

HUB-IN

# Slovenska Bistrica

Hub of Innovation



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Action Plan **2023**



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## ABOUT HUB-IN

### Mission

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs which directly draws from the UNESCO concept of Historic Urban Landscapes. HUB-IN fully aligns with and contributes to strategic European policy including the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Braşov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

### Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in a systemic way through the creation of networks of Hubs where innovation will be the main driver. The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

## THE CONSORTIUM BEHIND HUB-IN



Δήμος Νίκος  
Nicosia Municipality



Belfast  
City Council



Cyprus  
Energy  
Agency



***The establishment of the Slovenska Bistrica HUB through the HUB-IN project will contribute to the revitalisation and invigoration of the city centre.***

***This will enable new opportunities for the local entrepreneurs, mainly from the creative and cultural sector, and boost preservation of cultural identity and heritage through innovation and entrepreneurship.***

***dr. Ivan Žagar,***  
*mayor*



# Contents

<b>BACKGROUND</b>	<b>5</b>
<b>GLOSSARY OF TERMS</b>	<b>7</b>
<b>INTRODUCING THE SLOVENSKA BISTRICA ACTION PLAN</b>	<b>8</b>
<b>THE SLOVENSKA BISTRICA HUB</b>	<b>11</b>
<b>THE SLOVENSKA BISTRICA ACTIONS</b>	
Summary table of Actions	13
Action 1: Crouzet HUB, a central space for creativity, innovation and heritage	14
Action 2: Crouzet start-up accelerator programme	19
Action 3: Mechanism of support for small local projects	23
<b>BRANDING AND COMMUNICATION OF THE SLOVENSKA BISTRICA HUB</b>	<b>29</b>



# Background

This Action Plan has been developed as part of the Horizon 2020 “HUB-IN” project. “HUB-IN” stands for “Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas” and is a European project aiming to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. Within the project, eight partner cities across Europe (Belfast, Brasov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica and Utrecht) are developing their own HUBs of innovation and entrepreneurship, testing, demonstrating and piloting activities for the sustainable transformation of their HUAs across three main clusters.

Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” - and the 29 Actions that will be implemented in the partner cities are expected to contribute to the transformation of HUAs and their cultural landscapes both in the pilot cities and more widely across Europe and beyond. The actions will act as a catalyst to help reverse trends of abandonment and neglect of historic heritage; boost heritage and culture-relevant innovation, creativity and entrepreneurship; create new job

opportunities and skills in the cultural, creative, and clean manufacturing sectors and facilitate the development of new and tested regeneration blueprints for wider take up by other European HUAs.

The present document consists of the Action Plan for the city of Slovenska Bistrica and follows from a Roadmap that the city has previously co-created with local stakeholders to identify the overall vision, values and missions of the envisaged HUB. It provides information about the HUB that is being set up and details the actions that are going to be implemented in the selected pilot area of Crouzet and Historic urban area of Slovenska Bistrica, which partly surrounds Crouzet. Crouzet is a building complex, consisting of a larger multi use building, storage areas, inner courtyard, external yard and parking area. Crouzet is located at the southern part of Slovenska Bistrica Historic urban area and has been selected as the location of the Slovenska Bistrica HUB - particularly the main building and the courtyard. The final section provides details as to how the HUB and planned actions are going to be branded and communicated to the local stakeholders.

## THE HUB-IN CLUSTERS OF INNOVATION



### Culture and Creative Industries (CCI)

- Innovative products and services
- Adaptive reuse of traditional skills
- Cultural and creative tourism



### New Life Styles (NLS)

- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing

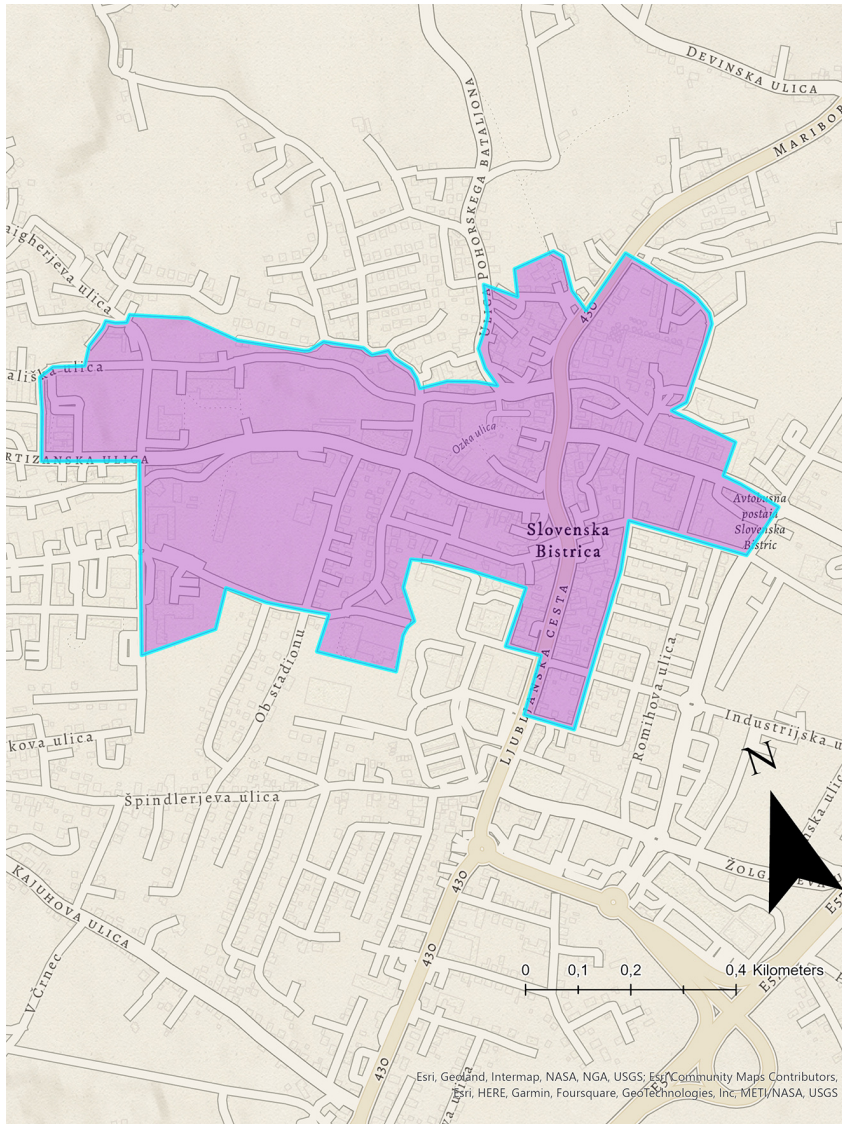


### Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places



# HUB-IN Place Slovenska Bistrica's Crouzet





**Action Plans:** An operational document setting out the individual detailed actions the partner cities are implementing to realise the vision of the eight HUB-IN Places and kickstart the transformation of their historic urban area. Each Action Plan includes an Introduction, description of the Hub, detailed templates for the implementation of the individual Actions and a final section on the branding and communication of the Hubs of Innovation.

**Clusters:** HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighbourhood size for the heritage and culture-led regeneration of HUAs. HUB-IN identifies three main common clusters of innovation that should not be seen as silos of activities, but rather intertwining activities across the three clusters complementing and contributing to the development of HUB-IN Places.

The three clusters are:

- Cultural and Creative Industries (CCI),
- New Lifestyles (NLS) and Resilient and
- Human Connected Places (RHCP).

## HUB-IN

### HUB of Innovation:

The HUB-IN Places that partner cities are focusing on within the framework of the project. They can be physical and/or virtual Hubs of innovation where cultural wealth and heritage provide a unique competitive advantage - a key resource for enhancing the sustainable regeneration of historic urban areas. Hubs of Innovation are distinguished by their local action and their global interconnection: local hotspots of creativity, community empowerment and entrepreneurship; places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment. They bring together local stakeholders, academia, industry and local governments - characterised by a strategic integrated approach blending three clusters of innovation.

**Roadmaps:** A strategic document developed during the course of 2021 and 2022 by the HUB-IN partner cities to define the Vision, Values, Missions and Key Actions of the eight Hubs of Innovation - to be further developed in the HUB-IN Action Plans. The eight Roadmaps were co-created with local stakeholders through ad-hoc meetings, workshops and questionnaires.

### Historic Urban Area (HUAs):

The HUA concept draws directly from UNESCO's 'Historic Urban Landscapes' which define urban areas as resulting from the historic layering of cultural and natural values and attributes, extending beyond the notion of "historic centre" or "ensemble" to include the broader urban context and its geographical cultural setting. In this way Historic Urban Areas relate to both the tangible and intangible factors that both set the context and shape the historic area's character, identity and values.



# Introducing the Slovenska Bistrica Action Plan

Slovenska Bistrica was established in the 13th century and is one of the oldest towns in the country. Its favourable geographical location, on the intersection of the old trade route between Maribor, Celje and Ptuj, has helped Slovenska Bistrica to develop into a vibrant, albeit small town.

The city's cultural heritage is reflected through the various cultural activities taking place in the city, a flourishing crafts community and a lively trade of local produce and products. The small and beautiful historic town centre of Slovenska Bistrica holds much potential to become a vibrant environment where creative, cultural, and entrepreneurial activities meet and together enable regeneration, support sustainability, while also building community cohesion. The town centre harbours rich history and invaluable ethnic traditions. The impressive Bistrica castle, surrounded by a garden, forms the centre of the historic urban area, with quaint town square, remains of the town wall, and many other historic sites. All kinds of public institutions, associations and artists are located and active in this part of the town, yet few connect their activities together into a bigger whole.

The city is striving to create an environment that attracts local entrepreneurs, artists, creatives, craftspeople, start-ups, and businesses, and one that supports collaboration across sectors, with a long-term view of creating a local regeneration and innovation ecosystem that will support the transformation of the old town to become a flourishing and inviting place for

citizens and visitors alike.

Despite all the natural and cultural endowments, the city is struggling to maintain this heritage in a state that allows for a better living, working and playing. The old town of Slovenska Bistrica is pleasant, but development is limited by a large amount of transit traffic and empty, unused spaces, which are mostly privately owned. The number of shops that have closed down pose a strong setback in terms of the old town renovation.

The city wishes to find new and innovative ways to regenerate its traditional industries while boosting creative sector to bring about a prosperous and sustainable development of the area and address the outlined challenges. Slovenska Bistrica has a rich tradition of craftship, yet it is widely regarded that traditional craft needs the touch of modern creativity in order to retain or bring back its economic potential. It is far from unusual that places with rich craft and heritage stimulate the development of creative industries and that is the reason why Slovenska Bistrica aims at development of the creative companies and individuals in Crouzet. However, it should be noted that Slovenska Bistrica is a small town with a limited number of businesses and associations.

The vision of Slovenska Bistrica is to become a lively, inclusive, people centric city, where heritage is valued as well as value generating. To support the regeneration of the historic area, the city envisions the activation of a HUB, a centre for entrepreneurship and creativity, where entrepreneurial, cultural,

creative, craft and educational activities would be encouraged (creation of enabling conditions - spaces, low rent, additional services), supported (accelerator programme), and cross-fertilised (collaboration initiatives, innovation projects). The Municipality of Slovenska Bistrica set the revitalisation of the historic city centre and the activation of the heritage building, called Crouzet, at the core of its priorities. Crouzet shows the potential to become the centre for entrepreneurship and creativity of Slovenska Bistrica.

Crouzet as a venue and a place for entrepreneurship and creativity can contribute to the old town's revival. It will be a HUB for catalysing creativity and providing entrepreneurship support. It will host organisations and companies under favourable conditions and contribute to economic and community activation of the HUA area. This will contribute to the liveliness of the building and its courtyard, and at the same time it will positively affect the development of the local creative sector and wider historic city area. As Jane Jacobs said: "new ideas need old buildings".

Crouzet has the potential to become a central space for nurturing entrepreneurship, creativity, collaboration and innovation to boost local skills and business/employment opportunities. That has been pointed out in the workshops and interviews with local stakeholders - that Crouzet is a place on the "mental maps" of local inhabitants. The participants of the participation process have expressed their wishes and interests in bringing Crouzet back to life. As Crouzet is one of the few larger venues located in HUA and owned by the Municipality, it has a significant potential impact on HUA revitalisation.

The action plan is grounded on the co-design and co-creation process which helped the

Municipality of Slovenska Bistrica deliver the Roadmap document. Through the participatory workshops, debates and interviews with different local stakeholders and citizens, the municipality identified opportunities for innovation and revitalisation in and of the HUA.

In line with the vision, 3 core actions for the city were identified. In summary:

**Action 1:** Set up a HUB space in the historic city centre, as a central space for nurturing entrepreneurship, creativity, collaboration and innovation, to boost local skills and business/employment opportunities, while supporting the regeneration of the heritage buildings. Crouzet has been identified as a building that can contribute significantly to the revitalisation and regeneration of HUA.

**Action 2:** Set up an accelerator programme for the creative, craft and cultural/art sectors to boost entrepreneurship, innovation, and encourage job creation. Slovenska Bistrica aims to contribute to local economic prosperity and resilience by stimulating new jobs development with an emphasis on the creative sector. That could eventually provide new content for the underused spaces in HUA - when the new companies catalysed through accelerator programme grow larger and need more space.

**Action 3:** Accelerate urban regeneration of the historic city centre through participatory revitalisation approaches, such as for example placemaking, community co-creation, tactical urbanism, crowdsourcing and match-funding. The aim is to invite local creative communities to participate in the HUA revitalisation process in partnership with the Municipality, developing an inclusive HUA that will stimulate people to meet in it and develop new ties, which is, after all, an aim of every creative HUB.



During the process of the action plan development, the Slovenska Bistrica team has used resources developed within the project, to support the preparation of the action plan and will continue to do so during the implementation. The Atlas has been used to familiarise with different governance and financing models which could be adopted locally and could support the planned actions. The GeoTool has been used to map key heritage sites across Slovenska Bistrica. It will also be used for mapping the areas that will be regenerated through Action 3.

# The Slovenska Bistrica Hub

The centre of Slovenska Bistrica's HUB of innovation is called Crouzet. But the HUB is much more - it is Crouzet as a building (hard factors of a creative milieu), Crouzet as a place of the accelerator programme (soft factors of a creative milieu) and a milieu itself - more inclusive and vibrant HUA. The name Crouzet has not been invented in the process of the HUB establishment – it is a name that the building, in which the centre of the HUB is located, got in the past. The building was originally built as horse stables for the nearby castle, but was later used as a factory of electronic devices by a company named Crouzet. In time, people started using the name Crouzet to refer to the building, and as the building is already well known by this name, after the discussion with the (potential) community of users, the decision was made to keep it.

The HUB will contribute to revitalisation of the building by supplying stakeholders with a new offering - an accelerator - and making the HUA more vibrant. It will attract new users in the building and to the area. New and existing users will use the coworking space and/or participate in either the accelerator programme or other events that will take place in the Crouzet. The use of outdoor areas will also be supported and promoted, particularly at the level of producers of creative content. The HUB area and HUA will be more vibrant and diverse because of Action 3. The purpose of the HUB is to support the development of entrepreneurship culture within the local creative, cultural and heritage sector with a long term aim of economic and social activation of the HUA and new employment generation. The aim is to add contemporary

production space to the edge of the HUA and indirectly and directly stimulate HUA revitalisation that goes beyond the project HUB-IN. Particularly new ties between various actors, developed within the HUB-IN will go beyond the project. For this purpose, a Development plan for the period 2024 - 2026 will be prepared. The Development plan for the Slovenska Bistrica HUB-IN place will explore possibilities in terms of funding and new opportunities to ensure the legacy and impact of the actions implemented within the HUB-IN project and to plan future activities.

Within the project several workshops took place which contributed to local community building. New ties will be developed within daily use of Crouzet. Social capital grounded on weak ties is a crucial aspect of the local creative ecosystem.

At the workshops with stakeholders it has been expressed that there is a potential in developing a more efficient management model. The existing users of the Crouzet will be integrated in the new management model, which will connect them with the (regular) users of the coworking space and the accelerator programme.

The collective of users will form a users' council that will be involved in a daily management of Crouzet. It will include representatives of the various users of Crouzet – companies and other users (NGOs, etc.). There is an aim that the space of Crouzet would also be used by organisations that do not reside in Crouzet. The user collective will select a representative that will fill the role of an intermediary between users,



the municipality and other relevant stakeholders. The process of coordination could be supported with smart tools that would make the management process more efficient. Such a system would enable regular communication between the municipality and users and prompt effective coordination of Crouzet users and the building use. Larger management related decisions would be made by the owner, the municipality, but grounded on the consultation with users and the users' council. As such an approach is new to Slovenska Bistrica, all involved stakeholders, the Municipality and the users of Crouzet need to develop skills and tools for a meaningful governance model. Because of this, the Municipality or another public institution will be in charge of the general management of Crouzet. However, the plan is to manage Crouzet in a participative manner which would involve consultations with the users. In the longer term, when skills and tools for participative management are developed, a new form might be designed. It should be noted that the stakeholders involved in the HUB set up do not have vast experiences in participative governance models and should develop it together in a slow manner that involves testing methods.

### **Steps for setting up the HUB**

The establishment of the HUB will have three levels. One will be the physical fit-out and the second the preparation of an acceleration programme and related HUB activation content, and establishment of a management structure/model for Crouzet HUB. The third step is the development of the creative milieu which is grounded on the third action of wider community activation for HUA regeneration.

Institute for the Protection of Cultural Heritage will be involved in the planning of the outdoor revitalisation, which will contain actions that make the courtyard more

appealing and useful for events. Meanwhile, the above-mentioned Crouzet HUB user council will be formed. At the beginning, it will deal with daily coordination matters taking place in Crouzet. In the longer run, larger responsibilities could be assigned to the council. Lastly a programme for events, training and activities taking place at the Crouzet will be developed. Partly within the accelerator - Action 2, secondly within the Action 3, which means communities could be supported by the Municipality to implement their own actions within HUA, which also includes Crouzet. Generally, events and content implemented in Crouzet will be focused on the promotion of local culture and local heritage.

The HUB-IN Slovenska Bistrica will establish a HUA revitalisation board, composed of different key local stakeholders from public, private and third sector and representatives of residents, thus creating engagement and ownership of the local participatory projects. The board will be responsible for preparation of ideas and activities for revitalisation of the historic urban area in an inclusive and participatory manner, focusing on urban commons and empty private buildings to be temporarily transformed in social and sustainable people-centric projects.

# The Slovenska Bistrica Actions

1



**Crouzet HUB,  
a central space  
for creativity,  
innovation and  
heritage**

2



**Crouzet start-up  
accelerator  
programme**

3



**Mechanism of  
support for small  
local projects**





# Crouzet HUB, a central space for creativity, innovation and heritage



## CITY MISSION

**Setting up The Crouzet as a recognised central space for nurturing entrepreneurship, creativity, collaboration, and innovation to boost local skills and business/employment opportunities**

coordination -> 15

context -> 15

description -> 15

expected results -> 16

stakeholders to be involved -> 17

key resources required -> 17

timing -> 18

GDPR -> 18

potential risks -> 18

## COORDINATION

The main actors responsible for the action will be the Municipality of Slovenska Bistrica (Department for social affairs, Department for economics, Department of the Environment and Spatial Planning) and the Development and Information Centre of Slovenska Bistrica. The Municipality is the legal owner of the building named Crouzet and in charge of adjusting the premises to the needs of the HUB. Institute for the Protection of Cultural Heritage will be involved in the process as the building is under cultural heritage protection.

## CONTEXT

The Crouzet building is owned and currently managed by the municipality. It is already used by a few local companies and organisations. Some of the indoor spaces of the Crouzet have been refurbished several years ago. There is a plan to proceed with the minor works that continue the process of refurbishment of another office space and outdoor areas. The adjusted space will function as a coworking space and will also host a start-up accelerator programme and events related to local culture, arts, crafts and creativity. The fit-out of the indoor and outdoor spaces will be designed with adaptability and multi purposedness in mind (modular furnishings that can support various uses of spaces).

Respondents of the survey implemented within the HUB-IN project said that abandoned facades, empty spaces and decaying public spaces are the most significant challenges of old town revitalisation. Attendees of the workshops have confirmed that and pointed out the potential that Crouzet presents in terms of HUA revitalisation. One reason is that Crouzet is a larger building complex on the edge of HUA and presents a significant potential in HUA revitalisation. Creative and cultural venues have often played an important role as catalysts of HUA revitalisation (e.g. Watershed Bristol or Westergasfabriek Amsterdam). Moreover, several respondents remember Crouzet as an occasional concert venue.

Links between various actors that can contribute to the revitalisation of the city centre need to be strengthened in terms of cooperation. Crouzet as the event venue can contribute to the old town's revival.

This action aims at setting up the Crouzet as a recognised central space for nurturing entrepreneurship, creativity, collaboration and innovation to boost local skills and business/employment opportunities

## DESCRIPTION

This action is oriented towards furnishing and revitalising the Crouzet heritage building into an attractive and well-known venue for entrepreneurship catalyzation (start-up HUB) and events related to arts, culture, heritage and creativity. After the furnishings, this will be a space for various local companies, start-ups and organisations, to use as their production space. Additional companies will be invited to use the space, particularly a co-working space that will be developed within the HUB-IN project in the Crouzet building.

With this action we will tackle the challenges the Crouzet faces. The first one is the need for furnishing and adjusting the indoor spaces where offices and activities spaces are foreseen and the revitalisation and aestetical improvement of the inner courtyard of the building (removing dilapidated outdoor elements). The second challenge is related to the management of the day-to-day activities in Crouzet, since there is no management model in place at the moment.

The revitalisation of the building will involve furnishing of the indoor (office/co-working space) and aestetical improvement of the outdoor space of Crouzet. The emphasis of the indoor refurbishment will be on furnishing and kit-out of a new co-working and communal space. The emphasis of the outdoor area revitalisation and regeneration will be to make the space friendly and inviting for Crouzet users and visitors. Institute for the Protection of Cultural Heritage will be involved in the planning of the regeneration activities to follow the heritage regulations in place.

This action will offer the opportunity to involve a wide range of stakeholders, primarily entrepreneurial, creative, cultural, and social organisations, which will ensure greater involvement of the population in the activities carried out in Crouzet. Various local content producers will be stimulated to use the Crouzet area for their events, initiatives, and interventions.

Meanwhile, a users' council will be formed. It will be involved in daily management of Crouzet. It will involve representatives of the various users of Crouzet - companies and other users (NGOs, etc.). It will contribute to the connectedness and coordination of the Crouzet's internal users to facilitate the linkage between the current users as well as the new companies and start-ups from the business incubator as well as external users.

The Crouzet will also have a HUB coordinator. Their responsibilities will involve ensuring the connections between organisations in Crouzet, coordination of the start-up accelerator programme (see Action 2), coordination of the co-working and event space usage as well as codesign of the Crouzet programme together with its users. Events and content will be focused on the promotion of local culture and local heritage.

HUB-IN will contribute to the connectedness and coordination of the Crouzet's internal users to facilitate the linkage between the current users as well as the new companies and start-ups from the business accelerator and coworking space as well as with the external users. The new content of Crouzet will contribute to promotion of start-up culture and will further develop the brand of Crouzet. Additionally, start-ups will develop faster which will generate more jobs at the local level.

## EXPECTED RESULTS

The historic building will be dedicated to contemporary uses, while also preserving cultural heritage of the built environment. It will offer an accessible coworking space to promising start-ups and thus enable their faster development, and as a result creation of jobs with added value in the municipality, while building on existing cultural heritage. Spaces for various creative events, happenings and production will be provided in order to retain creative talent in Slovenska Bistrica and enable them to develop and specialise. A programme of various events and activities showcasing local culture will be prepared by and for the local community.



Management of the Crouzet building and joint activities will be easier and more efficient. Cooperation between coordinator and the users' council will strengthen cooperation between new and old users of the building as well as external supporters. This will enable better collaboration, coordination and planning of the programme events and other joint activities amongst the users, as well as better communication between the users and the municipality.

## STAKEHOLDERS TO BE INVOLVED

Users of Crouzet are relevant stakeholders as the daily liveliness of the Crouzet is dependent on their activities. A complete list of users is in the Slovenska Bistrica Roadmap document and involves existing users, local cultural and creative actors, potential users of co-working space, entities attracted by the accelerator programme and other relevant associations and institutions with interest in promoting regenerative development of the HUA.

A special user council will be formed that will include users of the Crouzet. The council will enable faster and more efficient management of Crouzet. The main actor in this body will be appointed manager or coordinator.

Next to regular building users, important stakeholders are also potential content producers in Crouzet, including various local producers, NGOs, social and entrepreneurial organisations.

Technical assistants will be needed to support the technical organisation of events in Crouzet.

### LIST of stakeholders

- Panorama - local newspaper - promotion and dissemination of the project activities.
- Local residents - participation in the co-creation and co-design process.
- The Arts and Crafts Centre - organisation of workshops and exhibitions - Innovation Support Actors.

Other stakeholders will be involved in the various phases of the Action, e.g. from the co-design of the refurbishment process and events programme preparation to supporting the implementation of the selected activities:

- Local associations and entrepreneurs
- Institute for the Protection of Cultural Heritage
- Civil society.

## KEY RESOURCES REQUIRED

The first key resources are the financial resources needed for the planned furnishing, programme, coordinator, as well as for equipment and other relevant materials for the programme and user support.

The important aspect is also the available time of the staff responsible for carrying out the action.

Regulatory support from the Protection of Cultural Heritage will also be needed in the refurbishment process.

## TIMING

Furnishing plan will be designed by spring 2023. The process will finish with public opening of the revitalised spaces. Content will be developed simultaneously with the revitalisation. After the opening, Action 2 follows - the accelerator.

## GDPR

Not very sensitive in terms of GDPR.

## POTENTIAL RISKS

There are risks regarding different aspects of this action:

### 1. Difficulties with regeneration of the space

While renovating the space, unpredicted costs might occur. Even though the action is modest in terms of adjusting the space, such possibility always exists. As the area is also under heritage protection, delays may occur with gathering permissions. In order to diminish the risk related to heritage protection, the representatives of Institute for the Protection of Cultural Heritage will be consulted at the very early stage of the revitalisation process.

### 2. Users' council

There are potential risks regarding the formation and overall work of the council. Among possible foreseen risks are conflicts within the council, lack of motivation for collaboration among the council members and between users and other organisations, including between the council and the municipality. A lack of motivation from the coordinator to stimulate new collaborations between users can also happen. The Municipality will stimulate users to take an active role in the respective council and will implement actions that stimulate users to be (more) active in the council.

### 3. Change in political will

In case the political level prioritises other actions before these or does not commit to a long term support for the development of Crouzet, there can be delays with refurbishment, council formation, coordinator appointment and start of events and activities. Sustainability of a HUB and its use could also be at risk. As the elections took place in the autumn of 2022, the change of political will is not expected for at least four years. By then, the refurbishment process should be finished.



# Crouzet start-up accelerator programme



## CITY MISSION

**The Crouzet as a catalyzer to boost innovation, local entrepreneurship and encourage job creation**

	coordination -> 20
	context -> 20
	description -> 20
	expected results -> 21
	stakeholders to be involved -> 21
	key resources required -> 21
	timing -> 22
	GDPR -> 22
	potential risks -> 22



## COORDINATION

This action will be coordinated by the Municipality of Slovenska Bistrica together with the Development and Information Centre (RIC). The accelerator programme will be designed by an external partner with necessary knowledge and skills. The core of the action is to develop an accelerator programme for new companies. It will take place in Crouzet, so it is an upgrade of Action 1.

## CONTEXT

With an intention of generating new jobs and stimulating economic prosperity at the local, municipal level, a start-up accelerator programme is planned. The accelerator programme will support entrepreneurship and development of selected companies will be carried out. The focus of the acceleration programme will be on companies from the creative, cultural, art and heritage sectors.

The accelerator programme will provide the building of Crouzet with a new content, a start-up accelerator, which would supply promising start-ups with a programme - an accelerator programme) and affordable production space in terms of co-working space. It is expected that the selected companies/individuals, mainly from the creative and cultural sector, will benefit from using new spaces – coworking and programmes of Crouzet, which will stimulate lateral cooperation between them. The focus is on creative and cultural industries and building the local entrepreneurial culture and ecosystem.

The role of the accelerator programme will be to promote entrepreneurial start-up culture and stimulate development of selected start-ups in the creative and cultural sector, which would eventually lead to new jobs at the local level. As creative and cultural sector mainly attracts younger generations, this will contribute to retaining talent within Slovenska Bistrica, which is one of the most relevant policy aims for smaller towns.

## DESCRIPTION

The accelerator programme will consist of the following steps:

1. Programme design - A start-up acceleration programme will be designed in collaboration with local stakeholders and based on their needs. That includes content structure, timeline, budget, and partners. It also includes legal and administrative grounds (contracts etc.).
2. Programme Promotion and Participant selection - A call based on a predefined criteria will be conducted, upon which the start-up companies and creatives that will take part will be selected via tender. The call will be widely promoted, and will have a transparent process.
3. Programme implementation - Selected companies are supplied with the programme: events, trainings, mentorship, etc. to stimulate their growth. Particular focus will be set on providing possibilities for them to test their ideas and to measure and grow their market access potential.
4. Final event - First round of start-ups in the programme will finish with a small pitch competition – best pitching start-ups will be awarded according to a predefined criteria.

In order to stimulate the community building process, some of the activities will be organised for all the start-up companies involved in the acceleration programme. At the same time, some parts of the programme will be specific for each company, based on their specific needs.

Additionally, a nearby high school centre will be invited to participate in selected activities.

## EXPECTED RESULTS

The main result is the launch of the programme after the content structure, timeline, budget and delivery partners of the start-up accelerator programme are defined.

That will be followed by selection of new building users that develop new creative, cultural and entrepreneurial content in the Crouzet, with an eye for preservation of cultural heritage.

Support for the development of companies, through provision of training on entrepreneurial and specialised creative and cultural heritage content will be offered.

All of the above will also contribute to creation of new jobs in the creative and cultural sector

## STAKEHOLDERS TO BE INVOLVED

Different stakeholder groups will be involved in this actions:

- Institutions in charge of programme development including RIC, Municipality, Tourists information centre and The local district level governance groups.
- The selected start-up companies cooperating within the creative and / or cultural sector.
- Providers of content – trainings etc. as external support - Innovation Support Actors, Slovenian Centre for Creativity, etc.

## KEY RESOURCES REQUIRED

The key resource for this action will be the time the staff (project partners and involved stakeholders) will have to dedicate to the development of the programme. Resources will include the advisory group, mentorship and technical support for the final event. The coordinators will spend time on the delivery of the programme and the organisation of the final small-pitch event.

Additional external support will also be needed for the design of the programme and the tender for selection of start-up companies as well as external experts for the delivery of the content (trainings, etc.)

In order to gain visibility of the programme branding and graphic design will need to be procured.

A key resource is also the spaces for the delivery of the programme. Refurbished and equipped spaces in Crouzet will be used for this.

## TIMING

The action will start in the spring of 2023 and will last approximately 10 months.

The timeline will follow these steps:

1. Design of the accelerator programme with cultural heritage, traditional crafts and creative sector in mind
2. Mentors scoping and selections
3. Design a public call for start-ups
4. Promotion of the call
5. Participant selection
6. Programme implementation
7. Pitch competition with awards (to finish the first round of the programme)
8. Review and adaptations
9. Planning for the next round of training beyond the HUB IN project

## GDPR

Not very sensitive in terms of GDPR.

## POTENTIAL RISKS

There is a potential risk with the availability of spaces at the time of the programme delivery which can occur if the furnishing will be delayed due to risks described in the previous action.

If furnishing proceeds at a slower pace than expected, the accelerator programme can still start. The programme implementation will be organised in the existing venues owned by the Municipality or RIC - Development and Information Centre of Slovenska Bistrica. Later the accelerator programme will start offering the production space in Crouzet.

Regarding the accelerator programme there is a risk of low interest of potential applicants (start-up companies) and low level of trust between the municipality and the users of Crouzet. In order to minimise the respective risk the programme launch will be well communicated and promoted beyond the municipal borders. A disagreement on the selection criteria is also possible, but less likely as they will be designed with several well experienced and qualified stakeholders.





# Mechanism of support for small local projects



## CITY MISSION

**Promote a participatory revitalisation  
model of the HUA's buildings, streets  
and squares**

	coordination -> 24
	context -> 24
	description -> 24
	expected results -> 25
	stakeholders to be involved -> 25
	key resources required -> 26
	timing -> 26
	GDPR -> 26
	potential risks -> 27

## COORDINATION

The Municipality (Department for social affairs, Department for economics, Department of the Environment and Spatial Planning) will, together with Tourist information centre and Development and Information Centre (RIC), be responsible for the design of the mechanism of support for small scale actions for co-creative HUA regeneration.

The mechanism will be delivered with the help of a partner NGO. In the absence of this, the municipality will deliver this themselves..

## CONTEXT

This mechanism of support for small local projects combines historic urban area revitalisation with civic participation and co-creation. It stimulates various local stakeholders/initiatives to collectively implement small actions that contribute to regeneration of rundown areas and to more vibrant public spaces.

The mechanism enables communities to apply for organisational help and small financial contributions to implement a small local action that they have proposed, from simple infrastructural improvements to organisation of community oriented free of charge events. Small financial contributions (e.i. below 1000 €, but will be defined later) would only cover material costs, while an interested community donates voluntary labour, ideas, designs, etc.

The action will diminish the amount of unused and decayed urban places and involve citizens / local communities in placemaking. If successful, the institutionalised placemaking mechanism has a potential of becoming a regular program commissioned by the municipality. The reason for this action is that HUA can only be revitalised if more people/visitors are attracted to HUA. In the survey, carried out by the Municipality in January 2022, participants had several options that could describe how they feel when in HUA. Most of them said they feel at home, cosy and nice in the old town but also sometimes a bit bored. They said that cultural events and historical amenities attract them the most. No one knows the needs of the people better than themselves and because of that the Municipality will support them in their own placemaking activities called “small urban actions”.

## DESCRIPTION

The action includes the following steps:

### 1. Design of the mechanism

The mechanism will follow the guidelines and experience from other Slovenian cities who implemented similar mechanisms but will be adapted to the local context. In the design phase the municipality will decide if the mechanism will be carried out by them or if external support by a third party (NGO, parish, etc) will be sought. The criteria for the small scale actions will also be set.

### 2. Open call for small local actions

The call will be well promoted and communicated to ensure a good understanding of the goal

of the mechanism and to ensure good response and participation by the local initiatives.

Communication is particularly important as the goal is to reach a very diverse set of local communities / initiatives. The aim of promotion and communication is to reach different kinds of communities in terms of their activities, size, social class, etc. After a selection of actions that match the criteria best, the implementation phase starts.

### 3. Coordination of small scale actions implementation

The coordination will include organisational support and coordination of the small financial support, which will include simple financial reporting.

### 4. Review of the process and improved plan of the process for the next year.

## EXPECTED RESULTS

Small local actions present a type of action that is typical for tactical urbanism and place making approaches. Small local actions are low-cost and low - maintenance improvements of public space. They might even be temporal, but could on the other hand indicate what is needed for improvement of public space in terms of more permanent measures. Small urban actions are some kind of test or even a living lab. Therefore, the Municipality will monitor the use of small local actions and, when appropriate, upscale small urban actions into permanent measures. This will be done in a participative manner and in cooperation with the communities that initiated a small local action.

**Economic value generated:** all small local action would incorporate voluntary labour by the communities - initiators, meaning that the municipality would invest a relatively small amount of finances in comparison to the investment needed to implement all small local action in a top-down manner (e.i. the municipality publishes a tender and selects the company that would implement the action).

**Social value generated:** Improved level of trust between local communities, inhabitants and the Municipality. Increased level of social capital. Participative placemaking mechanism that goes beyond one time cooperation.

The short term results include:

- 5 implemented small local actions.
- Implementation of the call and promotion of participative placemaking.
- Established relationship with 5 communities that implemented a small local action.
- Increased social capital at the local level.
- Increased level of trust between the Municipality and local (creative) communities.
- Increase in the use of spaces / places of HUA.
- New social infrastructure.
- Urban space regeneration.

## STAKEHOLDERS TO BE INVOLVED

The Municipality, TIC, and selected partner NGO (in case the municipality decides to work with the third party) will be in charge of mechanism design, criteria setting and communication of the call.



The Municipality or TIC and a local NGO will be in charge of implementations of the action. This will also include the financial aspect and organisational support.

We will rely on local media, organisations and communities to further promote the call.

Local communities will be the most important stakeholder since they are the ones designing and implementing the small scale actions. Besides, small local actions will contribute to historical urban area regeneration and revitalisation, by involving local communities in producing and consuming selected spaces.

## KEY RESOURCES REQUIRED

### 1. Staff

This includes laterally connected various departments of Municipality (Spatial planning, department for social activities, department of culture, borough government) to ensure quality support for the actions. This will result in the increased cooperation between noted departments.

### 2. Finances

For action implementation and for the third sector partner (NGO or a cultural institution) support in case the municipality decides on this model.

### 3. Support

Additional support in terms of coordination and material support. Coordination incorporates unpredicted support from the municipal departments or institutions: for example support in cleaning a particular plot - cleaning involves machines that can be supplied by the municipality quite easily.

Support in promotion and communication. The mechanism and the call needs to be promoted and communicated extensively.

Support for potentially interested communities.

### 4. System of monitoring of the actions after the implementation.

## TIMING

1. The design of the mechanism and criteria setting starts at the beginning of the year 2023.
2. Call is opened in March and is well promoted via different communication channels, with help of local stakeholders.
3. The communities that would implement small local action are selected in mid April.
4. In April the first meeting is implemented - with all selected communities.
5. May - October Implementation phase.
6. November financial reporting.
- + On going monitoring of implemented actions.

## GDPR

Not very sensitive in terms of GDPR.

## POTENTIAL RISKS

### 1. Not finding a NGO coordinator

In this case the workload and all the responsibilities fall on the municipality /TIC

### 2. The call does not receive enough applications for actions

It can be either due to low trust in the process, not enough (clear) communication or lack of motivated connected communities.

### 3. Problems with implementation

Some actions could be impossible to implement.

The ownership of selected space, disagreements in the local community, and unpredicted complications are always possible. There will be an assessment of potential threats from various involved departments of Municipality. The selected actions would be well communicated in order to inform potentially worried citizens about them. In case of concerns, a follow up meeting would be organised.

### 4. Maintenance cost

Often there is a great interest in initiating small local actions but after the action is implemented the interest in maintenance is significantly lower. In order to prevent that, a maintenance plan of the action would be part of the application.



*Based on the details of the Action Plan, the Slovenska Bistrica HUB-IN Team is defining a monitoring methodology in order to understand and demonstrate progress. This may include a mix of short-, medium- and long- term indicators, and a mix of quantitative and qualitative indicators, as is most relevant to actions' intended outcomes. In order to avoid duplication, that content is not replicated here but readers are able to see the full details in the project document D5.2 "Adapted Monitoring Methodology" available from the Slovenska Bistrica HUB-IN Team and to be published via the HUB-IN project's website.*



<https://hubin-project.eu>

# Branding and Communication of the Slovenska Bistrica HUB

The communication and engagement strategy of the Slovenska Bistrica 'HUB-IN place' will rely on the existing communication channels of the Municipality of Slovenska Bistrica, RIC Slov. Bistrica, and other involved stakeholders. The Slovenska Bistrica HUB-IN team will use social media channels (Facebook) to promote the HUB-IN place to the local community.

The main target audience will be the residents, local businesses, associations and artists from the city as well as tourists. Specific actions will be communicated to relevant groups, depending on their content.

The tone of voice used for communicating HUB-IN project activities to the stakeholders and community will be based on the brand identity developed within WP 7:

**VISION:** A lively centre with unique cultural and neutral resources where tourists and residents are happy to go and can move around easily without cars.

**MISSION:** Instil a sense of pride and belonging among the residents and bring tourists and businesses in the city centre.

**OBJECTIVES:** showcase old buildings and natural richness of the HUA, promote events and activities in the area, highlight traditions and local stories

**VALUES:** Authenticity, friendship, serenity are the foundations of the brand.

Authenticity reflects the importance of staying true to the history and traditions.

Friendship and serenity allow everyone to

feel welcome and at ease, but also free to take on new adventures and collaborations.

Some words and phrases that could be used for communication are: *a warm embrace, snug, homey, lively, new experiences, more to be revealed on your next visit, beauty and opportunities within reach.*

A local HUB-IN webpage has been created on the official Municipality of Slovenska Bistrica's website. The webpage includes updates about the projects and the tools that have been developed. The webpage will be utilised to communicate all actions, activities and events.

The design of the logo that will represent the HUB as well as the whole Crouzet complex is foreseen. The logo will be used for promotion of the events in the HUB and the surrounding area of the Crouzet.

Additionally, a slogan to promote the open call under Action 3 will be developed. The vision of the slogan is a catchy short phrase, representing the city or the pilot area, that will be used to promote the open call and raise interest for the action as well as the project itself.



## INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Online campaign	All targets identified above	Communicating "Slov. Bistrica HUB" to the widest possible audience through the Municipality and RIC Slov. Bistrica's webpage and social media channel (Facebook). The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders.	spring 2023
Press release (HUB-IN place and accelerator programme)	All targets identified above	Communicating "Slov. Bistrica HUB" to the widest possible audience through the Municipality's traditional channels. A press release will be produced and disseminated to the local media with a view to achieve coverage.	ongoing

## INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
City Council updates	Elected members	Update on project activities provided by the SB team	quarterly/ biannually
Social Media Posts	All	Updates on the HUB-IN project and planned activities at various stages (e.g. launch, tender selection, citizen participation, implementation, etc..) via the Municipality's social media channels. The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders	ongoing
Collaboration in the Accelerator topic selection	Innovators, artisans, businesses	Survey/interviews to identify topics of interest for local businesses, that could be covered in the Accelerator programme.	March 2023

## PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
Crouzet, a HUB for creativity, innovation and heritage	People-centric and inclusive, ingenious and creative	Showcase old buildings, promote events and activities in the area, promote the HUB as the centre for creativity and entrepreneurship.	Developing the events programme will support the HUB as an emerging centre for creativity and entrepreneurship.
Crouzet accelerator start-up programme	Ingenious and creative	Highlight traditions and local stories	Promotion of innovation and entrepreneurship in the HUA.
Mechanism of support for small local projects	Vibrant and cosy, ingenious and creative	Promote events and activities in the area, highlight traditions and local stories	Promotion of innovation and entrepreneurship in the HUA through civic participation.



<https://hubin-project.eu>



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