



**CREATIVE SPIRITS**

**MARIBOR**

**OPERATIONAL IMPLEMENTATION FRAMEWORK**

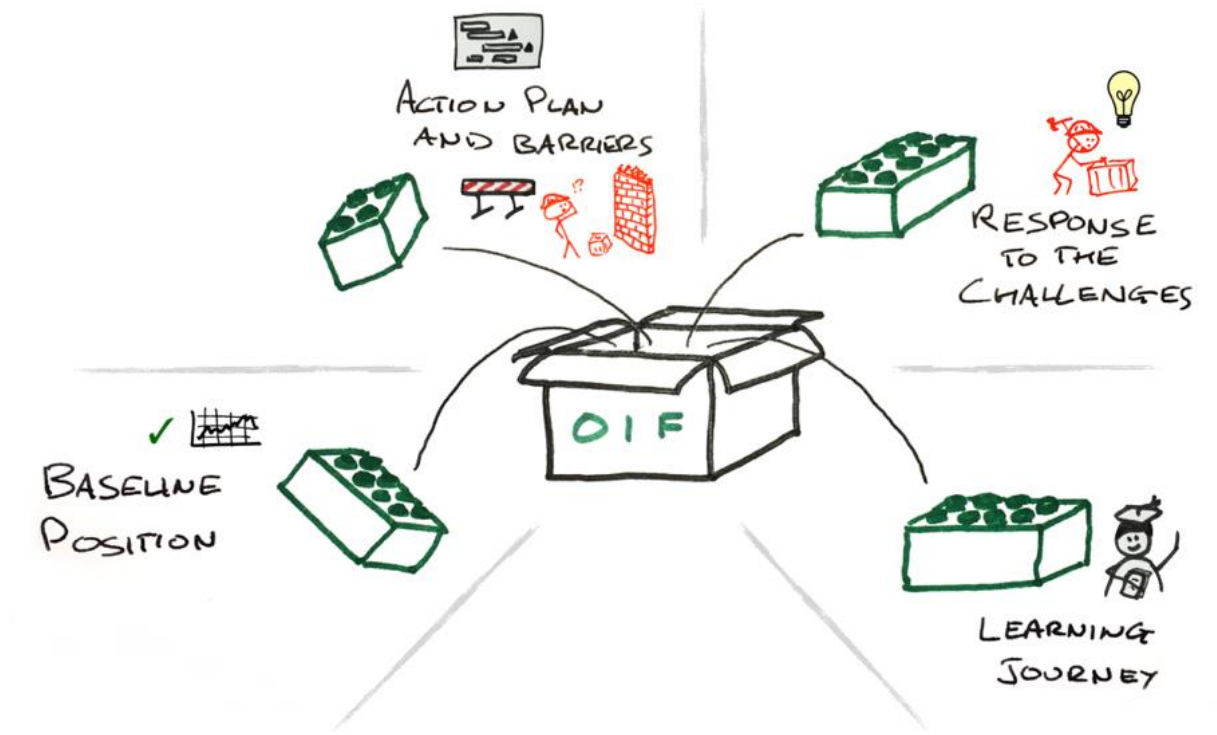
*SUSTAINABLE DEVELOPMENT OF CCI (CULTURAL AND  
CREATIVE INDUSTRIES)*

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# MARIBOR

## OIF (OPERATIONAL IMPLEMENTATION FRAMEWORK)



## SECTION 1 – BASELINE POSITION

### **Geography and brief history**

Maribor is the second largest city in the Republic of Slovenia and a regional centre in the Podravje Region. Furthermore, in the light of EU Cohesion Policy, Maribor is the urban centre of the Eastern Cohesion Region of Slovenia. Maribor has for centuries been an important junction between the North and the South, as well as between Eastern and Western Europe.

In the past 25 years, during the period after the declaration of Slovenian independence (1991) as well as after entering the European Union (2004), the city of Maribor has experienced several structural changes. The city which had once been a major industrial centre, both local and regional, has witnessed an unprecedented decline after the loss of the markets of the former common state of Yugoslavia, effecting not only the economic development but also the growth of its population. Thus, the city had to redefine its identity. This process has not been, not always successful, and continues till this day.

### **The cultural-creative industry in the local economy**

Maribor is the most important cultural centre in the eastern part of Slovenia with the Slovene National Theatre (known for its world-famous ballet, opera, symphonic orchestra and drama units), the internationally recognized Puppet Theatre, a long and rich tradition of classical music, musicians and music education, a classical music festival and other performing arts (festival of Slovenian Drama Theatres, modern dance etc.). The Art Gallery of Maribor provides international art exhibitions, modern visual and multimedia art is offered by many private institutions. Maribor dates back to the Middle Ages (1164) and the medieval centre of the city is protected cultural heritage. There are several regional institutions, such as the Regional Museum, the Regional Archives, the National Liberation Museum, and the Natural and Cultural Heritage Preservation Institute to research, protect and present the city's heritage and regional history. In the year 2012, Maribor was European Capital of Culture and now pursues the development of cultural tourism by offering a myriad of cultural events and festivals throughout the year; particularly known of which is the Summer festival of Lent.

Maribor embraces numerous non-government organisations and institutions, which are setting internationally relevant events in the cultural and artistic field. These NGOs bring civil society subtlety to living, cohabiting and creating processes in the city. On one hand self-organising and high tolerance level and support from the Municipality on the other make very positive impacts on the vivid city social life. Cooperation between public and NGO (not private and both should be different as NGOs are non-profit, while private is profit) sector is resulting in many important and most traditional projects, e.g. musical and performing arts events, exhibitions, festivals, ceremonies. We can claim rather crucial and charming program cohabitation and integration.

Culture is an essential part of Maribor's identity and the creative and cultural industries play an important role in the local economy. Moreover, Maribor was the European Cultural Capital in 2012. However, boosting culture-led entrepreneurship is

a new phenomenon in the city that has not been tackled before and has now been targeted as a potential development opportunity for the city.

The Municipality of Maribor has developed the Sustainable Urban Strategy for Maribor (TUS-MOM) which is a holistic vision on how the municipality aims to approach several urban issues in the city. The strategy defines five priorities:

1. self-sufficient city – activation of local social and economic capital
2. mobile city – a modern system of public transport integrating cycling and walking for vulnerable target groups
3. integrative city – efficient management of the city with inclusion of knowledge centres
4. urban – renovated city as the regional cultural centre
5. ecological – integration of the river (with its banks) and natural potential in city development (such as green roofs)

### **Creative Spirits target TUS –MOM priorities and areas**

- Creation of a self-sufficient city

The Municipality of Maribor aims to create a self-sufficient city by activating the city's own potential through the mobilization of local social and economic capital. A central focus of this objective is the revitalization of traditional crafts and craftsmanship which will contribute to the strengthening of the city's image. The city also aims to stimulate temporary use of degraded areas by setting up incentives for regeneration of these areas that have special functions. The aim is to include also experts and the NGO sector in the usage of such areas.

- Urban Development

Urban development is a requirement for the transformation of the Municipality of Maribor into a regional cultural centre. The municipality aims to adopt a culture-led approach to urban renovation by the formation of a cultural district; developing cultural activities; supporting cultural activities in designated areas for urban revitalization; and the support of cultural projects connecting various actors through cultural programmes. The renovation of public spaces in particular is high on the agenda as these spaces can attract investment and generate social, cultural and economic value. Moreover, revitalization of degraded industrial architectural heritage means that these sites could be reappropriated and assigned a new function. Aside from contributing to the abovementioned goals, offices for urban renovation will be established to contribute to the abovementioned goals but will also aim to involve the population and develop tourism as a connective industry.

The Municipality of Maribor during project Creative Spirits intends to focus on underused and/or unused places in the city centre.

The first target area of the TUS-MOM strategy focusses on the on the underused and/or unused places in the old city centre, like Koroška Street which currently functions as the main traffic artery through the old town. While in these days Koroška Street is known as a noisy, polluted and degraded road, an opportunity of renewal will occur in the near future when it will be permanently closed to traffic. The pedestrian zone will run along the surrounding courtyards and will undoubtedly intensify the social interaction and liveliness in this area. The Municipality of Maribor intends to involve local stakeholders to transform this area into a creative hub by supporting bottomup initiatives.

A second target area is the KPD, a former Austro-Hungarian prison complex located just across from the old town on the other side of the Drava River and next to Maribor's main shopping centre. Currently only two wings (approximately 35%) of the entire KPD complex are partially renovated and in use – these two wings now came to represent the city's core for cultural development. The other parts of the KPD complex are owned by a variety of different individuals.

In Maribor the trends of sustainable urban development are oriented toward the revitalisation of old abandoned buildings and new cultural and commercial development of the area and, subsequently, of the entire city. This vision is also supported by the Sustainable Urban Strategy of Maribor from the year 2017 and the Strategy for the city's development until the year 2030. The Integrated Local Action Plan (the result of URBACT network '2<sup>nd</sup> Chance' ) for the revitalisation of the area and the KPD building in Maribor will complement the existing city's action plan for the revitalisation of degraded areas and abandoned buildings in the wider city centre.

Beside of the Sustainable Urban Strategy (TUS) Municipality of Maribor also accepted the Local Strategy for Culture 2015–2020 prepared by the invited group experts from different public institutions, NGOs and civil society. It also incorporates creative and cultural industries as one of the development goals today and tomorrow, with a statement CCI are one of the most prominent and propulsive activity in the area with many thousand people employed. Very valuable fact is their education, mainly university.

## **The implementation experience and the URBACT challenges**

The Municipality of Maribor faces difficulties with regards to establishing an integrated organizational structure in which different areas of local government are well-connected. Currently, areas such as education, sport, culture, health, social services and housing are merely linked at the political declaratory level which is the highest political level of the government. This means that at lower levels of the government structure, such a linkage of areas is missing as these are distributed among autonomous decision-making bodies that have no working connections with each other. It is therefore the city's ambition to establish integrative communication structures with the purpose of improving the thematic integration of the governmental organisation as well as seeking broad consensus with various local civil initiatives and institutions.

In the following table, these two main challenges are described in detailed on the basis of the URBACT specific challenges, some of them are:

- To improve coordination between municipal departments and connect them with external stakeholders

Involving local stakeholders: Stakeholders for the experimental integrative approach are citizens in informal local initiatives and groups of people in active in

various fields of creative industries and culture, as well as entrepreneurs (including social entrepreneurs). Municipality is establishing various forms of communicating with interested public, such as participation in the informal committees, quick reactions to civic initiatives and issues, communication with representatives of non-governmental organizations, etc.

Measuring impact: Special tools, for measuring the impact of above mentioned approaches, has not been established yet, since each of the areas has its own criteria and indicators to achieve the set objectives. The Municipality will therefore develop a systematic approach to define the clear criteria and develop the impact measuring tools within this project.

- To prepare action plan for the development of the CCI and create supporting instruments which will be helpful for the creative businesses.

## **SECTION 2 – OUTLINE IMPLEMENTATION PLAN**

In order to achieve some of our objectives:

- Established and developed the field of CCI – economy
- Culture and art events for urban renovation, for liveable, attractive city environment
- The activity of the social community, as a part of social integration and participation of population

some actions are and will be carried out during the Creative Spirits project duration, that are:

### **Action 1: mapping CCI (Creative and Cultural industries):**

Mapping and set up of the database of the CCI

- To obtain tidy database of CCI in Maribor
- To identify the basic characteristic of the CCI sector in Maribor
- To use for further research

Different methods of mapping CCI

- CCI market networking
- Questionnaires,...

Our first step was to define CCI from readily available online through on the website for the Slovenian Business Register. Once we had the basic data we started with the analysis.

We found that 14% of the organisations registered in Maribor partake in activities that fit their adopted definition of CCI. Furthermore, they learnt that 84% of these organisations are business orientated, i.e. they are not primarily cultural institutions in the traditional sense of the phrase. Regarding income, according to the available data, the total generated by CCI in Maribor is EUR 2.8 million, with the average per CCI organisation being EUR 280,000 (with a range of 0-13.6 million). 70% of this comes from business operating in the fields of architecture and IT. Regarding employment, according to the available date, the city has over 3,000 employees working in the sector, with an average number of 3 per unit.

But these findings only constitute the first of the smallest of baby steps. Next, more data is required ready for benchmark analysis. For example, the total value of CCI in Maribor and the value of CCI as a proportion of the total economy (i.e. just as in the UK it is known that CCI is worth GBP 76.9 billion, equalling 5% of the total economy); the total number of employees in CCI in Maribor and the number as a proportion of the total economy (i.e., just as in the UK it is known that CCI accounts for 1.7 million jobs, 5.6% of the total); the sector's growth trends compared to other sectors; and finally, the value of CCI exports compared to total exports.

The hope is that by the end of May 2019 the team will have been able to carry out the necessary additional data collection and use it compile a report that will include a specific definition of CCI (and details of the justification for using this definition), the survey's results, and a SWOT analysis. This report will form the basis of Maribor's future CCI monitoring endeavours.

### **Action 2: The festival: 12.4.2018.**

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- Market of cultural and creative industries:
  - o as one of the methods of mapping CCIs and
  - o opportunity for presentation (marketing)
  - o networking of those active in the filed of CCI (synergy effect)
- To draw attention to the degraded urban places in the city through art project
- Visibility
- To point out the potential possibility of use of the degraded object (former penitentiary - KPD)



- Revitalisation of the neighbourhood
- Public event
- Media responsiveness
- With an emphasis on the further development of the existing integrated urban strategies by including new approaches in the filed of CCI
- Attracting creative entrepreneurs and encouraging the creative entrepreneurship in specific (degraded) areas of the city centre.

Establishing efficient indicators and a monitoring system and criteria for the success of the event:

- Number of signed up participants from the filed of CCI
- Number of visitors
- Media coverage and media responsiveness
- Recognisability of the event
- All of the proposed plan has been realised

Which concrete tools or responses have you developed and established for improving your response to the challenge:

- Integration of various organisations (NGOs, social enterprises, self-employed performers in the filed of culture, self-employed entrepreneurs)
- Partnership - networking
- Online promotion and communication on social networks
- Media responsiveness and recognisability
- Integration of various strategies:
  - a.) **Local cultural program (LPK 2015 – 2020)**
  - b.) **UGB** projects (Urban Green Belts – smart integrated models of sustainable management of urban green areas for creating a healthier and living friendly urban environment)
  - c.) Concept for the establishment of a short-term activity in the former penitentiary - KPD from the filed of cultural and creative industries and supplementary activities (northern wing of the facility)
- Synergies with various projects and institutions: URBACT – Second chance, Contemporary dance festival – Contemporary dance platform, Festival Borštnikovo srečanje (largest established Slovenian theatre festival), Universities Ljubljana and Maribor: Philosophy faculty Ljubljana - department for ethnology and cultural anthropology; Faculty for architecture in Maribor

### Outcome indicators:

- selection of two projects as **outcomes** on the basis of existing activities
- the **change** which has been created with regard to the initial state, as a result of the realised activities

### Standards and criteria for the selection of two projects:

- historical value of cultural heritage
- revitalisation of a degraded location with artistic projects
- sustainable orientation and memorable value
- feasibility
- integral approach with synergy effects
- added values



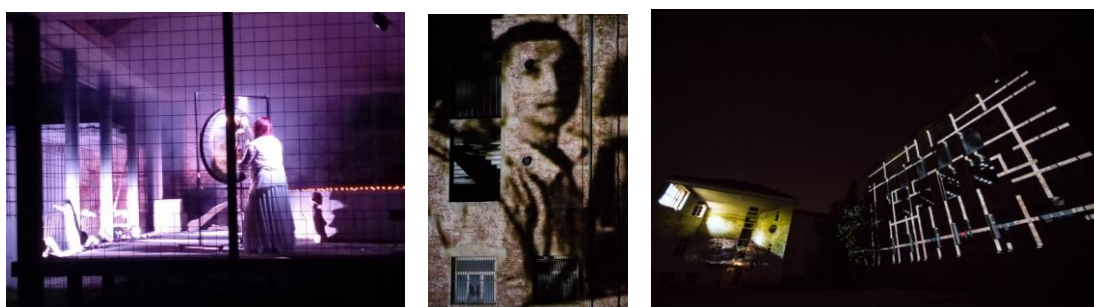
### Effects of the outcome of the selection – two projects, which will be realised within the scope of the CREATIVE SPIRITS implementation:

- Site specific project: Awaking of the sleeping giant – second chance (performance) and
- Stories of benches and people (making of the bench Memory on the degraded area besides the KPD building):

### **Action 3: Site specific project: Awaking of the sleeping giant – second chance (performance):**

- high artistic value of the innovative artistic project: revitalisation of degraded buildings in the city
- connecting with other institutions (synergy effects)
- cooperation with the largest theatre festival in Slovenia: Boršnikovo srečanje (long tradition)

- participation in the discussion on the Heritage of the city / Philosophy faculty in Ljubljana – department for ethnology and cultural anthropology of the Philosophy faculty in Ljubljana and the Association Hiša!
- possibility of higher recognisability of local artists
- recognisability of the abandoned building with immense historical value
- commemorative plaque in honour of the former male penitentiary, where Josip Broz Tito (former president of Yugoslavia) and Ivo Andrić (writer and only Yugoslavian Nobel Prize winner) had been incarcerated
- added value: content of the forgotten cultural heritage in the city
- 2018, Year of cultural heritage: The purpose of the European year of cultural heritage is to encourage as many people as possible to discover and experience the cultural heritage of Europe and to strengthen the sense of belonging to the same region: *Our heritage: where the past meets with the future.*



**Action 4. Artistic bench – 'Memory' from the project Stories of benches and people:**

- The bench as a memorial of the past with historical value of cultural heritage
- social value (interaction of people, who will be sitting on this bench)
- sustainable orientation and memorable value
- connecting to the NGO 'Stories of benches and people'
- Cooperation with the faculty for civil engineering, traffic engineering and architecture of the University Maribor in the realisation of the project - including young people (the authors of the commemorative bench are students of architecture)
- proximity of the shopping centre, higher number of potential visitors
- added value to the area and an improvement of the visual appearance of the surroundings
- tourist component

- continuity of the project (bench No. 14)
- narrative value (each bench has its own story)
- connecting the left and right river bank of the city of Maribor



### **Action 5 – Idea Contest – street art /murals on the walls**

- sustainable orientation and memorable value
- connecting to the artists, NGO 'S,...
- old city center, higher number of potential visitors
- added value to the area and an improvement of the visual appearance of the surroundings
- tourist component
- narrative value (mural with one of the Maribor's history stories)

### **Action 6- The festiva/CCI marketet 12.4.2018.**

- Market of cultural and creative sector together with Center for Creativity:
  - o as one of the methods of mapping CCIs and attracting creative entrepreneurs and encouraging the creative entrepreneurship in specific areas of the city centre; networking of those active in the field of CCI (synergy effect);
- Public event together with Center for creativity, media responsiveness, visibility,...Further development of the existing integrated urban strategies by including new approaches in the field of CCI

## SECTION 3 – RESPONSE TO THE IMPLEMENTATION CHALLENGES

### **Integrated approach**

<i>What this Challenge “looks like” in your city</i>
Ensuring an integrated approach in the implementation of the strategy is a significant challenge for Maribor as there is no management office/team responsible for the development of CCI (creative and cultural industries) in Maribor.
<i>The assessed importance/relevance of the Challenge in the local city context.</i>
We would like to develop or improve capabilities regarding collaboration between stakeholders at local but also at regional level. We would like to improve connections and collaborations with other neighbour towns in order to share common concerns and efforts with neighbour cities
<i>How you plan to overcome the Challenge.</i>
During this project, the Municipality of Maribor intends to strengthen the internal coordination between municipal Economic department and Cultural department and external relationship with Centre for Creativity. Center for Creativity is a regional interdisciplinary platform (established at the end of 2017) that connects, promotes, presents and supports the activities and development of Slovenia's cultural and creative sector (CCS). They work to develop the potentials of the sector's social and economic value and its autonomy while forging stronger ties between the CCS and the businesses, science, education and other sectors.
<i>Where do you need to develop (new) capability/capacity? Where will you use existing capability?</i>
The main capabilities/capacities we need are: Knowledge of co-creation techniques in order to support collaboration and integration in the implementation phase; Experience in community organizing,...

### **Involvement of stakeholders**

<i>What this Challenge “looks like” in your city</i>
We would like to create a sustainable and reciprocal local partnership with stakeholders based on a shared understanding and goals. We would like to improve our maintenance of stakeholders and promote the cooperation between them-us. Through Creative Spirits, we are working in order to adapt our traditional methods to the URBACT methodologies. We have got interesting creative people and organisations in our Creative Spirits team (ULG). Our ULG is working well, but is not enough of real interest. External members do not trust the Municipality. So it would be necessary more trustiness between participants. This means think more as collective

than individually. There is not important, who was the person who had the idea, because everybody are part of a team. In this sense, it is important to be open to receive positive and negative feed-back and also open to ask for it.

*The assessed importance/relevance of the Challenge in the local city context.*

In order to implement sustainable and reciprocal local partnership with stakeholders based on a shared understanding and goals, we would like to improve our maintenance of stakeholders and promote the cooperation between them-us. We have involved traditionally different stakeholders to develop initiatives. Our strategy was also made by participative approach. But, it is difficult to maintain the participation if we don't show results to the citizens.

*How you plan to overcome the Challenge.*

With slow but constant 'marketing' and continuous cooperation between public institutions and NGOs and civil society and economy, who is welcome to support our efforts. With creative events, festivals, workshops and other activities. Using Urbact participatorial methods,.....

## From strategy to operational action plan

*What this Challenge "looks like" in your city*

Together with URBACT project '2<sup>nd</sup> Chance' , project CREATIVE SPIRITS can implement incubator of CCI in the KPD building (more about this challenges see below\*)

*The assessed importance/relevance of the Challenge in the local city context.*

See below\*

*How you plan to overcome the Challenge.*

See below\*

\*The KPD building is located on the right bank of the river Drava, on the area between the streets Pobreška cesta, Titova cesta and the railway line. It had been constructed between the years 1884 and 1889 and has a characteristic functionalistic design of a men's penitentiary, represented in the star-shaped arrangement of the five large wings. The empty parts of the building were later used as storages and business premises. After the year 1991, the western wing and the extension at the northern wing have been restructured for commercial and cultural purposes.

The area of the KPD building is despite its vicinity not connected to the city centre, as if it wouldn't exist in the minds of the city's population.

Vision and long term goals with different concepts share the common basic decision that the major part of approx. 40% of the built area belongs to various cultural contents. Secondly, there are large multi-purpose spaces (halls), designed for various activities, as cultural and business events, recreation and relaxation activities, etc. Thirdly, the spaces offer different possibilities supporting crafts activities, accompanied by offices and co-working spaces.

Short-term goals include:

- Identification of possible users (CCI) of northern wing for temporary use (5 years) based on public-private partnership,
- The renewal of the northern wing to such extent that only the most urgent issues are addressed first as the rearrangement of green spaces
- Establishing an appropriate management for the renewed parts of the building and identifying financial resources,
- Promoting the historical importance of the KPD complex, raising its recognisability among the population, as a vibrant production centre for the cooperation among different programmes.

Short-term functions can be establishment of cultural and creative contents can function in provisionally renewed spaces. In frame of cultural contents, a museum/exhibition space will be realised, presenting the industrial heritage of the city of Maribor. Already currently, the ground floor of the northern wing of the KPD building is used for the storage of old textile and printing machines. Part of the ground floor is also used for the setup of an applied graphics and printing activity, which will complement the function of the Museum of Maribor textile industrial heritage as a tourist attraction. The old machines have a significant value, yet the collection does not enable the formation of a solely technical museum. Due to this fact, the Museum of National Liberation Maribor has developed a plan for a museum exhibition, in which the machines will function as the setting, which would bare testimony to the history of labour and industry in Maribor. The rise and development of industry, the workers movements and strikes, the living culture of the working class, the ownership of factories, the social image of industrial Maribor, innovations, industrial disciplines, are some of possible contents.

The project group of the URBACT project 2<sup>nd</sup> Chance and project CREATIVE SPIRITS may perform the consulting and coordination tasks with competent Offices of the City Municipality of Maribor as the owner of the northern wing.

For the implementation of the programmes several forms of management are possible and the decision, what form of management of the programmes the CCI users of the space will be chosen, depends on all the participants. From the previous propositions at public workshops the most suitable legal form of management would be an association as a cooperative, as a non-profit social company.

**SECTION 4 – LEARNING JOURNEY** The Municipality of Maribor started its participation in Creative Spirits network as maintaining Urbact projects (Participando, Cultural activities, Active A.G.E., in-Urb\_Act , My generation at work and Urbact III – network 2nd Chance.

URBACT methodology is very useful in terms on civic participation, integrated approach, international and local networking and also, about strategic planning.

More than useful was the participative approach carried out during the development of the Implementation Plan. It was very interesting and important to establish a good communication between stakeholders and the municipality.

Regarding working methodologies, we tried to follow as much as possible URBACT guidelines regarding participative methodologies, implementation plans or OIF structure and guidance.

We also have supported the creation of an association of creative people. This association is collaborating with the Municipality in the Creative Spirits implementation. They are active members at the ULG and its leader is also the Maribor ambassador in Creative Spirits project.

#### Learning from the partnership

We have established a good communication with the rest of the Creative Spirits partners. We have found similarities with all of them, so we have found very interesting experiences in all of them, during all the case study visits.

We learnt from the city walks, workshops, discussions and presentations and all the other key activity was the working groups and group dynamics during the study visits where we were able to exchange points of view with our partners.

#### Learning from our own practices

The Municipality of Maribor had not very good experiences implementing initiatives from its strategy, but during the Creative Spirits implementation activities the inspiration from URBACT to design and implement new urban creative initiatives focussed on the city centre we valorize some of good experience.



## **SECTION 5 – SYNTHESIS** Summary of the experience in the context of the URBACT project

The experience was positive in general. It was the first European experience for the Municipality of Ibi regarding urban topics, and our staff tried always to do its best. Since the beginning, the Municipality of Maribor tried to involve its staff and policy makers, as well as key stakeholders in the project working group. In this sense, several representatives of the Municipality of Maribor and external ULG members participated in the different case study visits.

The Municipality of Maribor took this opportunity as a challenge to learn from other cities and get valuable experience for future urban initiatives. After almost two years of cooperation, we can recognize several lessons and knowledge learnt from the different project activities. In this sense, nowadays, the Municipality of Maribor is planning several initiatives that was born from Creative Spirits, adapting experiences visited in our different city partners.

Regarding our implementation plan, we followed the structures and forms learned during the different Urbact Secretariat seminars and instructions. The seminars I Paris were very useful, because we participated in different working groups and dynamics that helped us to better understand planning process and the main characteristics of our project and our implementation plan.