous and attractive to tourists, and today it is exposed to gentrification, which again changes its authentic character. In our cities, we have similar processes, and with it a lot of pressure during events such as Špancirfest, Porcijunkulovo, Advent. Although we have not received ready-to-implement solutions, we have a good insight into the problem and the efforts to solve them. With regard to good public space management practices and the collaboration of city governments, citizens and entrepreneurs organized in collectives, the Withington Community Regeneration Partnership is an especially inspiring example. Of particular interest is the practice of Street Manager, a person who knows the location and residents well, deals with a variety of issues, and often functions as a mediator and mediator toward city administrative departments. We will try to apply this concept as well as Single Point of Contact. The example of Amsterdam and the transformation of neglected city blocks into interesting residential and business areas also contain instructive good practices, which, with modifications, can be applied in a different

environment. Knowledge Mile in Amsterdam is an example of branding metropolitan area for collectives that in their background have new knowledge and technology. It is important university in the neighbourhood. Entrepreneurs' collectives dealing with new technologies, creative industries, etc. have new needs for catering and other services that can be provided by entrepreneurs in the area. The historical core of Varaždin has many similarities with this example. Our cases, in fact sub-cases, start with the building of the Faculty of Organization and Informatics (Urban Research Factory), continue with the new library (it will be opened at the end of 2020), a hundred meters away is the City Room and Varaždinska huća, 200 meters Centre of Creative Industries. Inspiring are instructive examples of declining traditional business activities (local production, retail, handcrafts), abandoned spaces and their renewal for some new businesses in Vilnius (Uzupis) and Athens (Aioulou street area and Kipseli Municipal Market). Čakovec faces very similar problems. The city market is changing location and the existing space needs to be given new content and purpose. MTC is an abandoned industrial complex in the city centre with great potential. Vilnius Tech Park ICT startup hub could be a good role model for CKI, regarding integration of IT and tech companies with companies that interfere in the creative industries. Of particular interest to the CKI is the organization of incubation and long-term support to tenants, as well as the coexistence of different activities in the same area and ecosystem. It is still an open question to what level the grouping of the same industries should be encouraged. We learned a lot from a different concept in Athens, where a mix of activities is forced in given proportions. The action plan for our cases is partly reminiscent of some locations / buildings in partner cities, which have been successfully renovated and revived with the help of collective entrepreneurship. For three Varaždin cases, and especially for CKI, the example of Romantso creative space and collective in Athens is particularly inspiring. In addition to what we have learned, we believe that some of our experiences and good practices can be inspiring for other partners. We hope that we will be able to offer our partners experiences and good practices in the implementation of the Temporary Use concept, and in part the integrated management of resources for ABCE. Below we selected two examples of good practice that we are, with respect to our planned activities, find the most interesting.

2.1. Amsterdam Institute for advanced metropolitan solutions

General Information

AMS Institute is an internationally leading institute where talent is educated and engineers, designers, and both natural and social scientists jointly develop and valorise integrated metropolitan solutions.

Amsterdam Institute for Advanced Metropolitan Solutions (AMS Institute) is a public-private institute founded in 2014 by Wageningen University & Research (WUR) and Delft University of Technology (TU Delft), together with Massachusetts Institute of Technology (MIT). They are an international institute at the forefront of innovation, situated at the nexus between industry, government and academia. Engaging and developing the latest technology and science with research, experiments and projects in the city of Amsterdam, they take on the challenges posed by rapidly urbanizing world.

Their mission is to develop a deep understanding of the city – sense the city – to design solutions for its challenges, and integrate these into the city of Amsterdam. What makes AMS Institute unique is that they valorise their research in practice, using the city of Amsterdam as a living lab: a valuable context for experiments that helps develop and test advanced solutions for challenges in urbanized metropolitan areas around the globe. The three core pillars of the institute are Research & Valorisation, an Education Program and a Value platform. They have their own Master's program Metropolitan Analysis Design & Engineering (MSc MADE), that is the latest addition to their educational activities.

Founders

AMS Institute was founded in 2014 by Delft University of Technology (TU Delft), Wageningen University & Research (WUR) and Massachusetts Institute of Technology (MIT).

Partners

City of Amsterdam - Amsterdam is a small metropolis with great ambitions. The city is a 'living lab', in which metropolitan tasks are both a challenge and an opportunity to develop and apply new insights, technologies and practices. Knowledge and innovation go hand in hand: gathering, reflecting and researching knowledge form the context within which new applications can be developed. The City of Amsterdam believes that a responsible capital invests in knowledge and innovation and continues to develop in this area. The partnership with AMS Institute helps us achieve this goal.

Amsterdam Smart City - an innovation platform that brings together proactive citizens, innovative companies, knowledge institutions and public authorities to shape the city of the future. Amsterdam Smart City consists of a public private partnership and an international community. By collaborating and sharing knowledge they come up with innovative solutions for metropolitan issues of a social, economic and ecological nature. This way we ensure that the Amsterdam Metropolitan Area remains livable, now and in the years to come.

Flevo Campus - Flevo Campus is a collaborative program of the University of Applied Sciences Aeres, Amsterdam Institute for Advanced Metropolitan Solutions (AMS Institute), the City of Almere and Province of Flevoland. In Almere, students, researchers and businesses are brought together by the Flevo Campus, to explore and test in practice how cities should be provided with sustainable, healthy, and sufficient food.

Metabolic – their mission is to transition the global economy to a fundamentally sustainable - and circular - state. They advise governments, businesses, and NGOs on how to adapt to a fast-changing global context, while creating disruptive solutions that can dramatically shift how the economy functions. Combining systems thinking and data science, Metabolic maps and gains understanding of local and global systems to assess where to intervene for the biggest impact.

Witteveen+Bos - Witteveen+Bos Consulting Engineers are contributing to a sustainable society. As an engineering and consultancy firm, they advise and help clients all over the

world in resolving today's complex challenges. They work on improving the human environment for everyone, today and for future generations, contribute to social, ecological and economic progress, with the sustainable development goals of the United Nations serving as an inspirational guideline.

CLEVER°FRANKE - a design agency that uses data to create interactive products and experiences. Combining strategy, design, and technology, CLEVER°FRANKE invents new solutions that exceed boundaries and helps organizations in their data driven digital transformation. Founded in 2008 by Thomas Clever and Gert Franke, the agency collaborates with some of the most innovative companies from across the globe, designing cutting edge solutions for the likes of Google, Signify, HERE Technologies, Bosch and Warner Music Group. Adept at unraveling complexity, CLEVER°FRANKE helps them to inform and inspire, tell new stories, and create experiences that have impact. Along the way, they discover untapped value and hidden business opportunities that help their clients innovate and grow.

La Fabrique de la Cite - La Fabrique de la Cité is a think tank dedicated to urban foresight, created and sponsored by the VINCI group, since 2010. La Fabrique de la Cité acts as a forum where urban stakeholders, whether French or international, collaborate to bring forth new ways of building and rebuilding cities. Previously, La Fabrique de la Cite and AMS Institute have worked on the topic of physical activity in public space.

Waternet - Waternet is the joint organization of the City of Amsterdam (Amsterdam) and the Regional Water Authority Amstel Gooi and Vecht (AGV) responsible for all water related activities, including drinking water production and distribution, the sewerage for household and industrial wastewater and rainwater, wastewater treatment and management of all surface waters, in and around Amsterdam. This unique combination of tasks makes Waternet the only water company in the Netherlands that covers the whole water cycle. Waternet cooperates with partners from the public and private industry and the academic world, in the Netherlands as well abroad, in research and innovation projects.

The Student Hotel - The Student Hotel aims to create the best space where students and travelers can find their purpose and change the world. Not just with the well-designed and

thought-out rooms, or the many great shared communal facilities. When they think “best space,” they think of a stimulating environment and an exciting global community. The Student Hotel and AMS Institute regularly collaborate on research initiatives to improve understanding of and way of working in urban communities, as well as invest in sustainable business practices. These initiatives focus on urban mobility or water and energy usage.

TU Delft Complex Projects Chair, Department of Architecture - The Chair of Complex Projects (CP) investigates settlements around the world that are ambiguous in their development and embedded in the process of globalization. Complex Projects targets all scales of the architectural thinking: details, building, city, and region, with the purpose of expanding the knowledge about design and dense urban areas development, and of broadening the mind and thinking of future architects.

TU Delft Deltas Infrastructure Mobility Initiative - Delft Deltas, Infrastructures & Mobility Initiative (DIMI) is developing integral solutions for urgent societal problems related to vital infrastructure for water safety and smart mobility, which are intrinsic to the natural and built environment. An integral approach, in which different disciplines cooperate, provides the best guarantee for finding these solutions.

EIT Climate-KIC - the EU’s largest public private partnership addressing climate change through innovation to build a zero-carbon economy. EIT Climate-KIC is supported by the European Institute of Innovation and Technology (EIT), a body of the European Union.

Activities

Urban Living Labs provide a co-innovative setting, in which multiple stakeholders jointly test, develop and create metropolitan solutions. AMS Institute is committed to creating successful transitions to a more sustainable resilient and just future. They strive to make a positive impact on the cities by creating solutions for complex urban challenges. The urban challenges they face today have a multidisciplinary nature, which makes it important to create a connection between fundamental research and society-wide implementation - and to connect the different disciplines and stakeholders needed to solve them. In light of this,

Living Labs are an attractive way to test, create and develop metropolitan solutions that will be adopted more smoothly and swiftly by all stakeholders involved. And as a result, have a long-lasting impact on solving complex multi-stakeholder societal and metropolitan challenges on a large scale. They design, develop and study methods and tools for urban data processing, visualizations, and applications. Data are at the core of understanding the city, and help with urban planning and decision making.

2.2. ATHENS IMPACT HUB

Impact Hub Athens is part of an International Network of social driven professionals and a variety of high impact creative professionals that are dedicated into prototyping the future of business. From social inclusion and social integration to environment and fair trade, the Impact Hub Athens is engaging expertise from its worldwide presence and creating a net of intercultural, high impact community that acts locally and internationally.

Acting as a springboard for exploring ideas, sharing knowledge, and gaining access to essential resources and capital, we are creating a powerful ecosystem to support a new type of economy, the economy we envision and build on the values of co-creation. Till now members are counting their impact in many areas, as Social Inclusion, Democracy, Human Rights, Environment, Health, Employment, Education, Technology, Arts, Migration and Integration etc. They are a community of creators building a radically collaborative world.

Athens Impact Hub provides an integrated series of programs and personalized services, starting from the stage of ideation and discovery of the most innovative and high impact idea to working on educational and experimental stages of each social business through the guidance and the expertise that is provided with the Impact Hub Academy.

THE PROCEDURE INCLUDES THE FOLLOWING STEPS:

1. **Initial diagnostics** - The first meeting between the participant and the fitness coach is about identifying the challenges the entrepreneur faces. Through a specific

diagnostic methodology, the areas that the entrepreneur needs to focus on and a joint development plan with specific goals and milestones to be achieved are clarified.

2. **Development plan support** - During the program, and in the light of the pre-agreed growth plan, the participant is provided with all the necessary educational stimuli and counseling to help achieve the goals set. The educational tools to be used at this stage are personal counseling from experts, laboratories, peer-to-peer learning, “thoughtful” networking and tools, presentations, articles and research on the challenging topic we approach each time. Monthly coordination meetings or redefinition of the deployment plan are taking place.
3. **Final assessment** - Participation in the program lasts at least 6 months, and the timetable for the development plan has a corresponding duration. At the end of the agreed timetable, an assessment of the Development Plan with the fitness-coach consultant is made and the decision is made whether or not the entrepreneur will stay in the program.

In addition to the above, the program participants gain unlimited access to the Impact Hub global community, assured participation in networking events and opportunities for viewing through our network of partners. Minimum duration of participation: 4-6 months. Minimum time required to work in the program: 15 hours / month. Applications remain open throughout the year.

Partners

The philosophy of Athens Impact Hub is that change that they want to bring to the world is a collective affair, so they have partners who support the. They welcome new alliances with businesses, individuals and organizations who want to increase their social impact in cooperation with the Impact Hub Athens actions. So, they build the network of partners, donors and supporters. Some of them are U.S. Embassy Athens, British Council, Goethe Institute, European Commission, Danish Refugee Council, Fondazione Cariplo, Fondazione CRT, Business Models Inc, Ikea, Allianz, Cannon, Heineken, Sony.

Members

Acting as a springboard for exploring ideas, sharing knowledge, and gaining access to essential resources and capital, Athens Impact Hub is creating a powerful ecosystem to support a new type of economy, the economy they envision and build on the values of co-creation. Until now, their members made their impact in many areas, as Social Inclusion, Democracy, Human Rights, Environment, Health, Employment, Education, Technology, Arts, Migration and Integration etc. Current members are:

ALTERNATIVE ATHENS - an experiential Travel Company specializing in original tours and activities in Athens and its surroundings. They represent a different way of travelling and exploring local life through top rated tours and handcrafted activities. Our aim is to offer travelers a genuine experience in Greece and help them see Athens and Greece through the eyes of a local. They explore the country through a different lens, with tours around mythology, street art, food, neighborhoods, meals with locals, storytelling walks and out of the ordinary day and multi-day trips. Thanks to its innovative approach, Alternative Athens has garnered worldwide recognition with press coverage from world-class publications and is also a TripAdvisor Certificate of Excellence winner for 2014-2018.

BAKIS PRODUCTIONS - Bakis Productions is a production company supporting the free culture and open science movements, delivering everything from feature films and documentaries to scientific open access journals, under Creative Commons licenses.

CINERGIES co-op - An Athens based social cooperative whose purpose is to create and support narratives fostering equitable and sustainable pathways. They cover following services: researching and storytelling skills combined with programming experience that will allow to help plan and tell each story; production, shooting with a seasoned crew equipped with enhanced cinematographic tools, committed to the process of visual storytelling; post production, editing with an editing team in a highly equipped studio, involved in all aspects of post-production, supporting remote reviewing of material; transmedia distribution, distributing content in innovative ways, remixing audio-video-photography, interactive elements and vivid storytelling.

CVEXPERTS - CV writing services company in Greece, established in 2007. Besides CV writing, the company offers integrated career counseling services to job seekers and career changers, combining career counseling methodology with insight into global market trends and employment issues. Its team consists of a dynamic mix of business professionals and career counselors who apply a personalized and targeted approach, meeting each individual through a series of personal sessions, with the aim to develop personalized career tools (CV/Resume, LinkedIn Profile, Cover Letter, Motivation Letter, Interview Coaching, Career Counseling). CVexperts also designs and executes various career management workshops and seminars in collaboration with educational institutions and other organizations.

DIADROMES – COMMON ROUTES SCHOOL OF PHOTOGRAPHY - Common Routes School of Photography was founded on September 2016 through the collaboration of two photographers, Yiorgos Assimakopoulos and Tolis Chatzignatiou. Their previous experience on the photography through long distance photo journeys, personal projects and education consist the core values of the Diadromes – Common Routes School of Photography also. Bearing in mind the above, Diadromes – Common Routes provides the opportunity for those who are interested in photography to learn the basic principles of photography and then to expand their knowledge through projects, journeys and personal works. The main goal is the creation of a community where the members and students of school will find their “home” in terms of creativity, ideas, personal and team projects.

ECOCITY DIAFANO - Non-Government no profit organization focusing on urban environment. It is ran by its members, volunteers from the areas of science, business, media. It was founded in Athens on 2004, and operates departments in Thessaloniki and Patras. It is governed by the Board of Directors and consulted by the Scientific Committee. Main activities are Annual campaigns and events, public dialogues, forums and conferences related with all aspects of urban sustainability concerning air, water, development, energy, transport, waste. Is an active member on the 6 largest European and international NGO networks: EEB, T&E, PAN EUROPE, EKO ENERGY, ECOS, MIO/ECSDE

LIMINAL - “Liminal” is an innovative socio-cultural organization specializing in matters of Theatre accessibility. They aim is to give the possibility for everyone to engage with the

reality of Modern Greek Theatre, regardless of social, physical or linguistic differences. “Liminal” provides Theatre access to those who have unwillingly been excluded from the collective, through services which increase accessibility to shows and Theatrical expression. They manage this through workshops and educational programs as well as supporting existing productions or creating new ones. One of key ambitions is to transform the Theatrical scene of Greece into a more democratic and fairer realm, while simultaneously providing creators a wider audience.

SARANTAPORO - Sarantaporo.gr is a Non-Profit Association, founded in 2013, to promote sustainable development in the remote, isolated, mountainous region of Ellassona municipality, in northern Greece. The municipality has more than 50 villages, scattered around a mountainous relief, just opposite of the Olympus mountain. Being remote and sparsely populated, the villages, due to lack of the relative infrastructure, do not enjoy the modern communication opportunities available in urban centres as the Telecommunication Companies (TelCos) don't see profit in investing to the relevant infrastructure. As a result, many of these villages lack Internet connectivity. To alleviate this shortcoming the Sarantaporo.gr Non-Profit Association designed and deployed wireless community networks in 15 villages in its area, starting from 2010. This infrastructure, offered as a 'commons', is openly accessible by all and currently serving approximately 4.500 people.

THE LANGUAGE PROJECT - The Language Project is a nonprofit organization providing help to vulnerable social groups, such as refugees and migrants, by developing and implementing innovative educational programs and cultural events, seminars and workshops focusing mainly on foreign languages, translation, interpretation and cultural mediation. It started as a cultural and educational initiative supported by START – Create Cultural Change of R. Bosch Stiftung and Goethe-Institut Thessaloniki and evolved to become the first Greek NGO promoting efficient cross-cultural communication, smooth integration and enhanced employability for everyone, providing as well translation, interpreting and cultural mediation services to the humanitarian field.

3. SWOT analysis

The ABCitiEs (Area Based Collaborative Entrepreneurship) project as part of the Interreg Europe program, was launched to find sustainable ways to: connect entrepreneurs, encourage joint ventures in property and technology, and promote the common market. Through main activities, project explores how to develop new types of entrepreneurial communities that will help in creation of a more attractive local business environment.

The main objective of the ABCitiEs project is to find ways to develop and encourage different forms of cooperation between entrepreneurs and other participants related to the location of the city of Varaždin. The purpose of project activities is to increase competitiveness, to improve the socio-economic situation and to revitalize the city centre. One of the results of this project is the creation of innovative and applicable policies related to collective entrepreneurship.

The ABCitiEs Action Plan is based on data collected from national, regional and local strategic documents related to culture and entrepreneurship, scientific and professional articles, information gathered from a primary survey of the business sector of Varaždin and Varaždin County. The purpose of the survey is to find out problems and needs of all segments of the business sector such as: associations, entities in crafts and trades and freelances, small and medium enterprises. A detailed SWOT analysis was made to show the Strengths and Opportunities of the entrepreneurial sector in Varaždin, as well as their Weaknesses and Threats, whose impacts should be reduced or eliminated.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A significant number of events and programs aimed at the entrepreneurial and cultural sectors • The diversity of cultural programs of the City of Varaždin and the Varaždin County • The cultural and historical value of the city centre and its surrounding places • Wide range of products and services made by local manufacturers • Constant demand for education and training • Ambient value of space in the very centre of the city • Constantly development of audiovisual activities • Emphasis on cultural tourism • Increase of funds for activities connected with culture and entrepreneurship • The profitability of Varaždin based on festivals and cultural events such as: Špancirfest, Varaždin Baroque Evenings, VAFI • A significant number of associations and businesses interested in collaboration, networking and sharing of knowledge • A constant increase in the number of tourists coming to Varaždin and Varaždin County • Presence of two significant faculties in the city of Varaždin (FOI; UNIN) and their interest in cooperation with other entities • Impact of cultural programs on other branches of the city of Varaždin (tourism, entrepreneurship, education) • A large number of spaces owned by the city of Varaždin, available for conversion • Programs and support measures of the city of Varaždin towards the entrepreneurial sector 	<ul style="list-style-type: none"> • Insufficient support from the city of Varaždin for cultural and entrepreneurial initiatives • Slow or incomplete implementation of a cultural development strategy of the Varaždin • Lack of systematic approach and thinking about connecting the two most important sectors of the Varaždin area, culture and entrepreneurship • Unclear criteria for project and program funding • Poor networking and cooperation between all key factors in the city of Varaždin (associations, private companies, local governments) • Lack of interests of media as a support for cultural and entrepreneurial programs • Insufficient space available for cultural and entrepreneurial activities • Excessive concentration of programs of the same type • Poorly organized system of financing cultural and entrepreneurial events • Low community interest in programs • The workspaces are not owned by the association/business entity • Insufficient involvement of business entities in decision-making processes in the entrepreneurial sector • Organizing season-limited programs (mostly in summer) • The problem of sustainability of associations and business entities for a longer period • Lack of adequate space for cultural, educational and tourism activities • Poor communication within and outside companies/associations • Stagnation of cultural infrastructure projects

	<ul style="list-style-type: none"> • The insufficient stimulus for creativity and innovation • Concentration of programs mostly in the city centre • Paying too little attention to the surrounding parts of Varaždin County • Insufficient recognition of cultural and entrepreneurial resources of the city • Lack of cooperation between the cultural, entrepreneurial and tourism sectors
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Encourage mutual networking of all actors of the entrepreneurial sector of the city of Varaždin • Using EU funds for development, culture, entrepreneurship and tourism • Design policies that would provide greater support for the creation of a common market • Defining the financing model and sustainability of cultural and entrepreneurial entities in the city of Varaždin • Establishment of cooperation between business entities in the city centre and the whole area of Varaždin County • The synergy of the culture of the city of Varaždin with the business sector • Raising community awareness of the existence and diversity of Varaždin's business programs • Advanced technologies and their applicability from the entrepreneurial and tourist aspect of the city of Varaždin • The availability of EU support programs for entrepreneurship, culture and tourism • Giving more media attention to smaller cultural and entrepreneurial events 	<p>THREATS</p> <ul style="list-style-type: none"> • Frequent political changes in the city of Varaždin, lobbying • Negative impact on the identity of the city of Varaždin so far • The emergence of major misunderstandings between participants in the business, cultural and tourism sectors • Low interest of tourists in holding modern tourist tours • The departure of craftsmen, talents and businesses from Varaždin • Inability to influence the increase of citizens' interest in engaging in community activities • Selfishness and rivalry within the business sector • The low standard of living for residents of Varaždin and its surroundings • The decline in the level of the arrival of foreign tourists due to the global crisis • The passivity of the enterprise sector • State-level economic crisis

<ul style="list-style-type: none">• Renovate neglected city-owned space for cultural, educational and tourism activities• Modernize and enrich the tourist offer of the city of Varaždin - "thinking outside the box"• Increase the profitability of the city's tourism activities• Enable greater impact of the business and cultural sectors on policymaking in their field of activity	
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4. Risk Analysis

Proper and detailed analysis of all potential risks is the basis for the appropriate development of plans and successful creation of strategies for the implementation of the project "ABCitiEs". All potential events, accidents or dangers that may negatively affect the implementation of project activities or jeopardize the survival of the project as a whole were taken as potential risks of this project.

The analysis included three separate processes:

1. Process of hazard identification
2. Risk Analysis consisted of:
 - The likelihood of risk occurring,
 - The consequences that the risk would leave on the project,
 - Risk rating,
3. Risk Evaluation that included defining:
 - Seriousness of risk impact on: social environment, built, economy and nature,
 - Manageability over risks to reduce their impact on project activities.

Risks were identified based on the conducted secondary market research and the results of the conducted research among associations, entities in crafts and trades, family farms and SMEs.

Hazard Identification	Risk Analysis				Risk Evaluation							Total									
	Likelihood	Consequence	Rating	Seriousness	Seriousness			Manageability			Growth										
					Social	Built	Economic	Natural	Sub-total	Reduction			Readiness	Response							
Financial risks																					
Availability of funding sources																					
Insufficient funding by the city	Certain	Moderate	Very high	4	3	5	1					7,2	Yes	Yes	Yes	4					11,20
Underfunding by the state	Likely	Moderate	Moderate	3	2	4	1					5,4	No	No	Yes	4					9,40
Reduction of the EU budget for projects	Likely	Moderate	Moderate	4	3	4	1					6,9	No	No	Yes	3					9,90
Lending opportunities																					
Number of credit sources/investors	Possible	Major	High	2	4	5	1					5,7	No	No	Yes	4					9,70
Strict criteria system	Unlikely	Insignificant	Very low	1	1	1	1					2	Yes	Yes	Yes	2					4,00
Ability to qualify for a loan	Possible	Major	High	4	4	4	1					7,4	Yes	Yes	Yes	3					10,40
Undeveloped financing system for culture and entrepreneurship	Certain	Moderate	Very high	4	3	5	1					7,2	Yes	Yes	Yes	3					10,20
Accounting standards	Unlikely	Minor	Low	2	2	3	1					4,1	No	Yes	Yes	2					6,10
Economic crisis																					
Reduction of entrepreneurial aid	Almost certain	Major	High	4	4	5	1					7,7	Yes	Yes	Yes	3					10,70
Declining purchasing power of the domestic population	Possible	Moderate	High	5	2	5	1					7,7	No	No	Yes	4					11,70
Decline in the purchasing power of tourists	Possible	Moderate	High	4	1	5	1					6,2	No	No	No	4					10,20
Increase in basic operating expenses	Certain	Major	Very high	4	1	4	1					5,9	No	Yes	Yes	4					9,90

Frequency of technological development																			
Limited availability of new technology	Almost certain	Major	Moderate	4	1	4	1	4	1	5,9	No	Yes	Yes	2	7,90				
Limited adaptation to new technological needs	Possible	Major	High	4	1	4	1	4	1	5,9	Yes	Yes	Yes	3	8,90				

Hazard Identification	Risk Analysis				Risk Evaluation										Total									
	Likelihood	Consequence	Rating	Seriousness	Manageability					Growth														
					Reduction	Readiness	Response	Sub-total	Natural		Economic	Built	Social											
Infrastructure risks																								
Unavailability of necessary infrastructure Communication	Possible	Major	Moderate	3	3	4	1	4	1	5,9	Yes	Yes	Yes	3	8,90									
Unavailability of internet network	Likely	Major	Moderate	4	1	4	1	4	1	5,9	No	No	No	2	7,90									
Poor internet connection quality	Possible	Moderate	High	4	1	4	1	4	1	5,9	Yes	Yes	Yes	3	8,90									
Transport connections																								
Limited transport options	Possible	Moderate	Moderate	4	1	5	2	5	2	6,4	No	Yes	Yes	2	8,40									
Poor development of local public transport	Likely	Moderate	High	5	1	4	2	4	2	7,1	Yes	Yes	Yes	2	9,10									
Natural disasters																								
Earthquake damage	Possible	Major	High	5	5	5	4	5	4	9,8	No	No	Yes	2	11,80									

Flood damage	Almost certain	Major	High	5	5	5	5	5	10	No	Yes	Yes	3	13,00
Business spaces														
Too few available capacities	Almost certain	Major	High	5	2	5	5	1	7,7	Yes	Yes	Yes	4	11,70
Spaces in poor condition	Possible	Moderate	Moderate	3	2	4	4	1	5,4	Yes	Yes	Yes	3	8,40
Non-adaptation of space to the required needs	Possible	Moderate	Moderate	4	2	5	5	1	6,7	Yes	Yes	Yes	4	10,70
Stagnation in city infrastructure projects	Possible	Major	High	4	4	5	5	2	7,9	Yes	Yes	Yes	3	10,90
Undefined purpose of public urban areas	Possible	Moderate	Moderate	4	1	4	4	2	6,1	Yes	Yes	Yes	3	9,10
Market risks														
Competition														
Unauthorized copying of products/services	Likely	Moderate	Moderate	3	1	4	4	1	4,9	Yes	Yes	Yes	3	7,90
Too little networking and collaboration among organizations	Possible	Moderate	Moderate	4	1	5	5	1	6,2	No	Yes	Yes	3	9,20
Entrepreneurial responsibility, weak cooperation with the business sector	Possible	Moderate	Moderate	5	1	5	5	1	7,2	No	Yes	Yes	3	10,20
Demand														
Weak tourist interest for new programs	Possible	Major	High	4	1	5	5	1	6,2	No	Yes	Yes	3	9,20
Weak community interest in	Possible	Moderate	Moderate	5	1	4	4	1	6,9	Yes	Yes	Yes	3	9,90

Human factor																			
Professionalism and competence of employees	Possible	Major	High	5	2	5	1	1	7,7	Yes	Yes	Yes	3	10,70					
Attitudes towards employees	Likely	Moderate	Moderate	5	1	3	1	1	6,6	No	No	No	3	9,60					
Diversity and discrimination	Likely	Minor	Low	4	1	3	1	1	5,6	No	No	No	2	7,60					
Not a proper business or market practice	Likely	Minor	Low	3	1	4	1	1	4,9	No	Yes	Yes	3	7,90					
Processes																			
Work environment security	Possible	Moderate	High	4	1	4	1	1	5,9	Yes	Yes	Yes	3	8,90					
Convenience, transparency and confidentiality	Likely	Minor	Low	3	1	3	1	1	4,6	Yes	Yes	Yes	3	7,60					
Errors in products and services	Possible	Moderate	High	3	1	5	1	1	5,2	No	No	No	2	7,20					
Selection and exposure to the client	Possible	Moderate	Moderate	4	1	4	1	1	5,9	Yes	Yes	Yes	3	8,90					
Advisory activities	Likely	Moderate	Moderate	4	1	4	1	1	5,9	No	No	No	2	7,90					
Process management and execution of transactions	Likely	Moderate	Moderate	4	1	5	1	1	6,2	No	Yes	Yes	3	9,20					
Supervision and reporting	Unlikely	Minor	Moderate	3	1	4	1	1	4,9	Yes	Yes	Yes	2	6,90					

Based on the identified risks and the analysis performed, we can conclude that the greatest **financial risk** is the decline in the purchasing power of the local population and insufficient financial support of the city.

The problem of disposing of obsolete technology and the limitation in upgrading existing technology represent the greatest **technological risk**.

Flood damage as a natural disaster represents an infrastructural risk, while in the category of business capacities the greatest **infrastructural risk** is represented by too few available spatial capacities.

The 3 biggest identified **market risks** are the lack of understanding of market needs, non-incentive support measures for the business sector, which may result in the departure of business entities from Varaždin.

The greatest **operational risks** are the professionalism and competence of employees, as well as relations with employees.

5. Management models

Two models of management of the above mentioned sites are presented. The application of one of these models would ensure the conditions for sustainable management and achieve self-sufficiency. The proposed models of management are consistent with the activities that would be carried out at each site and the needs of each of these sites.

FIRST MANAGEMENT MODEL

The first model proposed takes into account the specificities of each centre and the different activities to be carried out at each centre. Therefore, one of the existing institutions in the city is proposed as the leader, the one closest to the activities to be carried out at each centre.

The leaders, selected from the staff of Technology Park Varaždin, the Tourist Board city of Varaždin and the Open University, would be responsible for the overall implementation of the

Centre's activities. Such a model has been tested in the Centre for creative Industries, which has been entrusted with the management of the Technology Park Varaždin.

The main tasks of the leaders of the individual sites would be:

- organizing and managing the work of the Centre's operations,
- representing the Centre,
- concluding contracts with partners and staff,
- proposing programs and their development, and measures for their implementation,
- managing the Centre's program,
- deciding on investments, renting space and renting equipment.

The main organ for all important decisions would be the Governing Board. The Board would consist of three members: 2 representatives of the City of Varaždin and one representative of the Centre, elected by the employees.

The main functions of the centre Governing Board would be:

1. to adopt the statute relating to the functioning of the centres,
2. to take decisions on:
 - Financial plan and annual accounts,
 - Allocation of funds and profits for the implementation and development of the Centre's activities,
 - Decisions to cover the Centre's losses,
 - Reports on the work of the Centre,
 - Acquisition, sale, encumbrance and disposal of property,
 - Leasing of a part of the Business Centre,
3. monitors the implementation and development of the centre,
4. makes proposals and submits them to the City Council city of Varaždin:
 - Changes in status,
 - Report on the Centre's operation and work,

Two implementation models are possible for each of these actions:

- a) each action will be allocated a specific space exclusively intended for that purpose,
- b) actions will be carried out diffusely in various appropriate areas in the city that are part of existing institutions and facilities, suitable for the implementation of such actions.

In this sense, potential funding models for all proposed actions are listed below.

Model 1. - Actions are carried out in specially designated areas using one of two management models

If the actions described in this Action plan would be allocated in separate space, it is necessary to ensure the financing of infrastructure and operating costs until the self-sustainability of the centres wouldn't be achieved.

This can be achieved with EU funding intended for such purpose, for example funds for the reconstruction and equipping of infrastructure.

As the programming of the next EU financial period is ongoing, specific programs are still under development, so this document will list similar programs from the previous financial period.

One of the programs was the ITU - Integrated Territorial Investment, and it is assumed that a similar program will continue to be implemented.

EU cohesion policy promotes a policy of investment in job creation, competitiveness, economic growth, improving the quality of life and a sustainable period. Financial instruments that should accompany such a policy are the Cohesion Fund and the Structural Funds (European Regional Development Fund (ERDF) and European Social Fund (ESF)).

The use of financial assistance is limited by the rules of eligibility of costs: the general rule of eligibility and scope of intervention of each fund is prescribed in regulations and other legal acts on EU structural funds, and national eligibility rules are prescribed in each programming document, selection criteria, and national legal acts. Therefore, the arrangement of the

location for Urban centre for creative and digital industries would be financed from the funds intended for business infrastructure, while the financing of Place for promotion of small products and services would be financed from the programs intended for tourist infrastructure.

To put the Cinema Dom site into operation, it is necessary to provide a minimum of 2,000,000 euros.

To put the Varaždin House site into operation, it is necessary to provide a minimum of 200,000 euros.

To put the City Room location into operation, it is necessary to provide a minimum of 100,000 euros.

To ensure self-sustainability at the planned locations it is necessary to define:

- the market price for the use of these spaces,
- the price for the use of space for users will be defined by setting criteria for incentives to entrepreneurs by the city of Varaždin.

Model 2 - Actions would be carried out diffusely in different appropriate areas in the city that are part of existing institutions and facilities, suitable for the implementation of each of these actions

As it is not possible to predict the further programs for financing projects of public interest with EU funds, neither in terms of content nor time, it is necessary to determine alternatives to ensure the implementation of planned actions within the set timeframes.

The city of Varaždin has provided funds from the local budget in the amount needed to partially finance the City Room as part of the “Gaj” cinema. Due to changes in sources of funding for local budgets, that is not enough funds to finance infrastructure projects.

For this reason, the question of financing other actions that will be carried out diffusely in different locations remains open. Institutions that already operationally manage alternative locations would be operationally in charge of carrying out actions. These institutions already

have budgets and financial resources for their operational functioning. In this case, only the operational implementation of the actions would be ensured by the cooperatives themselves, while the leaders of alternative locations would finance the existing infrastructure to the extent that it needs to be adapted to the activities listed in this action plan.

The cooperatives would pay for the use of these spaces according to the valid price lists of existing locations, and by using the benefits prescribed according to the criteria of alternative locations and the criteria of the planned incentive measures that will be provided by the city of Varaždin.

7. Suggestions of measures for collective entrepreneurship in the cities Varaždin / Čakovec

The key to the long-term survival and development of a particular environment is the development of its economy. The results of the secondary research showed that the city of Varaždin is aware of this and invests numerous resources in order to strengthen and maximize the potential of its most important sectors.

The three largest economic forces of the city of Varaždin are:

- tourism,
- industry and small business,
- agriculture.

The most significant qualities and resources of the city include:

- Rich cultural heritage and numerous historical sights,
- World-renowned festivals and events,
- The tradition of the processing industry, especially textile and food,
- Tradition of small business entities such as crafts and small and medium enterprises,
- Development of free zone and entrepreneurial zone.

In the last few years, the city has been continuously working to stimulate and strengthen the economy through numerous support programs for entrepreneurs and craftsmen such as

"Entrepreneurial Fund of the city of Varaždin" and "Support to Entrepreneurs in the city of Varaždin", but also implementing various projects and activities for further business development.

Table 6 shows the amounts of support for the two most important support programs of the city of Varaždin.

Table 1: Support programs of the city of Varaždin

	"Entrepreneurial Fund of the city of Varaždin"	"Support to entrepreneurs in the city of Varaždin"
2017	700.000,00 HRK	1.725.000,00 HRK
2018	2.045.000,00 HRK	2.695.000,00 HRK
2019	3.067.000,00 HRK	1.985.000,00 HRK

Source: City of Varaždin (2017 – 2019), Entrepreneurial fund

The table shows that in the last three years, the city has insisted that the amount of support for entrepreneurs be gradually increased, and allocated a significant amount of budget for these purposes. Precisely thanks to that, economic activities were initiated, which is evident from the growing trend of registered legal entities in the city of Varaždin. However, primary research conducted among associations, crafts, family farms and SMEs has shown that the current system still has space for further progress. Participants pointed out what problems they encounter in the daily performance of ongoing activities and gave suggestions for improvement.

Table 7 shows the most common problems that respondents face on a daily basis.

Table 2: Problems of the entrepreneurial sector of the cities Varaždin / Čakovec

PROBLEMS IN DAILY BUSINESS	PROBLEMS OF THE CULTURAL AND ENTREPRENEURIAL SECTOR
<ul style="list-style-type: none"> • Lack of financial resources, • Insufficient experience in writing and implementing projects, • Insufficient visibility of the company, • Lack of professional staff, • Lack of technical means, • Poor cooperation with the local self-government unit. 	<ul style="list-style-type: none"> • Too little networking and cooperation between organizations, • Lack of space capacity, • Availability of public urban areas and their purpose, • Insufficient financing system, • Lack of media support for cultural programs, • Insufficient city support.

Source: Technology park Varaždin (2020) A survey of business entities of the city of Varaždin

In order to try to eliminate all the problems, below is a proposal of incentive measures by which the city of Varaždin could help collective entrepreneurship, and thus the entire economy.

1st Incentive measure: Collective Entrepreneurship Fund

The incentive programs that the city has developed and implemented so far have had a number of positive effects. The idea and concept of the "Collective Entrepreneurship Fund" would be based on the basic principles of the "Entrepreneurial Fund of the city of Varaždin", as an example of good practice.

The program would award grants for activities such as:

- business entity registration,
- arranging business space,
- making a business plan,
- procurement of equipment,
- participation in domestic and foreign fairs.

Eligible applicants for this type of grant award would be business entities that have developed a certain form of cooperation with other organizations, ie which can be added to the category of collective entrepreneurship.

Amount of funds: 2.000.000,00 HRK.

2nd Incentive measure: Encouraging collective entrepreneurship

This measure would ensure that all entrepreneurs entering the category of collective entrepreneurship have access to business space in the city through two potential forms of support:

1. co-financing the costs of renting office space in the city of Varaždin,
2. reduction of the rent of business premises owned by the city of Varaždin.

Amount of funds: 150.000,00 HRK

3rd Incentive measure: Creative Industry Incubator Program

The measure would be aimed at the development of the creative and creative sector of the city of Varaždin, whose main focus should be the Centre for Creative Industries. The city would support the further development of creative talent through two segments:

1. training program led by top experts in practice,
2. financial resources intended for participants for the realization of innovative ideas.

Amount of funds: 500.000,00 HRK

4th Incentive measure: Subsidies for projects of preservation of traditional occupations

The measure would be aimed at projects for the preservation of traditional occupations that would help create new jobs, encourage the employment of entrepreneurs engaged in traditional occupations.

Eligible activities in the function of performing activities:

1. Procurement of equipment, tools and accessories
2. Procurement of inventory and interior design of business premises
3. Education (Scientists / students on professional practice, persons on professional training, employees)
4. Quality certificates, quality marks and the status of traditional / artistic crafts

Potential applicants would be crafts, liberal professions, persons who have registered handicraft or secondary occupation.

Amount of funds: 300.000,00 HRK

5th Incentive measure: Co-financing of promotional activities of economic activities in the field of protected cultural and historical ensemble

Through the measure, the city of Varaždin would co-finance the costs of advertising and promotional activities.

Potential applicants would be subjects of collective entrepreneurship that perform economic activity in the area of a protected cultural and historical entity in the area of the city of Varaždin.

Eligible activities:

1. Protection, restoration and revitalization of immovable cultural property
2. Development of cultural and tourist contents and products based on cultural heritage and development of cultural - tourist products
3. Promotion and marketing of cultural heritage destinations

Amount of funds: 400.000,00 HRK

Table 8 summarizes the described incentive measures.

Table 3: Incentive measures

No.	Incentive measures	Target group	Eligible activities	Amount of funds	Type of support
1	Collective Entrepreneurship Fund of the city of Varaždin	Small business entities (entrepreneurs, craftsmen) that have developed a certain form of cooperation with other organizations	<ol style="list-style-type: none"> business entity registration, arranging business space, making a business plan, procurement of equipment, participation in domestic and foreign fairs. 	2.000.000,00 HRK.	De minimis
2	Encouraging collective entrepreneurship in the city of Varaždin	Small business entities (entrepreneurs, craftsmen)	<ol style="list-style-type: none"> co-financing the costs of renting office space in the city of Varaždin, reduction of the rent of business premises owned by the city of Varaždin. 	150.000,00 HRK	De minimis
3	Creative Industry Incubator Program	Small business entities (entrepreneurs, craftsmen)	<ol style="list-style-type: none"> training program led by top experts in practice, financial resources intended for participants for the realization of innovative ideas. 	500.000,00 HRK	De minimis

4	Subsidies for projects of preservation of traditional occupations	Crafts, self-employed activities, persons having a registered handicraft or secondary occupation.	<ol style="list-style-type: none"> 1. Procurement of equipment, tools and accessories 2. Procurement of inventory and interior design of business premises 3. Education (Scientists / students on professional practice, persons on professional training, employees) 4. Quality certificates, quality marks and the status of traditional / artistic crafts 	300.000,00 HRK	De minimis
5	Co-financing of promotional activities of economic activities in the field of protected cultural and historical ensemble	Entities of collective entrepreneurship in the area of protected cultural and historical ensemble in the city of Varaždin	<ol style="list-style-type: none"> 1. Protection, restoration and revitalization of immovable cultural property 2. Development of cultural and tourist contents and products based on cultural heritage and development of cultural - tourist products 3. Promotion and marketing of cultural heritage destinations 	400.000,00 HRK	De minimis

8. Action proposal - Varaždin

As part of the project "ABCitiEs" is planned the conversion of the next three locations in the city centre:

1. Former cinema "Dom" conversion into Urban centre for creative and digital industries
2. Varaždin House into place for promotion of small products and services,
3. Cinema "Gaj" into City Room.
4. Urban Research Factory

The purpose and ultimate goals that are to be achieved by training these spaces include: "reviving" the city centre, supporting the development of the entrepreneurial and cultural scene of the city of Varaždin, and raising the quality of the tourist offer of the city.

Indicators that will be achieved through the implementation of activities within all centres are:

- Joint branding,
- Inclusion of centres in the new development strategy of the city of Varaždin,
- Increasing the number of collectives.

8.1. Urban centre for creative and digital industries

The first location of interest for the "ABCitiEs" project is the former cinema "Dom" intended for the purpose of the functioning of the "Centre for Creative Industries".

8.1.1. Purpose

The city of Varaždin is currently planning the reconstruction of cinema premises for the Urban centre for creative and digital industries. The City Development Agency DAN makes an investment study, and the basic inputs are provided by the city of Varaždin. Technology Park Varaždin is a potential Centre for Creative Industries operator in the Cinema Dom. The city of

Varaždin plans to move here already existing the collective which is currently located on different inadequate premises in the city.

8.1.2. The collective, reasons and incentives

The city of Varaždin is preparing a reconstruction of the former Cinema Dom for the Urban centre for creative and digital industries. There should be places of creative industries such as: multimedia, sound design, design, web design - therefore the creative industries that are touching the ICT sector. The building is abandoned and no activities take place in it.

However, **potential users** (and collectives) can be identified:

1. There was a Centre for Creative Industries (CCI) in Varaždin, as a location-related collective. This collective does not exist anymore because of the state assigned to the building to the State Archives.

The background:

In 2009, the city of Varaždin reconstructed a building in an the abandoned complex of military bakeries (about 500 m2), with the intention of developing the Centre for Creative Industries. The task was entrusted to the Technology Park Varaždin (TPV) with the idea that the creative industries were brought together and organized on the model of TPV tenants. Although the project was poorly designed, with no funding sources, TPV has devised a process of incubating creative Figure 3 - CCI - Centre for Creative Industries (Former cinema "Dom", Ivana Kukuljevića 11) projects and supporting tenants. TPV has taken over the activities of reconstruction and decorating space, branding, and promotion, providing art mentors and supporting residents at fairs and other events. TPV organized the Centre's participation in fairs (Fashion HR, Špancirfest, IASP Conference in Estonia ...). After 2015, the activities of the Centre have been substantially reduced, mainly because TPV has been ceded to provide support, and no new management or some other operator has been established.

2. Some tenants of the former CKI moved to other offices in the city and some found temporary accommodation at a Youth Centre near Kino Dom. It can be expected that the new space could reconnect them.
3. The existing Technology Park has a significant concentration of startups and businesses that we can classify as creative industries. They are not organized into some kind of formal collective, but they have collective activities, meetings, coffee on Fridays and the like.
4. The Faculty of Organization and Informatics of the University of Zagreb operates in the city, which is a significant source of staff and startups in the field of web development, video game development, mobile applications, etc. The University of North's multimedia studies also operate. There is a similar profile in the Polytechnic of Međimurje in Čakovec. Some graduates continue to work in the city and some start their own businesses. There is an idea to provide spaces in the former barracks in

Optujska street for production in the creative industries. This idea depends on the plans of the University North.

8.1.3. Stakeholders

POLICY EXECUTIVES

- city of Varaždin
- Development agency DAN
- Technology park

ENTREPRENEURS / USERS

- Actual entrepreneurs in Cis (SMEs; Crafts; Artists; Digital nomads; Project teams)
- Clients, Visitors
- Craftsmanship association
- Tenants of the Technology park
- Staff and startups of FOI and UNIN

(OTHER) EXPERTS

- Media
- General public
- catalysts (Chamber of commerce, Association of Architects of Varaždin)
- Cultural heritage office
- Managers of ongoing and future projects

Spatial requirements

- open 24/7
- flexible space
- customers' area – sales/exhibition space in the lobby
- polyvalent hall for public gatherings and film projections
- co-working space (400 m2)
- back office
- specialized spaces and infrastructure

8.1.4. Example of use

Place for creative industries such as: multimedia, sound design, design and web design - therefore the creative industries that are touching the ICT sector.

Action 1: A space designed for entrepreneurs

(Entrepreneurial Neighbourhoods)

The users of the Creative Industries Centre would-be entrepreneurs from different fields of creative industries and creative creativity - fashion design, painting, sound design, ceramics, photography, film and video, marketing, architecture, art, crafts, software and computer games, music, performance and visual arts, industrial design, low tech production. ***The action would combine production processes and artistic creation.***

1. “ 3D manufacturing technology ”

3D printing (additive manufacturing technology) enables production and the production of functional prototypes in real size or at a certain scale. This action, as an integral part of the Centre for Creative Industries, was conceived as a place to test the functionality and ergonomics of future products through prototyping and digital production, which is suitable for smaller product series (eg, production of filament for 3D printers from recycled materials, personalization of various souvenir products or three-dimensional forms of real city objects).

2. DESIGN LAB

- Studio for drawing, painting and designing clothes

A space for drawing, designing clothes and making fashion accessories that represent local designers whose products raise the Varaždin fashion scene to a recognizable level among the local community as well as tourists.

Their design work can be presented to the public in the exhibition space of the Creative Industries Centre.

3. PHOTOGRAPHY

- Freedom of artistic expression through photographs (eg photographs of Varaždin city)

Digital photo studio with various photography and photo gifts making by Varaždin photographers. Possibility of representing the city through photographs of various characters that could be presented in the exhibition space of the Centre for Creative Industries.

4. ANIMATED 3D VISUALIZATION

Space for photo realistic visualization and animation of space, object, product, etc. by graphic designers from Varaždin.

A rendering of thematically animated 3D visualization could be displayed in the hall of movie screenings.

ACTION 2: A space designed for entrepreneurs and children

(Kid-Focused entrepreneurship)

Creative & Multimedia

In the creative and multimedia sector, it is proposed to combine different sub-sectors in one place, intended for entrepreneurs, crafts, students, children and young people, in order to stimulate, develop and raise awareness of the importance of culture and education.

Suggested workshops for children:

1. VIDEO GROUP

Workshops where children make feature films, documentaries and animated films and reportages through which they discuss important topics.

The film is the ideal medium through which children and young people can exercise their right to express themselves and speak publicly about their wishes, problems while developing their digital skills as one of the most important skills of today.

Their videos can be shown in the hall of movie screenings.

2. PHOTO LAB

- Photo workshop of Street lives of the city of Varaždin

The workshop allows the capture of a moment or situation that makes children feel sentimental about the city, developing digital skills through the processing of their individual photographs.

Their work can be presented to the public in the exhibition area of the Centre for Creative Industries.

3. THE CREATIVE CORNER FOR THE YOUNGEST

- Artistic expression through the production of objects made of various materials

Example 1:

How to make a variety of animals from paper and cardboard, how to easily create your own mobile phone stand, etc.

Example 2:

„Live“ colouring books, or augmented reality colouring books. The child must colour the printed page. What makes these colouring books different is the ability to put a smartphone or tablet above the coloured image, and the image will come to life in the form of a cartoon, sometimes a fun game (the nicer the drawing is, the more beautiful the 3D cartoon will be).

Example 3:

Making recycled dolls.

The aim is to introduce children to the concept of recycled materials and how to use them in creating new products (mostly toys). Through this workshop, environmental awareness would be raised.

4. GAMES LAB

- Programming games for children

Designed for kids who want to learn how to easily create their own computer games - design the main idea of the game, create characters ... This workshop is a great introduction to the world of computer game design and programming in general. Programming in a fun way to teach children how to think and develop the skills they need for technological innovation and technological development as a profession of the future.

5. ROBOTICS

In this workshop children learn the basics of robotics as one of the most important professions of the future. The basic principles of robotics are beginning to be mastered by children on Lego models. The space for the development of robotics, as well as robotic workshops, could be led by the Croatian Robotics Team and the Croatian representative at the RoboCup Worldwide Ivica Kolarić, who with his group of robots from the 1st Elementary

School Varaždin achieves enviable world results, and has long experience in robotics workshops in Varaždin for many years.

Showroom - space where young artists could exhibit their works; a separate room may be provided for this purpose, or all hallways in the Centre may be suitably arranged to represent the exhibition space for the works. The corridors would be arranged in such a way that the works remain preserved (closed glass shelves, security cameras), that they can be constantly monitored and prevent damage.

COLLECTIVE ENTREPRENEURSHIP

The proposed actions would affect several different types of collectives.

Collective in "low tech" production such as:

- production of small series using 3D printers
- production of filaments for 3D printers from recycled materials
- production of CNC machines

A collective in artistic creation, such as 19-year-old Bernard Lelak, a fashion designer from Varaždin, the Croatian champion in fashion design. He also won second place in the world competition of young designers. She plans to launch her own clothing brand soon and is also involved in modelling. The spatial capacities of the Centre of Creative Industries, as well as its primary purpose of existence, would enable this type of collective further growth and development of business.

MANAGEMENT MODEL

The management model of the Centre Creative Industries would be guided by good practice experiences by the Technology park Varaždin, which had managed the Centre Creative Industries since January 2010. The beneficiaries were entrepreneurs from different fields of creative industries and creative creation. Most of the tenants continued to develop their business after leaving the CCI and the analysis found that over 75% of them still operate in the market. With experience in managing the centre of creative industries, Technology park

Varaždin is developing a maker space. The idea for managing the maker space is to establish an association whose founders will be business entities, schools and colleges. Through this management model, the Technology park Varaždin supports entrepreneurs by including them in its mentoring programs, preparation of project documentation for applications for tenders and internationalization of business.

The leader selected between Technology park Varaždin and the city of Varaždin would be in charge of the entire implementation of the activities of the Centre Creative Industries.

The main tasks of the leader would be:

- Organizing and managing the work and operations of the Centre Creative Industries,
- Representation of the Centre Creative Industries,
- Concluding contracts with partners and associates,
- Proposing programs and their development, and measures for their implementation,
- Management of the Centre Creative Industries programs,
- Deciding on investments, renting space and renting equipment.

The main decision-making body would be the Governing Board. The Governing Board would consist of three members: 2 representatives of the City Council of the city of Varaždin and one representative of the Technology park Varaždin elected by a vote of all employees.

MUNICIPALITY/POLICY INSTRUMENT

The mentioned incentive measures from Chapter 8, by which the city of Varaždin could support the realization of all the mentioned activities within the project Centre of Creative Industries, would be:

Incentive Measure: Creative Industry Incubator Program

The measure would be aimed at the development of the creative and creative sector of the city of Varaždin, whose main focus should be the Urban centre for creative and digital industries. The city would support the further development of creative talent through two segments:

1. training program led by top experts in practice,

2. financial resources intended for participants for the realization of innovative ideas.

Amount of funds: 500.000,00 HRK

Action No. 1

Former cinema DOM – conversion into Urban centre for creative and digital industries					
Expected Results	Lead Actor	Key Partners	Outputs	Resources	Potential Funding
<p>Space for entrepreneurs (Entrepreneurial Neighbourhoods)</p>	City of Varaždin	Technology park Varaždin	<ul style="list-style-type: none"> Reconstructed Dom cinema into the Urban centre for creative and digital industries Identified stakeholders Defined centre management model Developed production processes in entrepreneurship and culture Enabled space for testing, prototyping and digital production Digital studio and design studio created Trained showroom for exhibiting entrepreneurial products 	N/A	<ul style="list-style-type: none"> EU projects State funding tenders Budget of the city of Varaždin
<p>Context</p>	<p>The Urban centre for creative and digital industries is designed as a place where entrepreneurs from various fields of creative industries and creative creativity operate - fashion design, painting, sound design, ceramics, photography, film and video, marketing, architecture, art, arts and crafts, software and computer games. music, performing and visual arts, industrial design, "low tech" production. The Centre for creative and digital industries would combine development, education and workshops for entrepreneurs through production processes and artistic creation.</p>				
<p>Key Activities</p>	<ul style="list-style-type: none"> Centre development Centre management Maintenance of the centre (infrastructure) City support through cooperation and funding Media support in promotional activities Networking and cooperation of related business entities Encourage local community interest in the centre's activities Relationships with partners 				

	<ul style="list-style-type: none"> • Improving the tourist offer of the city • Local market development
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Action No. 2

Former cinema DOM – conversion into Urban centre for creative and digital industries					
Expected Results	Lead Actor	Key Partners	Outputs	Resources	Potential Funding
<p>Space for entrepreneurs and children (Kid-Focused entrepreneurship)</p>	City of Varaždin	Technology Varaždin	<ul style="list-style-type: none"> • Reconstructed Dom cinema into the Centre for Creative Industries • Identified stakeholders • Defined centre management model • Developed production processes in entrepreneurship and culture • Held workshops and trainings for entrepreneurs and children (filmmaking, photo workshops, games lab, robotics) • Trained showroom for exhibiting entrepreneurial products 	N/A	<ul style="list-style-type: none"> • EU projects • State funding tenders • Budget of the city of Varaždin
Context	In the creative and multimedia sector, it is proposed to combine different sub-sectoral activities in one place for entrepreneurs, craftsmen, students, children and young people, in order to encourage, develop and raise awareness of the importance of culture through education and workshops.				

<p>Key Activities</p>	<ul style="list-style-type: none">• Centre development• Centre management• Maintenance of the centre (infrastructure)• City support through cooperation and funding• Media support in promotional activities• Networking and cooperation of related business entities• Encourage local community interest in the centre's activities• Relationships with partners• Improving the tourist offer of the city• Local market development
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8.1.5. Location

The building is located on a 240-meter long section of Kukuljevićeva Street, 160 meters away from the main square and the City Hall. In addition to the building's entrance to the City Market, with which building borders. During the morning hours, this is a busy area, and the liveliness stops at noon. Kukuljevićeva street was once one of the most important shopping streets, with a large grocery store, paint, and varnish, household necessities, cosmetics, footwear, sports goods, and hotels. Now in the street, there are several empty spaces, and in most shops, there are goods of lower category. It is a space in the centre of the city, but still quite neglected, as seen on the facades. Still, on floors of most of the neighboring houses are tenants, which is not the case in some other parts of the city.

ALTERNATIVE LOCATION

Urban centre for creative and digital industries activities can be carried out diffusely, which means that it is not tied exclusively to one location. The envisaged alternative locations for Urban centre for creative and digital industries might be: Technology park Varaždin and Youth Centre (P4).

First alternative location

Technology Park Varaždin has been conducting an incubation process for IT companies for over 10 years. He has also been involved in the creative industries for the last 7 years. A maker space will be located on the premises of the new part of the building. The main goal is to create a coworking space for the development and production of physical products in small series, ie to create a working environment that provides tools (hardware and software) and knowledge of involved members in all phases of product life (from development through production to commercialization). The target groups of maker space are hobbyists, students, creatives, home crafts, modellers, robotics, schools, colleges, manufacturing companies, IT companies. For these reasons, the premises of the Technology Park may be an alternative location of the Urban centre for creative and digital industries.

Second alternative location

Youth Centre (P4) is a cultural and artistic point that is compatible with the activities of the Urban centre for creative and digital industries, its projects and artistic programs. The concept of the Youth Centre is to encourage young authors working in the visual and audiovisual culture. Their activities include: exhibitions, screenings, public lectures, panels and round tables.

8.1.6. Current status

Currently, the building is redesigned for the creative industries centre. Project is developed by the company by DIA d.o.o. and the city of Varaždin. A building permit is issued in 2018./2019. The project has defined parameters needed for this study, therefore they are taken over from the project. The project needs to be implemented after setting the financial construction. ABCitiEs can evaluate and include solution(s) from the existing project and add value to it.

Ownership - city of Varaždin

Outlined in land registry and cadastre - yes

Purpose according to the urban plan - yes

Possibility of use for persons with reduced mobility - yes

Possibility of evacuation in case of fire - yes

Planned cost of reconstruction - 2 million EUR

8.2. Varaždin house – Place for promotion of small products and services

The second location of interest for the “ABCitiEs” project is the Varaždin house intended for the purpose of promoting local products and services.

8.2.1. Purpose

The purpose of this case is to explore the possibility and formulate ideas of the collective enterprise providing small services or production. It would be based on shared space and infrastructure where different SMEs, arts, and crafts share space, for example, traditional services (e.g. repair shop for household appliances, tailor, some personal services, etc.) and services based on new technologies and hospitality. The idea is to create a dynamic, open and attractive space for providing services, as well as meeting and information point for tourists. The aim is also to get local people back to the city centre to use this kind of service. Namely, many craftsman workshops in the city centre have been closed, rents are too high for individual entrepreneurs, so maybe a community service centre would be a good solution. The individual entrepreneurs would work there for a part of time and share equipment and other infrastructure. Rights, conditions, and responsibilities should be regulated by agreements.

8.2.2. The collective, reasons and incentives

In the 18th century the city of Varaždin has about 700 craftsmen. About thirty guilds have been registered, such as butchers, weavers, tailors, hat-makers, carpenters, buttonmakers, builders, blacksmiths, bakers, potters, carpenters, carpenters and others. Crafts and small-service shops still exist in the centre of the city, especially in the nearby City Market. The idea is reasonable and urgent because many shops and crafts are closed so that many services are missing. On the other hand, lack of content rejects Figure 6 - PS - Local Products and Services (“Varaždin house”, Lj. Gaja 10) Varaždin / Čakovec Cases analysis/mapping/valorization/idea people from the city Centre and this negative spiral need

to be stopped. This concept is not necessarily related to Varaždin house, so it can be implemented in another space if this building in the meantime gets a different purpose. Today, the County and City Chamber of Crafts play an essential role in cohesion. Chambers organize collective activities, such as fairs, exhibitions, education, etc. In this segment, we find a collective based on the profession (guild bonding), as well as location-based bonding. Some time ago, the County Craftsman's Chamber formulated the idea of opening a service Centre in another, then abandoned, state-owned space. The state, meanwhile, leased the space. The city of Varaždin has requested an empty state-owned premises. However, in order to realize this, it is necessary to determine the commercial purpose and sustainable projects. Also nearby is Traditional Crafts Square, where a small collective operates, presenting old crafts and local produce. In view of the above, there is no doubt that the new space would enable the organic creation of a collective. The concept of small services can also be implemented in a wider area outside the city Centre, in newer settlements located within 10 minutes distance from the city Centre, with more than 10 residential buildings and mostly populated by a working-active population. There is an idea to have a Tourist Information Centre in a part of the building. It is very likely that funding will be found for this purpose. From the viewpoint of the project, it has the potential for cooperation. A loyalty card or discount card could support this concept.

8.2.3. Stakeholders

POLICY MAKERS

- Ministry of regional development and EU funds
- Municipality of Varaždin
- Partner and Advisory Councils for the adoption of strategies

POLICY EXECUTIVES

- City and County Chambers of Crafts
- city of Varaždin
- Tourist Board

ENTREPRENEURS

- Crafts and Services (Crafts; Art; SMEs; Local farms; Catering or Caffè)
- Cooperatives

(OTHER) EXPERTS

- media
- general public
- catalysts (Association of Architects)
- heritage conservators
- Managers of ongoing and future projects

8.2.4. Spatial requirements

- shop; service area; visitors area; back office; (co)working space

8.2.5. Example of use

The Varaždin House - Place for promotion of small products and services would operate through two basic activities:

1. Providing craft workshops for tourist and student,
2. Organizing 3D and VR tourist tour.

ACTION 1: Craft workshops and thematical presentations

Between the 16th and 19th centuries, the city of Varaždin has been known as a craft and trade town, with a lot of associations of craftsmen of the same profession. Nowadays, small services and products are complementary to some already existing entrepreneurial (collective) initiatives like: Medenjak association, leather goods production, clothing designers, etc.

The idea of the craft workshops and presentations are to represent and stimulate the interest of tourist and students about this type of productions and promote local products

and services. The topics of the workshops will be diverse but aligned with the areas of entrepreneurship that dominate the city of Varaždin.

1. WORKSHOPS FOR TOURISTS

The main goal of the workshops would be to create a unique experience and picture of the city of Varaždin in the eyes of tourists. Each tourist guide will be able to offer the tourist opportunity to enrol in one of the many interesting craft workshops.

Type of the craft workshops would depend solely on the interests and preferences of each tourists group. Therefore, it would be the duty of the guide to inform tourist in advance of all the workshops on offer. According to this information, the topics of the workshops and the groups of participant that would attend them would be defined. The lecturers of the workshop would receive on time-specific details on the type and number of participants in advance so that they would have sufficient time for quality preparation.

In addition, to learn something about the culture and entrepreneurial spirit of the city of Varaždin, tourists would be given a unique opportunity to create their own souvenir of Varaždin, such as:

- Small leather wallet or key ring (Ekatrin Katrin; Mura Pehnec)
- Medallion with a picture of Varaždin (City notary)
- A ceramic vase/bowl painted by tourists (Keramikon association)
- Recipe for healthy and fine traditional Varaždin snacks (Medenjaka association)

2. WORKSHOPS FOR STUDENTS

Over the past few years, there has been a downward trend in students' interest in professions in the secondary sector. However, to increase their popularity, numerous scholarships have been provided at the national level for students of craft trades.

This workshops could make a significant contribution to increasing students' interest in such occupations. Workshops would be focused and adapted to the interest and age of the students.

Workshops for elementary school students will be varied depending on their extracurricular activities and interest, such as:

- Making jewellery or unique utensils,
- Designing and sketching dress, coat, cloak, tie (Kookabee design)
- Making delicious cakes (Grofica Marica, Damir Crleži, Medenjak association)
- Making paintings, pictures or sculptures (Photo group from CKI)

Such workshops would encourage students to learn about different types of professions and their principles. Perhaps, that will help some student to recognize their talents and find out what they want to do for the living. This could help a student in the process of choosing the high school they find interesting.

Workshops for high school students would be exclusively specialized in their field of education (arts, design, textile sector, food production, etc.). Through workshops, students will be able to see precisely how their profession look like and what they will do someday when they got at the market. These workshops may give them greater interest and enthusiasm for their future occupations.

Also, the products of high school students will be able to be displayed in the exhibition space of the Varaždin house - Place for promotion of small products and services and optionally sold as souvenirs.

ACTION 2: 3D and VR city tour

In the case of bad weather, tourists would be given an opportunity for a 3D or VR city tour from the comfort of the armchair in the inside of Varaždin house - Place for promotion of small products and services. The estimated duration of the journey would be about 3 hours.

The tour would cover not only the monuments of the city centre but also the entire surroundings of the Varaždin county. The trip would include:

- Ecotourism through local vineyards and farms,
- Beautiful rivers and hills,
- Interesting castles.

From the comfort of a dry and warm room in the Varaždin house- Place for promotion of small products and services, tourists will be able to see beautiful images and videos of Varaždin and Varaždin county taken from bird perspective and holograms that show monuments from all aspects. Also, tourists will be able to taste all the delicacies of our region that they will see during the tour.

ADDED VALUE OF VARAŽDIN HOUSE- PLACE FOR PROMOTION OF SMALL PRODUCTS AND SERVICES

1. Varaždin Tourist Broad pointed out one significant lack of tourist offer of the city: there is no suitable space that could represent a start/end point for sightseeing tour of the city. Therefore, Varaždin house - Place for promotion of small products and services will be an excellent opportunity to create a space where tourists and their guides will be able to:
 - write something down (notes, postcards, book of impressions)
 - have a short meeting with a guide,
 - hear the short welcome presentation.

Also, one of the rooms on the ground floor of the house would be intended for safety storing of tourist luggage.

2. All products in the Varaždin house - Place for promotion of small products and services would be for sale to tourists as a souvenir of the city of Varaždin. Potential activities that could be included here are:
 - Crafts as representatives of local food and drink,
 - Crafts making leather products,

- Fashion designers/tailors,
- City notary (medallions, certificates, etc.)

COLLECTIVE ENTREPRENEURSHIP

The proposed actions would affect several different types of collectives:

1. **Organizations that promote a healthy lifestyle,** healthy products and all accompanying facilities for the needs of a good and quality life. An example is the "Association Medenjak" whose main activities are:
 - Promoting a healthy lifestyle through the organization of educational and promotional activities: public lectures, workshops and courses,
 - Presentation of the products of its members and sales exhibition of members,
 - Informing the public about news related to the segments of health, nutrition and other related to the practice of healthy living.
2. **Small local producers of their own agricultural products.** Their goal is to improve and enhance the competitiveness of agriculture. As an example, we can mention the family farm Havaić Vladimir, which is engaged in the production of honey and honey products. They produce different types of products: honey with cinnamon or cocoa, walnuts and hazelnuts in honey and pumpkin seeds in honey. Also, they conduct Apitherapy - treatment with bee air.
3. **Craftsmen and producers of local and traditional products.** Here we can mention craft occupations such as: weaver, hatter, blacksmith and many other occupations that can be found on the Square of Traditional Crafts in Varaždin.

MANAGEMENT MODEL

The management of the Varaždin House - Place for promotion of small products and services would be carried out by the Tourist Board of the city of Varaždin, which is one of the partners in the project "KULTNATURA", recognized as an example of good practice. The purpose of the project and platform "Kultnatura" is to create and implement new tourist products in Slovenia and Croatia. The primary goal of the project is to provide tourists with

completely new experiences, to present the values of the heritage of each country, to help with more efficient sales and to contribute to sustainable tourism.

The leader selected from the employees of Tourist Broad would be in charge of the entire implementation of the activities of the Varaždin House - Place for promotion of small products and services.

The main tasks of the leader would be:

- Organizing and managing the work and operations of the Varaždin House - Place for promotion of small products and services,
- Representation of the Varaždin House - Place for promotion of small products and services,
- Concluding contracts with partners and associates,
- Proposing programs and their development, and measures for their implementation,
- Management of the Varaždin House - Place for promotion of small products and services programs,
- Deciding on investments, renting space and renting equipment.

The main decision-making body would be the Governing Board. The Governing Board would consist of three members: 2 representatives of the City Council of the city of Varaždin and one representative of the Tourist Board elected by a vote of all employees.

MUNICIPALITY/POLICY INSTRUMENT

The mentioned incentive measures from Chapter 8, with which the city of Varaždin could support the realization of all the mentioned activities within the project of the Varaždin House - Place for promotion of small products and services, would be:

- Collective Entrepreneurship Fund of the city of Varaždin
- Encouraging collective entrepreneurship in the city of Varaždin
- Subsidies for projects of preservation of traditional occupations
- Co-financing of promotional activities of economic activities in the field of protected cultural and historical ensemble

Action No. 1

Expected Results						
Varaždin House - Place for promotion of small products and services programs						
Action Name	Lead Actor	Key Partners	Outputs	Resources	Time-scale	Potential Funding
Craft workshops and thematic presentations	City of Varaždin	Varaždin Tourist Broad; Primary and Secondary schools; Associations; Entities in crafts and trades; SME	<ul style="list-style-type: none"> Reconstruction and renovation of Varaždin house - Place for promotion of small products and services programs Identified and categorized stakeholder groups Defined centre management model Multifunctional space for education of tourists and students Equipment for workshops and presentation 	N/A	2 years	<ul style="list-style-type: none"> EU projects State funding tenders Budget of the city of Varaždin
Context	Creation of a multifunctional space for holding trainings held by associations, entities in crafts and SMEs. Lectures would be aimed at two target groups: students of craft occupations and tourists. The idea is to present and promote the products and services of local entrepreneurs and enrich the tourist offer.					
Key Activities	<ul style="list-style-type: none"> Centre development Centre management Maintenance of the centre (infrastructure) City support through cooperation and funding Media support in promotional activities Networking and cooperation of related business entities Encourage local community interest in the centre's activities Local market development Relationships with partners Improving the tourist offer of the city 					

Action No. 2

Expected Results						
Varaždin House - Place for promotion of small products and services programs						
Action Name	Lead Actor	Key Partners	Outputs	Resources	Time-scale	Potential Funding
3D and VR city tour	City of Varaždin	Varaždin Tourist Broad; Associations; Faculty of organization and informatics	<ul style="list-style-type: none"> Reconstruction and renovation of Varaždin house - Place for promotion of small products and services programs Identified and categorized stakeholder groups Defined centre management model Multifunctional space for 3D and VR city tour Equipment needed for 3D and VR city tour 	N/A	2 years	<ul style="list-style-type: none"> EU projects State funding tenders Budget of the city of Varaždin
Context	In the case of bad weather, tourists would be given an opportunity for a 3D or VR city tour from the comfort of the armchair in the inside of Varaždin house. The tour would cover not only the monuments of the city centre but also the entire surroundings of the Varaždin county.					
Key Activities	<ul style="list-style-type: none"> Centre development Centre management Maintenance of the centre (infrastructure) City support through cooperation and funding Media support in promotional activities Networking and cooperation of related business entities Encourage local community interest in the centre's activities Relationships with partners Improving the tourist offer of the city 					

8.2.6. Location

City Centre, 50 m from main square.

ALTERNATIVE LOCATION

As an existing alternative location that has been operating successfully for several years, and could be used for the purpose of implementing the aforementioned activities within the Varaždin House- Place for promotion of small products and services programs is **the Square of Traditional Crafts**.

The square of traditional crafts, opposite the Ursuline Church, offers visitors the opportunity to feel the spirit of the city's tradition and get to know some of the creative skills: with hatters, you can beautify an existing hat or buy a new one. The weaver will show how canvas is made from the thread, and various useful objects from the canvas. The honey producer will sweeten the day of every visitor with his specialties. The square also offer plenty of different artistic and cultural handicrafts that can attract the visitors attention. [Varaždin film commission.eu (2020) Square of Traditional Crafts]

8.2.7. Current status

The baroque building built in the 18th century, modified in the 19th century and in recent times. Cultural heritage, protected. Currently abandoned, the city of Varaždin has been struggling for years to define and secure the budget for the renovation. Recently Brakus d.o.o. architects² at the request of the city of Varaždin designed a project to reconstruct the building for the multifunctional purpose. Building permit is issued in 2014. Project has defined parameters needed for this study; therefore, they are taken over from the project. Project needs to be implemented after setting up financial construction. ABCitiEs can evaluate and include solutions from an existing project and add value to it. Since the project was made in 2014, concrete users and the purpose of the single area project form have been revised.

Ownership - city of Varaždin

Outlined in land registry and cadastre - yes

Purpose according to the urban plan - yes

Possibility of use for persons with reduced mobility - yes

Possibility of evacuation in case of fire - yes

Planned cost of reconstruction - 200.000 Eur

8.3. City Room

The third location of interest for the “ABCitiEs” project is the City Room as part of the cinema “Gaj” intended for the purpose of promoting lifelong learning.

8.3.1. Purpose

Multifunctional/modular space for citizens, students, visitors, educators with possibility to work on laptops, hold presentations and lectures, organize workshops and thematic gathering, read books, hang out, talk about business and connect through different topics of interest with basic drinks and food service.

Some of objectives are:

- to achieve social cohesion in local terms of collaboration of citizens, entrepreneurs
- to provide a place for casual socializing in the local community
- to provide a place for thematic groupings of citizens connected with the same goal of interest or activity
- to provide an open multifunctional space for lectures and various forms of lifelong learning along with adjacent complementary spaces, enable more demanding events.

Regarding collective entrepreneurship, a case study should explore the possibility of some business activities or work performed by people with a difficult access to the labor market or under-represented groups, such as disabled people or staff with Down syndrome.

8.3.2. The collective, reasons and incentives

The space is parasitic and deserted. In such a condition it is occasionally used, most recently as an open place for playing computer games.

To the best of our knowledge, potential users (and collectives) can be identified:

1. The space is owned by the Open University, which organizes various education and consulting for entrepreneurs (entrepreneurial academy, vocational training for particular professions, such as makeup artists, masseurs, etc.), as well as collective activities. Space could be a platform for the collective in some of these segments.
2. In Varaždin there are collectives related to film animation and film in general. This space and the city's vintage cinema adjacent to this space is the natural Centre of gravity and scene for the Film School, Trash Film Festival and other collective activities, which are of mixed type (professional and amateur / volunteer).
3. The concept of open space with shared infrastructure is also a potential for some other form of collective entrepreneurship. A refreshment spot for tourists can also be a place to offer local food and drink.

8.3.3. Stakeholders

POLICY EXECUTIVES

- city of Varaždin

ENTREPRENEURS / USERS

- Open University
- Entrepreneurs in the audiovisual industries, culture, tourism, education, organization of social events, etc.
- Project teams;
- NGOs
- Clients, Visitors

(OTHER) EXPERTS

- Media
- General public
- Cultural heritage office
- Managers of ongoing and future projects

- Current complementary projects
- University
- Tourist board
- Association of Architects Varaždin

8.3.4. Spatial requirements

Entire premise if the ground floor consists of:

- Entrance to the cinema, cca 50m²
- Former coffee shop – future city room, cca 42m²
- Toilet and storage of the former coffee shop; insufficient number of toilets
- Cinema with 200 seats

Entrance to the cinema cannot be used for future city room in terms of putting in furniture or similar, because it is a minimum area to accept the visitors to the cinema. However, when there is no movie projection, it can be used for a reception or a small party, and can be linked with a city room. Toilets have to be rearranged which can be done if a small storage is used for the toilets. Not only the number of toilets is critical, but they are also old and damaged. This reconstruction requires a separate project. It is possible to build a gallery as the future city room is high, and this is taken into consideration when evaluating max number of users. The idea of the reconstruction is to get flexible space, max 40 - 60 users on 42m². The height of the space is approximately 7m height in the ground floor, which allows an additional 30m² in the gallery. This space can be used separately, or connected to an adjacent cinema, which adds value to both spaces.

8.3.5. Example of use

This case is important for the city of Varaždin because there doesn't exist some similar space, and a need for creating such a space has been already identified. This space would meet needs of different groups and revive the city centre. Examples of this type of co-working and multifunctional spaces exist abroad and give good example.

ACTION 1: Multifunctional HUB cafe

Citizens and the entrepreneurial sector of the city of Varaždin are aware of the importance of lifelong learning and constant improvement of knowledge. They are open to all kinds of educational activities from workshops, seminars to private education.

At the city centre, currently, there is no adequate space for this purpose. Therefore, one of the functions of the City Room could be a "HUB cafe" for lifelong learning. HUB cafe would represent a networking place for educators and citizens of all ages who want constantly learn and upgrade their knowledge.

Space would be arranged like a café with all the equipment needed to carry out the training, presentations or workshops such as: tables, chairs, boards, projectors and high-quality sound systems. It could gather 60 people at the same time.

For the purpose of training, the City room would be rented by the hour and closed to all other visitors except for the trainees. The City room equipment would include:

- a projector where presentations could be presented,
- appropriate sound system,
- chairs and tables,
- flipchart.

The space would be equipped with tables and chairs such as those used in a typical living room. These surroundings would give trainees the feeling of learning "from the comfort of their living room".

A wide range of local products such as food, snacks and drinks would be available for all trainees during the lectures. The café would have 2-4 employees. The social responsibility of the project would be demonstrated through the employment of people with difficult access to the labor market or under-represented groups. The city of Vinkovci has proven

through the project “Buba bar”, that people with Down Syndrome are very competent and capable as waiters.

ACTION 2: Tourists chill room

To improve the tourist offer of the city of Varaždin, the City Room could be used as a cafe for tourists with two main functions: break room and an entertainment room - Pub Crawl Varaždin.

1. Break room

The city room could be used as a short breakpoint during the city tour. Tourist could use it as a room for rest a little bit and gather energy, but also have a small snack prepared from local businesses in purpose to promote local products (food and drink). For educational purpose, there would be displayed a brief informative presentation of the recipes, the process of making and the characteristics of local products. For example, the presentations would include: famous Varaždin rolls, Zagorje štrukli, “Makači”, outstanding wines and liqueurs of the Varaždin region, etc.

2. Pub Crawl Varaždin

More and more tourists are opting for a multi-day stay in a small baroque town, called “little Vienna”. Nightlife in the city centre is not particularly rich and developed. As one of the potential solutions for this problem is the idea of adaptation of the City Room in a Pub Crawl, so the tourists could have some time for entertainment and relaxation. Pub Crawl would not be a typical smoking and smelly place. On the contrary, the idea of Pub Crawl is to arrange unusual and comfortable evening parties on different thematics, such as:

- **Wine Journeys** – tourists could taste different types of wine come from all over the Varaždin County,
- **Beer Journeys** – tourists could taste all kind of homebrew beer made from Varaždin amateur brewers,
- **Gin night** - presentation of gin and liqueurs produced from Varaždin crafts,

- **Varaždin Baroque evening** - delicious food and drink consumed by royalty during parties

Such type of entertainment would be a new and unique experience for tourists, and would also be an additional promotion of local products.

ADDED VALUE OF CITY ROOM

MEETING ROOM

The space of the City Room could also be used as a meeting room for all residents of Varaždin who work in the city centre.

There are a number of businesses in town that pay relatively high rents for office space, which are not particularly large. For this reason, they do not have available extra rooms for business meetings or presentations or events. Also, there are certain types of meetings where foreign partners want to get to know the community, with which they have an intention to start some business cooperation.

Therefore, the City Room could serve as an ideal location in the heart of the city, where such meetings would take place. It would be rented by the hour and could gather 30 people at a time. It would be equipped with all the necessary infrastructure to deliver presentations, host videoconferences, etc.

COLLECTIVE ENTREPRENEURSHIP

The proposed actions would affect several different types of collectives:

1. **Institutions that implement lifelong learning programs**, and the demand for such programs is constantly growing. There are several such institutions in Varaždin, such as Algebra, POU and others, whose main activities are:

- Implementation of programs aimed at specific target groups: children, youth, entrepreneurs, teachers, students, pensioners, employed, unemployed, socially disadvantaged, general population,
 - The programs are designed as: courses, workshops, groups and lectures,
 - The duration of individual programs varies: from an hour, several hours, weekend programs, weekly trainings to those lasting several weeks or months.
2. **Groups of entrepreneurs who occasionally organize smaller individual events** for people with similar interests. As an example of such a group in Varaždin are the organizers of the event Devz Meetup, a local meetup for developers, designers and everyone else who wants to learn something new. The main characteristics of the event are:
- Holding events in Varaždin on average once every two months,
 - Half-hour lecture brings: success stories of entrepreneurs, presents new technologies, talks about design, freelance,
 - Topics related to: IT, design, startup culture and entrepreneurship.
3. **Organizations that promote small local producers of liqueurs, wines and other beverages** from Varaždin and the surrounding area. As an example we can point out the Ludbreška Wine Road Association whose main activities are:
- Development and promotion of rural tourism that will offer visitors a unique experience of learning about customs and tasting local gastronomic specialties,
 - The offer includes: a visit to vineyards and wine cellars, nature walks, sightseeing of cultural, historical, natural and other attractions of the region, participation in various events of the Ludbreg region.

MANAGEMENT MODEL

The People's Open University Varaždin (POU) would be in charge of managing and performing the main activities of the City Room. POU has been recognized as an example of good practice that has been engaged in educational, audiovisual and other activities for several years.

The leader selected from among the POU employees would be in charge of the overall implementation of the City Room activities. The main tasks of the leader would be:

- Organizing and managing the work and business of the City Room,
- Representation of the City Room in public,
- Concluding contracts with partners and associates,
- Proposing programs and their development, and measures for their implementation,
- Management of the City Room programs,
- Deciding on investments, renting space and renting equipment.

The main decision-making body would be the Governing Board. The Governing Board would consist of three members: 2 representatives of the City Council of the city of Varaždin and one representative of the People's Open University Varaždin elected by a vote of all employees.

MUNICIPALITY/POLICY INSTRUMENT

The mentioned incentive measures from Chapter 8, with which the city of Varaždin could support the realization of all the mentioned activities within the project of the City Room, would be:

- Collective Entrepreneurship Fund of the city of Varaždin,
- Encouraging collective entrepreneurship in the city of Varaždin,
- Co-financing of promotional activities of economic activities in the field of protected cultural and historical ensemble.

Action No. 1

Expected Results		City Room				
Action Name	Lead Actor	Key Partners	Outputs	Resources	Time-scale	Potential Funding
Multifunctional HUB cafe	City of Varaždin	Technology park Varaždin; Faculty of organization and informatics; University North; SME; associations; entities in crafts and trades	<ul style="list-style-type: none"> Reconstruction and renovation of City Room Identified and categorized stakeholder groups Defined centre management model Multifunctional space for lifelong education Equipment for workshops and presentation Cafe with local food, snacks and drinks Held workshops for lifelong learning in various fields 	N/A	2 years	<ul style="list-style-type: none"> EU projects State funding tenders Budget of the city of Varaždin
Context	City Room could be a "HUB cafe" for lifelong learning. HUB cafe would represent a networking place for educators and citizens of all ages who want constantly learn and upgrade their knowledge. Place will be open to all kinds of educational activities from workshops, seminars to private education. A wide range of local products such as food, snacks and drinks would be available for all trainees during the lectures.					

Key Activities

- Centre development
- Centre management
- Maintenance of the centre (infrastructure)
- City support through cooperation and funding
- Media support in promotional activities
- Networking and cooperation of related business entities
- Encourage local community interest in the centre's activities
- Local market development
- Relationships with partners
- Improvement of educational programs for lifelong learning

Action No. 2

Expected Results		City Room			Potential Funding	
Action Name	Lead Actor	Key Partners	Outputs	Resources	Time-scale	
Tourists chill room	City of Varaždin	Varaždin Tourist Broad; Associations; Entities in crafts and trades; SME	<ul style="list-style-type: none"> Reconstruction and renovation of City Room Identified and categorized stakeholder groups Defined centre management model Multifunctional tourist chill room Equipment for presentation Cafe with local food, snacks and drinks Held presentations of various local products or services 	N/A	2 years	<ul style="list-style-type: none"> EU projects State funding tenders Budget of the city of Varaždin
Context	Tourist could use City Room as a room for rest a little bit and gather energy, but also have a small snack prepared from local businesses in purpose to promote local products (food and drink). Also, adaptation of the City Room in a Pub Crawl to arrange unusual and comfortable evening parties on different thematic.					
Key Activities	<ul style="list-style-type: none"> Centre development Centre management Maintenance of the centre (infrastructure) City support through cooperation and funding Media support in promotional activities Networking and cooperation of related business entities Encourage local community interest in the centre's activities Local market development Relationships with partners Improving the tourist offer of the city 					

8.3.6. Location

The scene for this case is in the very city Centre, only few meters away from the city main square. It is located in one of the central streets of the city which is full of small shops and cafes and therefore very visited. This is the central point of the city and the scene of many events. There are also located some institutions of importance to the project. On the north side of the square is a City Hall a seat of the city administration. On the south side is the Faculty of Organization and Informatics, in which, besides teaching and research, there are many events and volunteer activities. This is an important place for the future digital hub. On the southwest side of the square is the new space of the City Library and its accompanying contents, while on the northwest side there is the Open University and cinema. However, this space has many problems. On the ground floor of historic residential-business buildings are business premises, but floors are mostly empty. Most of the tenants moved to other parts of the city, or older people died, and the flats were empty. Some flats have been converted into business premises, but the firms went to new premises in business buildings on the outskirts of the city. Together with a few cafés, summer terraces and shops, this is an ideal scene for this case.

ALTERNATIVE LOCATION

The envisaged alternative locations for activities of City Room might be:

- New City Library,
- Palace Herzer.

First alternative location

The first alternative location that could be used for the realization of all planned activities within the City Room is new City Library in the city centre.

The new library will be located in the very centre of the city, the Ritz House on Franjevački trg in Varaždin. The library will expand from the current 700 m² to 2100 m², which is three times more than before. It also opens up the possibility of becoming a regional and

university library. The house is a significant cultural monument that will uniquely contribute in creating the identity of the city and its citizens. The Ritz is one of the symbols of the city that retains all the stylistic features - Gothic, Renaissance and Baroque. [Jelena Šaško (2019) Varaždin news]

Second alternative location

The second alternative location could be Palace Herzer which has spacious Multimedia hall of 130 m² with 120 seats. The technical equipment of the hall includes: laptop, projection screen, sound system. [Varaždin film commission.eu (2020) Herzer Palace]

8.3.7. Current status

Currently, target room is abandoned. City of Varaždin is very keen on bringing it into use.

Ownership - "Public Open University" city of Varaždin

Outlined in land reg./cadastre - yes

Purpose according to the urban plan - yes

Possibility of use for persons with reduced mobility - yes

Possibility of evacuation in case of fire - yes

Planned cost of reconstruction - 100.000 EUR

9. Action proposal - Čakovec

9.1. Čakovec City Market Square

9.1.1. Purpose

City Market is located in: 1.3. Protection, arrangement and upgrading of the immediate surroundings of the original historic structure - Zone B and C - partial protection of historic structures or ambient protection

For all interventions on buildings within this zone, it is necessary to obtain and respect the special requirements of the Conservation Department of the Administration for the Protection of Cultural Heritage (Konzervatorski odjel Uprave za zaštitu kulturne baštine).

About the market from the applicable city plan: "Reconstruction and interpolation of the new building is allowed. For the needs of the market and the central city block underground public garage can be built below the current parking lot and part of the Park at the Retirement Home, which will also provide parking space needs for all new facilities interpolated to the market space. "

Throughout history, markets have been places of commerce, but also places of meeting and socializing. Although a large number of stores have moved to large shopping centres on the outskirts of the city, the Čakovec city market still offers a different type of offer, which is not only a purchase of fresh food but also a walk, a conversation, a bargain with sellers, meeting with acquaintances and friends. It is an important part of the culture of city life and a lively place that revives the city centre.

In addition to this market in the centre of Čakovec, there are 2 important outdoor trading venues - the fairgrounds at the "Old Libra" and the fair that is held once a week (every Wednesday). However, these spaces are located outside the centre, both in the eastern part of the city. They vary in offer. „Old Libra“ offers clothes, shoes and wicker baskets. Large fair held every Wednesday (located in the city's eastern industrial zone) has a very diverse offer such as vegetables, tools, small animals, clothing, flowers, etc.

The location of the city market was determined in 1959.

There are various facilities near the city market: bank, park, nursing home, residential buildings with shops on the ground floor, cafes. When analyzing the location and current city market, we can conclude that the positive sides are:

- position in the city centre (250 m from Republic Square, 130 m from Franciscan Square)
- proximity of the park (next to retirement home) and proximity to the pedestrian zone
- all open outdoor spaces and part of the building spaces are the property of the City of Čakovec

Negative:

- uncovered sales and customer space
- inadequate and uneven design of stands, kiosks and shops
- narrow corridors, unclear customer routes
- inadequate connection of the upper and lower parts of the market for people with disabilities and reduced mobility
- delivery and parking issues
- unused rooftop space of the north building
- non-use of space during the afternoon and evening
- the problem of disregarding the scale of the entire block, and the unclear urban connections between the park and the retirement home, the parking lot and the market

The complex consists of indoor and outdoor spaces. The open spaces are used to accommodate stands selling fruit, vegetables and flowers; kiosks selling meat, eggs, bread etc. The area of this open sales space is approximately 1150 m², and is owned by the City of Čakovec.

The indoor spaces consist of 2 main buildings, one is located on the northern boundary of the market (extending west-east) and the other on the eastern boundary (extending north-

south). The eastern building is older (designed in 1967) and consists of a ground floor which houses several shops such as a butcher shop, a bakery, a fish market and a clothing store. The original organization of the space is such that all separate sales units are entered from a common hallway, however, with the partitions over time, this idea has only partially persisted. This building has a gross floor area of approx. 190 m² (approx. 9 x 23.8 m). Total net area with hallway and toilets is approx. 165 m². The height of the corridors and utility rooms is 250 cm and the height of the sales area is 350 cm.

The newer northern building is designed in 1976. and has a characteristic brick facade. On the ground floor, it opens to the south (to the open space of the market), and it houses the „Mets“ store with storage, dressing rooms and restrooms, a bakery with storage and a scales warehouse. East of the pedestrian passage is the shop "Poultry Ptuj Pipo" and a public toilet. The service entrance is accessed by a ramp most commonly used by pedestrians approaching from the eastern part of the city, which is a consequence of underdeveloped pedestrian directions. First floor area is accessed from the north. There are shops each with a separate entrance (real estate agency, lottery, textile shop, cafe, kiosk and florist). The total gross area of the indoor spaces of the entire northern assembly is approx. 990 m², and the total net area is approx. 850 m² (ground floor: 620 m², first floor: 230 m²). The height of the ground floor shops is approx. 350 cm, and their service spaces are approx. 235 cm. The height of the shops on the first floor is approximately 300 cm. The building also has a roof terrace of 410 m², which is not in use. It is accessed from the north by a wide staircase and from the south by a single and spiral staircase.

Over the past few years, several stands and shops within the complex of the market have been partially renovated, but such individual small changes are neither adequate nor sufficient. It is necessary to consider space as a whole in a functional and formative sense.

9.1.2. The collective, reasons and incentives

The City Market is a kind of informal collective. Merchants, farmers, food producers and the city-owned market management company share some common goals and interests, undertake common activities, share common values. However, the market activity will move to another location.

The City Market space is partly owned by the city and the business premises are mostly privately owned. This is the moment when new ideas about how to use this space need to be articulated and implemented. We recognize several potential collectives. The owners of small business premises make one potential collective. If this whole area gets abandoned and collapses after the market is relocated, their business premises will lose value. Their natural interest is an entrepreneurial collective that could jointly and in collaboration with other stakeholders determine the new purpose of the area. The Town government or some other investor might provide some replacement spaces for current owners at the other market location or buy existing premises. In this case, different scenarios are possible, and thus different forms of collective enterprise.

The ABCitiEs project can help articulate ideas, gather stakeholders, and mediation as needed if key stakeholders recognize this opportunity. In any case, positive examples of collective entrepreneurship such as the Međimurski štacun (healthy food from local farmers) or Humana Nova (social entrepreneurship) can be good interlocutors.

Several different scenarios for the use of city market space have been explored through so far performed schematic designs, surface areas and reference examples:

Scenario 0: Temporary Events

Scenario 1: Traditional Crafts

Scenario 2: Coworking

Scenario 3: Health and Beauty

Scenario 4: Learn and Play

The scenarios differ in the use of space they propose, but also in the amount of space that new program takes up. For scenarios whose assumption is to move an existing city market to another location, no prior analysis and valorization were done as to whether or not the city market relocation is really necessary, but for the ABCitiEs project, this was taken as fact.

All scenarios start from the same initial ideas:

- creating a network of walkable, mixed-use spaces in the city centre
- achieving social cohesion and collaboration of citizens and entrepreneurs
- providing a place for casual socializing in the local community
- providing a place for thematic groupings of citizens connected with the same goal of interest or activity
- creating an open multifunctional space for lectures, workshops, exercise and various forms of learning

Several different scenarios for the use of city market space have been explored. In all scenarios, it is important to establish a connection with the outdoor spaces (freed by the removal of the city market), to revitalize the space of the roof terrace, and to achieve better pedestrian and urban connections with the outdoor spaces of the entire block.

Due to the size of the interior and exterior spaces, a combination of several different scenarios is desirable and possible, which would further enliven the space. The public opinion must be examined before such decisions are made.

9.1.3. Stakeholders

POLICY EXECUTIVES

- Town of Čakovec
- Development agency of Town Čakovec Čakra Ltd.
- Public communal enterprise Čakom Ltd.
- Tourist Office of Town Čakovec

ENTREPRENEURS / USERS

- SMEs (both existing and newly founded); Crafts; Artists; Digital nomads; Project teams
- Clients, Visitors (locals and tourists)
- Tenants of the former Barracks

(OTHER) EXPERTS

- Media
- General public
- catalysts (Chamber of commerce, Association of Architects of Međimurje County)

Spatial requirements

- open 24/7
- flexible space
- customers' area – sales/exhibition space in the lobby
- polyvalent hall for public gatherings and film projections
- co-working space (400 m2)
- back office
- specialized spaces and infrastructure

9.1.4. Example of use

The place for creative industries such as multimedia, sound design, design and web design - therefore the creative industries that are touching the ICT sector.

Action 0: Temporary Events

Scenario 0 suggests what can be done immediately before proceeding with the necessary reconstruction of the existing market or moving the market to a new location. That way, without additional financial investment, this space would be revived.

Public spaces are often used monofunctionally. While some of them have constant usage patterns and high attendance, some are differently visited in different parts of the day (morning-evening) or seasons (summer-winter). By properly detecting and appropriately selecting temporary events, such spaces can become multifunctional. The realization that most of the markets in the afternoon and evening were not in use led to the launch of the Plac mljac - summer festival at Trešnjevka city market in Zagreb. During the festival, the city market is transformed into a music and dance area, where different age and social groups come together. Local breweries and food producers sell their products.

A good example is the British Square in Zagreb, which has become a well-known gathering place for antique lovers. Porcelain, ceramics and jewellery fair is held on Thursdays; book fair on Fridays, and on weekends there is an art and antique fair.

The Čakovec city market is used monofunctionally. There is a potential to revive the space in the afternoon and evening hours with temporary events. Apart from open spaces of the ground floor, possible space for temporary events is the rooftop terrace, which is currently not in use. Without significant additional investment, the western part of the terrace (approximately 200 m²) could be used immediately. The downside of the rooftop terrace is that it is not accessible to people with disabilities.

Action 1: Traditional Crafts

Scenario 1 proposes that the indoor and outdoor spaces of the marketplace become a place that emphasizes traditional crafts. In this scenario, only the south part (old part) of the market place is occupied. Traditional crafts such as willow products, wood products, metal products, honey products, carnival masks, ethno shop, souvenirs and more are housed in this marketplace area. The square is intended for presentation of traditional crafts, workshops and is used during the events in the city. The total number of employees in the new content is 6 – 13, and the total number of users is approximately 30.

The square would be maintained by the Town of Čakovec publicly owned company for maintenance of the buildings.

Action 2: Coworking

Scenario 2 proposes that the indoor and outdoor spaces of the marketplace become a place that emphasizes coworking. In this scenario, only the ground floor of the marketplace is occupied, the part that directly connects to the square. Entrepreneurs, freelancers, digital nomads, project teams, start-ups and visitors are housed in this marketplace area. Space is intended to be flexible in terms of use and open non-stop. The square is intended for outdoor work, presentations, various workshops and is used during social events in the city. The total number of employees engaged in the maintenance of the new facilities is 3 – 7, and the number of users (open offices and city room) is approximately 68.

The square would be maintained by the Town of Čakovec publicly owned company for maintenance of the buildings.

Action 3: Health and Beauty

Scenario 3 proposes that the indoor and outdoor spaces of the marketplace becomes a place that nourishes and emphasizes health and beauty. Two halls in the ground floor (2 x 97 m²) are used for yoga, pilates, dance courses, lectures, seminars. On the first floor, there are shops (natural cosmetics, sports equipment, sportswear etc.). In the building on the east side of the marketplace, there are small services (solarium, sauna, hair studio etc.). The total number of employees is 9 – 34 (some of them can be part-time employees). A maximum number of visitors in one hall is 15 (for yoga) – 70 (for lectures or seminars).

Action 4: Learn and Play

Scenario 4 proposes the use of outdoor and indoor spaces for Learn and Play purposes. The hall would be used as a City Room, smaller indoor spaces as small services & shops related to learning modalities – hacklab, workshops, lectures, art shops, used bookstores, vinyl records store. These services and business activities could be performed by people with difficult

access to the labour market and less fortunate groups of citizens (minorities, disabled people etc.).

The total number of employees is 8 – 25 (some part-time employees). A maximum number of users is 75.

9.1.5. Location

The square is located in the centre of the city, with the large exterior, but also interior areas. The square is significant for the citizens of the Town. The location is near the bank, city park, nursing home, residential buildings, shops, coffee shops etc. Analyzing the location gave some conclusions about all the positive sides: position in the city centre (250 m from the Republic Square, 130 m from Franciscan Square); proximity to the park and square in front of the retirement home and the pedestrian zone; all open outdoor spaces and some parts of the buildings surrounding the open space is in the property of the Town of Čakovec.

9.1.6. Current status

The complex is currently being used as accommodation for city market – outdoor stands for selling agriculture products (fruits, vegetables and flowers), booths for selling meat, eggs, bread and other homemade products. The outdoor area consists of approximately 1150 m². The indoor spaces consist of 2 main buildings (pavilion). The eastern building (the older one, built 1967.) consists of only the ground floor terrain which houses shops (butcher shop, bakery, fish market and clothing store). The organization of the pavilion is such that all units are separate sales units that are entered from a common hallway. This building has approx. 190 m² (9x23,8m).

The newer building, designed in 1976., has the ground floor that opens to the south and it houses the grocery store with storage, dressing rooms and restrooms, a bakery with storage and warehouse. The service entrance is accessed by a ramp that is also most commonly used by pedestrians approaching from the eastern part of the city. This phenomenon is a consequence of underdeveloped pedestrian directions. The building has the first-floor area

that is accessible only from the upper, north side. The first floor consists of separate, mostly privately owned shops (real-estate agency, lottery, textile shop, café, kiosk and florist shop (publically owned)). The total gross area of the indoor spaces of the entire northern assembly is approx. 990m² (net area of the ground floor is 620 m², first floor 230m²). This building is designed with a rooftop terrace of the gross area of 410 m² that was never put in a function. This area is accessible from the north by a wide staircase and from the south by a single and spiral staircase.

Currently, several privately owned stands and shops within the complex of the market square have been partially renovated. Such individual small changes are neither adequate nor sufficient. It is necessary to consider space as a whole in a functional and formative sense because of the problems that are in need for a solution in future such as uncovered sales and customer space, inadequate and uneven design of stands and shops, narrow corridors, unclear customer routes, the inadequate connection of the upper and lower parts of the pavilion – especially for people with disabilities and reduced mobility and the problem of disregarding the scale of the entire block and unclear urban connections between the park and retirement home, the parking lot and the market.

Ownership – Town of Čakovec plus partly private

Outlined in land registry and cadastre - yes

The purpose according to the urban plan - yes

Possibility of use for persons with reduced mobility - partially

Possibility of evacuation in case of fire - yes

The planned cost of reconstruction – Scenario 1: Traditional Crafts approx. 60.000 €

Scenario 2: Coworking approx. 180.000 €

Scenario 3: Health and beauty approx. 240.000 €

Scenario 4: Learn and play approx. 240.000 €

9.2. MTČ Complex

9.2.1. Purpose

This complex is a former industrial facility in the city centre. Because of this Factory, formerly known as Graner's Knitwear, the textile industry became one of the most important industries in Međimurje. The period 1923 to the time before the Second World War the increased development of the textile industry happened and this factory employed over one thousand workers. By the time of 1929., the company was already at the very top of the production of socks for the entire Kingdom of Yugoslavia.

The post-war period was marked by nationalization, and by a decision of the Government of the People's Republic of Croatia in 1947, Graner's knitwear became the "Međimurje Knitwear Čakovec - MTČ". In the following decades, MTČ developed rapidly and by the 1980s the number of employees had reached around 3,000. With the collapse of Yugoslavia and the establishment of an independent and sovereign Republic of Croatia, in the early 1990s, MTČ was divided into several smaller joint-stock companies. Bankruptcy was declared in 2012 and in 2015 the complex was purchased by a private owner. Space and facilities have been abandoned and in the past several years demolished to the ground.

Various options are open and under discussions for a longer time period, among other things some (public/private) arrangement between the Town and the private owner. Relating these facts, the Town invested in several investments and conceptual plans and studies.

One of the solutions for this space is designed and outlined in the conceptual urban-architectural study of the centre of Čakovec, with the area being recognized as a zone of possible urban transformation. The site of the former factory was defined as a place of commercial and social activities with new residential buildings facing the park.

The second study of the centre, which proposed the reconstruction of the MTČ complex. This would create a new shopping, business and residential centre with a market in the existing buildings. Both studies saw that it would be a mixed-use space that forms an

extension of the city centre and that it requires intense re-urbanization. The third reconstruction study was made in 2016 by the office of ARP d.o.o. The proposal deals with the reconstruction of a large hall into a community centre with associated facilities. Studies differ in the level of openness of the urban solution, program orientation and distribution of individual contents.

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9.2.2. The collective, reasons and incentives

The Town of Čakovec has to resolve the ownership status of the space, so that it becomes a public space, followed by architectural and urban design, followed by construction and equipping. So far, two different concepts of the space have been planned.

The first concept proposes the conversion of the MTČ hall into a business and recreation centre and the placement of content on a plug-in basis. In the northern part of the hall, a new business incubator for freelancers and start-ups from across the region is envisaged, filling the open spaces with their new mini-offices operating on a coworking principle. The ground floor of the southern part is designed as a recreational space and upstairs to house the School of Animated Film.

The second conceptual study proposes the redevelopment of the hall into a social centre for different social groups. This study planned a dynamic space of importance for young people, different artists and cultural organizations, interest associations, various thematically connected groups, volunteers and organizations involved in social entrepreneurship. In addition to the upstairs Community Centre, the ground floor of the hall offers complimentary commercial facility as well as a space for a Cites Living Room. Both studies suggest flexible use of the large interior space of the former MTČ hall according to customer needs.

9.2.3. Stakeholders

POLICY EXECUTIVES

- Town of Čakovec
- Development Agency of Town Čakovec Čakra ltd.
- Public communal enterprise Čakom ltd.
- Tourist Office of Town Čakovec

ENTREPRENEURS / USERS

- SMEs (both existing and newly founded); Crafts; Artists; Digital nomads; Project teams
- Clients, Visitors (locals and tourists)
- Tenants of the former Barracks

(OTHER) EXPERTS

- Media
- General public
- catalysts (Chamber of commerce, Association of Architects of Međimurje County)

Spatial requirements

- open 24/7
- flexible space
- customers' area – sales/exhibition space in the lobby
- back office
- specialized spaces and infrastructure

9.2.4. Example of use

The spacial – program analysis and conceptual plan of the MTC complex location offers solutions divided into Units for Entrentpreneurs, Youth centre, Gallery space with Art Centre, The Artistic Club, Shopping and Services area, Hostel, Auxiliary space and space for Association for early childhood intervention (Murid).

The Entrepreneurship Centre (Unit 1) is planned as an incubation centre of total net area of 1.200 square meters. The space planned for the business area provides 13 offices with 2 meeting rooms, the entry hall, the library, joint hall, the printing studio and co-working space. Two offices are planned for the Volunteer centre and 1.200 square meters of space is planned for associations. The total size of the Entrepreneurship Centre is 1,800 square meters.

Unit 2 provides halls and spaces for the Youth Centre and the HackLab. The Youth Centre consists of workshop space, the info-centre, the advisory centre and the polyvalent hall for different activities. Total net area of this unit is 500 m².

Unit 3 with an area of 400 m² continues thematically on this unit. This unit consists of City Living Room with restaurant, Info-centre, cafes, children's area and common areas.

Units 4 and 5 are intended for clubbing - with large hall/auditorium, music studios and rehearsal space of 400 m², then the Gallery and Artspace that consists of classrooms, exhibition spaces, offices, workshop spaces, production spaces and studios. The size of the unit is 500 m².

Unit 6 is intended for the Homeless Centre with accommodation room, offices, the hall and the common living room for the users of the Centre. The size of the Unit is 400 m².

Unit 7 with its 200 m² belongs to the Services and Shops – the Social Shop, second-hand shop, space for Bike club, Co-operative shop, self-service shop and service workshop area.

The programmatic analysis also planned the space for the City hostel with rooms and common spaces on 400 m² in Unit 8.

Auxiliary space will be situated and equipped in Unit 9 and it will consist of 400 m², with the central warehouse, maintenance space, the janitor room, surveillance room and the technology-energy block.

The final unit, Unit 10 with its 400 m² will house the Association for early childhood intervention (MURID). Association will get speech therapist room, two pediatric rooms, the kitchenette, the sanitary and toilette area, dressing rooms, the sensory room, the library and didactic room, expert team room, the storage room and administration offices.

9.2.5. Location

Occupying an area of 2.5 hectares in a significant location, the complex of the former MTČ factory has great potential for new spatial solutions for the city centre. The complex, with its western side, opens to the Zrinski Park, and the northern one to the parking lot and Republic Square. From the south and east, it is surrounded by residential buildings and single-family homes. In the meantime, the boiler building, the west hall and the ancillary buildings along the fence towards the park were demolished. Today, this vast spatial potential is unrepresentative and untapped.

10. Control and evaluation

The implementation of the ABCitiEs Action Plan is a complex process that requires continuous management of all activities with a significant impact on the organization of cultural and entrepreneurial life in the city of Varaždin. In order to ensure proper implementation and control over the entire project, it is necessary to clearly define the responsibilities and authorities of the participants in the implementation process, define implementation mechanisms, monitoring procedures and enable communication of the strategy at all organizational levels and ensure public information.

CONTROL AND EVALUATION OF THE ACTION PLAN

The most important role in the implementation of the Action Plan will have the representatives of the three leading institutions that were recognized and selected as Project Leaders of "ABCitiEs" project at the very beginning of the project, and they are:

- Faculty of organization and informatics,
- City of Varaždin,
- City of Čakovec.

They will ensure the quality of project preparation with the help of associates and in accordance with the budget and available resources financed by European funds. Project leaders are responsible for the implementation of activities and planning, monitoring and achieving the defined project objectives in accordance with the schedule.

CONTROL AND EVALUATION OF THE IMPLEMENTATION OF PROPOSED ACTIONS

The control and evaluation of the implementation of the planned actions within the Urban centre for creative and digital industries, Small products and services, and the City Room will be carried out by the Governing Board of each individual centre and the leaders of individual centres.

The responsibilities of the Governing Board are:

- Deciding on the financial plan and annual accounts,
- Supervising the implementation of the work and development of the Centre,
- Cooperation and supervision of the work of the Centre Leader,
- Approval of the Report on operations and work of the Centre,
- Approval of amendments to the Statute of the Centre,
- Providing support to the Centre's Leader,
- Reporting the city of Varaždin about the success of the Centre's activities.

The responsibilities of the Centre Leaders are:

- Providing professional staff for the implementation of the Centre activities,
- Organizing and managing the work of the Centre,
- Concluding contracts with partners,
- Informing the public about the activities of the Centre,
- Preparation of the Report on operations and work of the Centre,
- Proposing programs and development of the Centre.

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Date: 27th of July 2020

Signature: _____

Stamp of the organisation: _____

