

**ZAGREB IMPLEMENTATION LAB**

**Report**  
**The Zagreb Fair Grounds**

**2-5 JULY 2013**



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## Colophon

This CUPA IL Report of the Implementation Lab held in Zagreb 3-5 July 2013 is composed of contribution of  
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Volkmar Pamer and Femke Haccoû (Recommendations on restructuring and spatial design of the Zagreb  
Fairgrounds)  
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## Preface

The Implementation Lab in Zagreb is the sixth in a series of the project called Cooperative Urban Planning Approaches (CUPA). As part of the Co-operative Urban Planning Approaches (CUPA) project, partner cities organize a series of workshops to discuss specific urban planning problems. These workshops intend to provide participants with an opportunity to analyze these problems in a structured manner and develop appropriate solutions. The methodology and structure to be used is derived from the INTERREG IIIc project MILUnet (Multifunctional and Intensive Land Use network).

The CUPA project was initiated by the Municipal Department 21 B - District Planning and Land use and the Municipal Department 27 EU Strategy and Economic Development of the City of Vienna. These two Municipal Departments worked closely with the TINA VIENNA Urban technologies and Strategies GmbH and have embedded this initiative in the City Network DonauHanse to the aims of which it also intends to contribute. In terms of the strategy for sharing Vienna's Urban Technologies with other cities, this project covers the area of city development and planning. The project makes use of the expertise of Vienna City Departments in the workshops and organization.

The project will be well publicized, thus providing wide knowledge of the project in cities and countries facing similar problems and showcasing technical expertise and know-how.

### Workshop partner cities:

- 0 Vienna, Austria
- 1 Bratislava, Slovakia
- 2 Lviv, Ukraine
- 3 Krakow, Poland
- 4 Novi Sad, Serbia
- 5 Odessa, Ukraine
- 6 Zagreb Croatia

To create comparability and develop a common body of knowledge, the workshops follow a standardized structure. Each workshop lasts 3 days and has approximately 25 participants. The participants include 1-2 experts from each of the cities participating in the project and 50% local experts from the city in which the workshop is being held.

In the workshop preparation phase each city prepares an analysis of the specific problem area to be discussed in their workshop, and distributes this information (as well as additional supporting documentation) to the other participating cities in advance. The International Intervision Institute is invited to assist the Viennese initiating departments with the organisation, facilitation and reporting of the Implementation Lab's results, drawing on the expertise that was developed in the EU Interreg IIIc project MILUnet.

### Typical Workshop Agenda

**Day 1:** Site visit, lecture(s) from expert(s) on topics relevant to the issue being discussed in the workshop (e.g. best practices, bad practices, basic themes, etc.)

**Day 2:** Implementation Labs (IL): these consist of 2- 4 small groups with 5 - 10 persons per group. The small



groups will exchange observations and suggestions in terms of: identity, connections, critical mass, marketing, human scale, promotion and marketing, process. Each group will be led by a facilitator who will be responsible for moderating the discussion and keeping it on track.

Each working group will consider the problems in terms of the workshop objectives and then will formulate suggestions for improvement. During the day, these suggestions will be clustered and refined by the group and linked to suggestions developed by the other groups. This process will lead to the formation of a well focused set of tasks to work on in the last round.

**Day 3:** On the third day the groups will develop recommendations for local decision-makers based on the tasks identified in Day 2 and prepare a summary presentation of these recommendations. The summary presentation will outline the workshop recommendations and be targeted to decision-makers. Local media (e.g. newspapers, television) will be invited to attend the summary presentation.



## 1 Introduction

### First impressions of a preparatory visit to Zagreb 19 - 20 of March 2013 <sup>1)</sup>



*Panorama of the city skyline*

Zagreb is a city with around 800.000 inhabitants situated in Central Mediterranean Europe and well connected by roads air and water. This capital of Croatia has approximately 25% of the total 4 million population of the Republic of Croatia. Zagreb prides itself for a long academic tradition. Dating from 1669 and it combines a rich cultural heritage with an exuberant cultural live with 25 theatres, 32 museums and a Zagreb Fair that has had celebrated its centennial year of existence in 2009. It is this Zagreb Fair that has been put forward as subject matter for the upcoming 6<sup>th</sup> CUPA Implementation Lab Zagreb.

The area of the Zagreb Fair was set up in 1909 to be the venue of an International trade exhibition that developed into an important meeting place for the industries of the communist and capitalist countries as well as the so called nonaligned countries in Africa, the Middle East and Asia.

<sup>1</sup> See the extensive Zagreb Fair Grounds dossier Annex A



Two pictures of the Fair posters, orange man (1920) and the Dutch flower exhibition (1931)

The extension of the fair in the early fifties was exempt from the regular urban planning exercise. Due to the tight schedules that had to be observed for the upcoming exhibitions, the designers of the pavilion were given priority over an urban design concept of the entire trades fair. Important extensions were realized in the second half of the fifties and also in the seventies and the eighties, the fairground was enriched with additional pavilions.



*Portal with cars; interior of pavilion and the German pavilion*



*The Italian pavilion*

In this period of growth, Zagreb was the second largest city of - that time - Yugoslavia, with over 20 million inhabitants. The ensuing war causing fragmentation and devastation of the industry rendered a greater part of the fairground and its pavilions redundant. With the remaining of 25% of its former surface being exploitable as Zagreb Fair.



***The Chinese pavilion and the TV studio***

That fair ground is now split up over a number of exploitation organisations that are all owned by the municipality. Former pavilions now function as a television studio, an ice skating hall, and a tennis court, or accommodate field and roller hockey clubs. It gives the impression of short term opportunity based management, given the very modest investments that are being made for upkeep and adaptation of the accommodations for the sports and other functions.



***The interior of a formr pavilion, now ice skating hall***



***The gated building and the building with the tent on the fairground***

The 100% ownership of the Zagreb Fair by the Municipality, binds the efficient exploitation of the fair because of the procurement rules and regulations that contains the manoeuvrability of management. With the expected upcoming EU membership and the by then strict ruling of the EU tendering regulations, this will not improve. Continued municipal ownership will therefore only worsen the capacity to quickly respond to market opportunities.

The reason to set up a trade fairground on the other side of the river Sava was and still is the aspiration to trigger and continue the development of Nova Zagreb, a part of the agglomeration but with 250.000 inhabitants endowed with sufficient critical mass for a wealth of amenities. To underline this and to stimulate further growth, a modern shopping mall complex and a modern art museum are located nearby the Zagreb fairground.



*The modern art museum and the river Sava with in the distance high rise flats*

A reasonable balance can be observed between the public and the private wealth. The quality of the public space is high in both the centre and the outskirts of Zagreb. And the well maintained trams give an impression of an efficient system of public transportation. However, regarding the north-south connection's there is room for improvement.

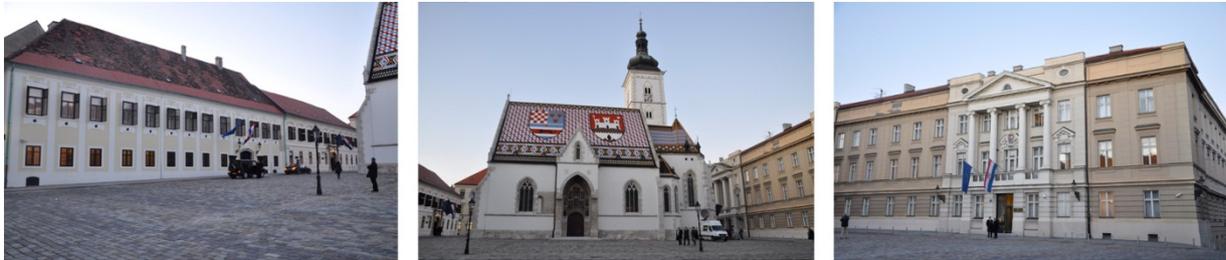


*Modern tram*



*The outskirts high rise building and, the square in the centre of Zagreb*

## 2 The Implementation Lab Programme



*The parliament building and the government seat with the colourful church in the middle*

### Day 0

The day before the beginning of the workshop all international participants were given the opportunity to meet and join in an informal gathering after a guided tour to the Zagreb Forum ZgForum to have an enjoyable informal dinner.

### Day 1 Wednesday 3<sup>rd</sup> of July 2013 The CUPA Implementation Lab Workshop

- 09.00 Opening, official welcome and introduction to the city of Zagreb by Mrs. Jadranka Veselić Bruvo, Head of the City Office of Strategic Planning and Development of the City.
- 09.30 General introduction to the programme by Huibert A. Haccoû, CUPA chair of the Implementation Lab, and Volkmar Pamer, City Planner Vienna.
- 09.45 The CUPA programme and its ambitions by Markus McDowell Project Manager of Tina Vienna.
- 10.00 Introduction to the study case area by Aleksander Laslo, City Office for Strategic planning and Development of the City / Tihomir Jukić, Faculty of Architecture / Mirela Bartolec of the Department of Corporate Development of the Zagreb Holding. Formulation of the problem statements and short discussion.
- 10.30 Coffee break.
- 11.00 Reference cases: presentations from the CUPA Participating Cities.
- 12.45 Departure by bus to the Zagreb Fair Grounds
- 13.00 - 13.30 Lunch break at the location of the Zagreb Fair
- 13.30 Site visit. A bus ride on the Zagreb Fair Grounds and its context guided by Aleksander Laslo; Mrs. Mirela Bartolec
- 17.00 Return to the hotels
- 19.00 Welcome dinner at ZgForum.
- 21.30 End of day

### Day 2 Thursday 4<sup>th</sup> of July 2013

- 08.15 Bus departure to the Zagreb Fair Grounds
- 08.30 Introduction and Q & A; subgroup formation.
- 09.30 Coffee break
- 10.00 Working session subgroups starting with Observations
- 12.00 Lunch
- 13.30 Working sessions continued with Suggestions.
- 15.30 Introduction, formation and instruction of task forces. Start of the recommendation phase.
- 17.30 End workshop sessions, return to the hotel by bus.
- 17.45 - 19.00 Facilitators sit together to formulate the main messages to be presented as outcome of the IL (location: ZgForum)
- 19.30 Dinner at ZgForum.

### Day 3 Friday 5<sup>th</sup> of July 2013 (location: Zagreb Fair)

- 08.15 Bus ride to the Zagreb Fair.
- 08.30 Plenary start of the last IL workshop day.
- 09.00 - 10.30 Working groups exchange and finalize their recommendations.
- 10.45 - 11.00 Return by bus to the ZgForum.
- 11.00 Presentation of recommendations to the Municipal decision makers and the press.
- 12.30 End of the Zagreb CUPA IL Lab meeting.

## Workshop format

As the programme shows, an Implementation Lab consists of a reference seminar (day 1), study visit (day 1), Implementation Lab(oratory) (day 2) and policy recommendation meeting (day 2 and 3).

Each Implementation Lab workshop is the result of carefully co-ordinated efforts between the host organisation and the International Institute Intervention (III).

Core of the three days workshop about the development of the study case is the Implementation Lab itself; a series of interactive sessions in which stakeholders of the host partner work together on the spot, with the III partners and experts. To maximize interactivity, the IL's are typically organised as open panel discussions involving planners from the host city / region.

Main purpose of an Implementation Lab is to investigate as a group, both new and persistent urban/regional problems as they relate to - intended - land use. It is the intention that each workshop leaves both participants and hosts with new insights as well as shared learning experiences. Each workshop aims at providing the host useful and practical suggestions and recommendations on dealing with the problem case(s) discussed.

With all the inputs of the first day, participants are invited to brainstorm according to the format of the Implementation Lab, in two subgroups. One focusing on the what and how questions of the Chinese quarter and another subgroup dealing with the what and how questions regarding Fisherman's Island.

First, the subgroups work on common observations regarding their area. This created the bases for the second round of brainstorm sessions that generated suggestions for the area development. To provide the subgroups a common frame of reference six considerations were proposed as a structure for the brainstorm session.

These six issues considered are:

- **Quality and identity:** Does the project area have its own identity, socially, functionally and visually? How can this be enhanced? How can a living-green life style be supported? Are there local aspiration that we can built on?
- **Critical Mass:** Does the site have enough development, infrastructure and resident population to maintain a coherent community or support a desired mix of amenities with sufficient carrying capacity?
- **Connectivity:** What link does each site have with its surrounding natural and man - made environment? Can these connections be enhanced?
- **Human scale:** Do the existing developments relate in scale and proportion to diverse human scale activities such as, walking, biking, congregation, social interaction? Does the scale and relationships of public spaces support and attract their use?
- **Promotion and marketing:** How are existing uses promoted? How effective are these efforts and what types of promotion would be useful, necessary of possible to improve a better sense of place?
- **Process architecture:** In developing a spatial development strategy, when should stakeholders be involved and how? What are the various interests and interdependencies between stakeholders? How do we handle opposing interests? How do we organise an effective planning and implementation process?

After these brainstorm session the participants were invited to focus on the development of recommendations and present these in visualised form.

The format can be summarized by the following matrix

Considerations/ Areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
<b>Observations</b>						
<b>Suggestions</b>						
<b>Recommendations</b>						

### 3 Questions and answers clarifying the problem statement

#### Introduction

In a separate volume a complete dossier of the studycase area of the Zagreb fairgrounds is bundled. See annex A The Zagreb Fairgrounds, to this report.

It contains an in depth introduction to the study case area with contribution from Aleksander Laslo, the City Office for Strategic Planning and Development of the City of Zagreb, Professor Tihomir Jukić, Faculty of Architecture; Mirela Bartolec of the Department of Corporate Development of the Zagreb Holding edited by Martina Jakovčić of the University of Zagreb Faculty of Science Department of Geography.

What follows in this chapter are the reference cases that bear relevance to the studycase.

In order to have a broader spectrum of options that could contribute to solving the issues of the study case in the Zagreb Fairgrounds, experts with first hand experience as a practitioner, in dealing with fair ground issues, are invited to contribute with a presentation of “ their “ reference case. But before we delve in the practices elsewhere, we were informed about the European history of fair ground development in Europe.

#### City and Fair

Rick Vermeulen, PhD student University of Amsterdam and Spatial Planning Department of the City of Amsterdam.

Rick has been involved in a research about 4 case studies, the fairs in Frankfurt, Munich, Amsterdam and Milan. A short study of history of fairs was presented

At its establishment the trade fair was embedded in the structure of the city (in the city centre) and in its culture (yearly days etc.): Volkspaleis (Peoples Palace) Amsterdam, Crystal Palace London, Festhalle (Festival Hall) Frankfurt. In Munich an amusement park was combined with the fairs.

The Second World War was a turning point. Fair facilities were being demolished with the intention to re-build them. With this re-establishment there was less emphasis on architectural details, but more on the possibility to grow, on accessibility and on functional infrastructure.

With the growth of the fairs, they became more separated from urban daily life, by having their own parking lots, stations etc. Fairs became large halls without columns and additional techniques.

The need for growth resulted for many fairs into a movement to the periphery of the city



In Frankfurt the fair stayed in the city centre and had the opportunity to expand there. Now offering the opportunity to not only visit the fair but also Frankfurts centre in one go. In Amsterdam the strategy to add more space was abandoned. The new strategy was to focus on quality and niches to organise events in ine with this this quality. For Zagreb it will be hard to compete with Munich and Milan as large fairs. It does not seem to be realistic to do so; therefore the Amsterdam strategy might be more suitable. The fair of Vienna is a good example of a successful reconstruction with even a diminishing of the fair floor space.

Concerning the ownership, for an investment of fairs governmental bodies are always involved. It is not always clear how their involvement reflect their ownership. There is a tendency that when moving an established fair elsewhere, the profit gained of the selling of the former site creates opportunities for investments at the new site.

### **Student works about the Zagreb fair**

Prof Tihomir Jukic presented the several student projects of the University of Zagreb. Showing the interest and concern of the Zagreb Fair issues are serious research topics in School of Architectural as well

#### *Student project 1*

Pleaing for better connections between the City Centre and New Zagreb growing to 250.000 inhabitants.

#### *Student project 2*

Presenting the idea of the existing Zagreb fair ground subdivided in three strips with educational, cultural and economy strip.

#### *Student project 3*

Showing the feasibility of an approach to improve the quality of urban space

#### *Student project 4*

Stressing the importance to make use of the available waterfront creating new quality spaces east-west of the river and in this way, a new city on the waterfront.

#### **Reference cases from elsewhere in Europe.**

All reference cases were presented with power point presentation and are encompassed in annex D to this report.

#### Messestadt Riem (Munich, Germany)

Theo Bauernschmidt – City of Munich former member of the department of city planning directing the development of the Messe Stad Riem.

Some facts and figures:

The area is situated at the border of Munich on the former airport site.

Turnover in 2012 is € 215 million and esitimated for 2013 is € 300 million.

The development of Messestadt Riem was a combination of a fairground together with a housing area and business area. This mixed-use development aimed to ensure that different facilities such as good public transport, shops etc. could be established and work efficiently.

The planmaking for the fair involved all layers of the City administration, from bottom to the top. The budget to develop the fair was limited to € 1,2 billion, the other developments in Messestadt Riem were budgeted to € 800 million. Selling land was an important source of income to finance the investments.

The fair management demanded a large area for parking of cars, while the City wanted less. As a compromise, a multi-storey parking facility has been build for 5.000 cars and a reservation was made on a neighboring plot, which can also be used for outside fairs.

To make the area attractive for its inhabitants, for its fair - and hotel guests, the aim was to realise 20% green space, which was hard to accept by the fair management. However later this green identity was used as a unique selling point of the Munich fair.

The motorway is located to the north. Delivering lorries and cars, all enter from the north. There is a specific lorry station in the north for night deliveries. All to protect the liveability of the surrounding residential area.

The hotels are integrated on the fair site, they differ from 2 to 4 stars quality hotels.

A shopping mall (60000 sqm) has been built that includes restaurants. Fair visitors are able to eat and discuss on walking distance outside the fenced area.

Concerning the business areas especially, IT firms are now attracted to the Messestadt.

An additional thing to take into account is nighttime amusement including prostitution.

Now the Messestad Riem is in function, the connection with the residential area is limited. Regarding the relation with theneighbours: It concerns mostly problems: pollution and parking problems. To tackle the parking problems a parking regime has been installed.

In Munich, fairs occupy the fair grounds for about 150 days per year. The rest of the time is needed for setting up and dismantling of the fairs. In those days the hotels and restaurant have more problems to attract visitors. On the other hand a fair is a good source of income: in Munich an average of € 650,- is spend by a fair visitor.

Munich is not especially counting on people coming back with their families.

The fair is a GmbH, it is a limited liability company, with a supervisory council, consisting of City councillors and the membres of the Council of the land Bavaria. These entities are also shareholders.

### The Fair of Vienna

Katherina Weishaupt – CEO Wiener Messe Besitz

The Wiener Messe (Fair of Vienna) is now the most popular fair to visit. The combination of business and sightseeing in Vienna is it's the unique selling point.

The fairgrounds have recently reduced its fair surface. Before the 90's, two main fairs were organised each year. The general public went there mostly to spend a whole day. In the 90's the city and the investors decided to change the development direction of the fair grounds.

Research was done, not only for the fairgrounds but for the whole urban context of the fair, including connections to centre, airport etc. and the surrounding area.

At the Wiener Messe the owner of the premises and the organiser of events have been separated. The owner is now a private company, owned by the City. This is done to disconnect the fair from short term interests. The organiser is REED Exhibition.

The whole complex has been built in 3 years.

The diminishing of the fair resulted in flexibility for meetings between 20 and 28.000 persons. An attached Mall can be reached with staying inside buildings. REED Exhibition takes care of the maintenance and constant updating of the fair because they have a long term interest; therefore the appearance of the fair ground is still new and modern.

Now there is a focus on more green surroundings and admosphere. Customers ask for it.

The areas which were abandoned by the Messe will be used differently. A large share is meant for a University Campus. This offers opportunities to cooperate. On other parts of this former fair area, offices and housing and hotels are envisaged.

### Fair grounds in Bratislava

Monica Smiralova - Spatial Planner with the City of Bratislava

Bratislava and Zagreb have a lot in common. A river dividing the city in a northern old part and a southern new part. Bratislava is however smaller (480.000 inhabitants). In Bratislava the fairground is also situated in the southern new part.

An 'oriental fair' was organised later on a yearly basis. It was later re-named in 'The Danube fair'. In 1942 the Danube fair ended and was not continued after the Second World War. A park for culture and recreation was created on the former fair grounds also serving cultural events and small fairs. In the 70s the present fairground was realised. Again connected to the water.

The former land of the culture and recreation park has been sold, private parties developed it but now it is deteriorated. It is although still in use for concerts etc.

Plans are now developed for this area; amongst those is one plan to recover the socialist realism style dancing hall.

On the new location at first a chemical conference was organised INCHEBA. Now different fairs take place, car fairs, construction, and flowers. Attached are a hotel and an administration building.

### **Relevant observations form the reference cases for the Zagreb fair study case**

Inspiring aspects of the reference cases are the green image that is considered of great importance; also the mixed use character of the renovated fair grounds offered good examples of successful fair development. Good connections to the inner city and pleasure leisure functions were also noted as being important conditions for succesfull fairs.

## 4 The Implementation Lab findings

# Fair site in the bigger Zagreb context



### 4.1. Introduction

What follows are the general outline and guiding principles of the recommendation of the CUPA Implementation Lab Zagreb regarding the Zagreb Fair Grounds.

The point of departure for the development of recommendations is the following problem statement.

How to rescale and revitalize the Zagreb Fairgrounds in co-creation with the citizens and businesses?

### 4.2. The short term recommendation

We propose to capitalize on the rich history of the Zagreb Fair Grounds. These grounds have always been and still are a market place. People come here to connect and to interact. So there is entrepreneurial spirit here. Fair means entrepreneurship. And we would suggest to build on that, to renew this old spirit and revitalize it. Bring innovative business to this area and revive the spirit once again.

This new spirit has to be made visible and tangible. Working here is a first step but in addition you have to bring this news to the people of Zagreb, make it visible to people who use this area. Here is something going on. Important, new things are happening here. Make Zagrebians curious and make them want to become a part of this spirit/movement. Make them part of the change and proud of the things happening here.

A possibility of doing so is e.g. by removing all the fences and opening up the area to the local people. This is possible, because only a small part of the fair area is still useable as a fair. Hence that smaller part of the fair grounds that can still be made to function for fairs can stay fenced off but the rest of the fairgrounds should be opened to the public; the population of Zagreb.

Lessen the burden of the Zagreb fair organisation by rescaling and diminishing the fair area. And split it into a fenced off area and an opened up area for the incubating initiatives. This would also imply a downscaling of the Fair organisation.

For the short term it is also important to make the fairgrounds a place to be; an area attractive for young engaged people to start their business here. An absolute crucial facility is to accomplish this is a high speed internet connection and free wifi. So invite ICT and other companies to bring high speed internet here and open it for people working here. Enable young people, starting their entrepreneurial activities at this historical marketplace, to connect to the world and to exchange worldwide.

For these start-ups, certainly EU funding is available. There is a so called MINGO office system, offering young people office space at a low flat rate. The incubator function.

All that is mentioned here should be embedded in a broader range of short term actions which are necessary to keep the well educated and highly engaged youth here in Zagreb and prevent them from leaving the country because of a missing local perspective. There are already initiatives taken to accommodate the creative young entrepreneurs elsewhere in the city. These are initiatives that should be cherished and experienced gained there should be shared. However the focus of the incubator function as recommended for the fairground should be targeted at different target groups of start-up preferably SME's in the regular production industry, crafts, technology and ICT.

Another aspect that could be supported to transform the fairground area into a place to be, are the sporting facilities that have already found their way to the fairgrounds and seem to be under used according to the neglect in upkeep of the sporting grounds and facilities and their seasonal character.

A medium range commitment of the current users could favour inventing in a higher quality of the amenities.

Once this short term process takes off, a visible sign could be supportive in sustaining this process. To symbolize this new entrepreneurial spirit, a foot and bicycle (low budget) bridge could be constructed connecting the University Lane to the fair grounds and in doing so connecting the bright and promising youth and their entrepreneurial ambitions to the ground. Right next to the fair the SEECEL centre is going to be realized, building another strong connection to the entrepreneurial marketplace here.

Celebrate the bridge as a visible sign for this new spirit. Celebrate important steps that are being realized with events that install pride of these achievements.

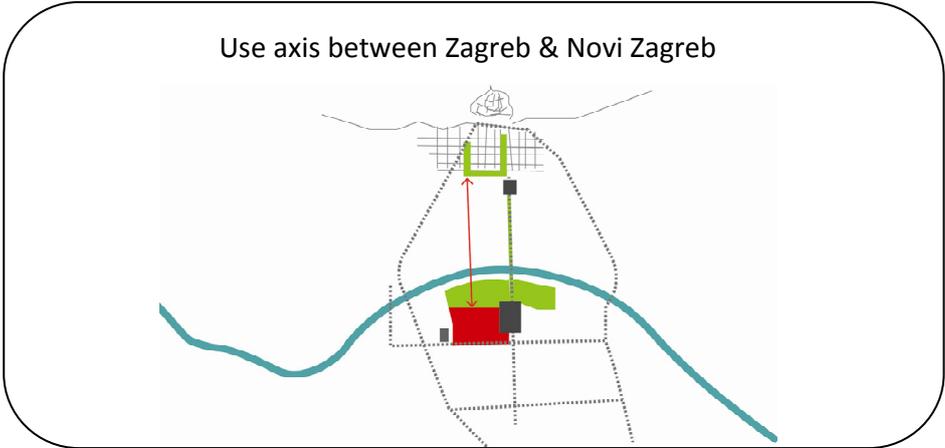
### 4.3. The long term perspective

- The perspective in the long run, which of course can only be a focus point but never the less of importance for the admittance of activities that are proposed to take place on the fairgrounds. This long term vision should be re-evaluated every four years let us say in every political period and specified anew regarding to the steps and investments to be taken or unforeseen new limitations that have arisen.
- The more elaborated recommendation for the long – and the short term, are part of the next chapters and will consider questions like:
- How to start up the process of value creation of the redundant parts of the fairground capitalizing on the green areas surrounding the fair grounds and the Arboretum quality of the trees on the fairground. Green space as a value generator and money maker.
- How to establish a responsibility frame work for the project definition, like a modern project organisation. That in one way or another is part of the timeline of the Zagreb development strategy so it can be incorporated in the Zagreb budget cycle.
- The support of the CUPA partners to develop project proposals that can be honoured by the EU Funding programmes.

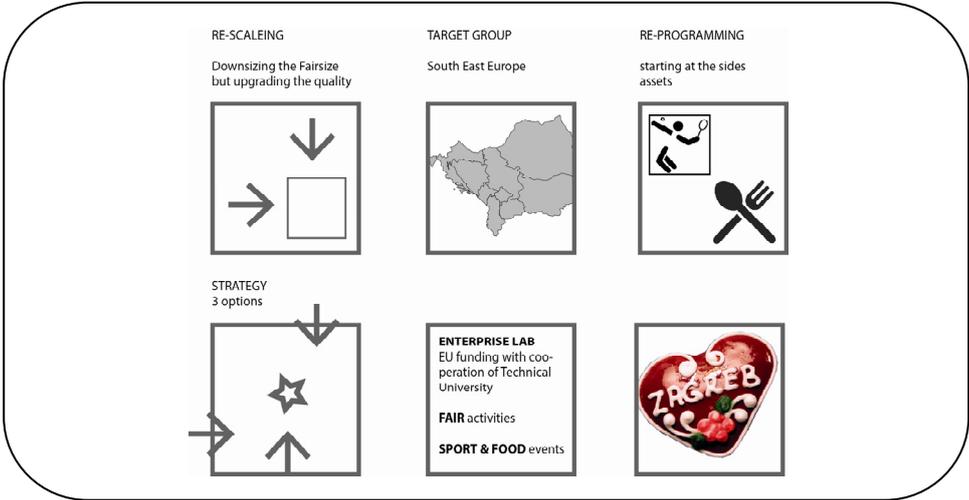
### 4.4 Step by step (spacial) development of the Zagreb Fair site:

The steps:

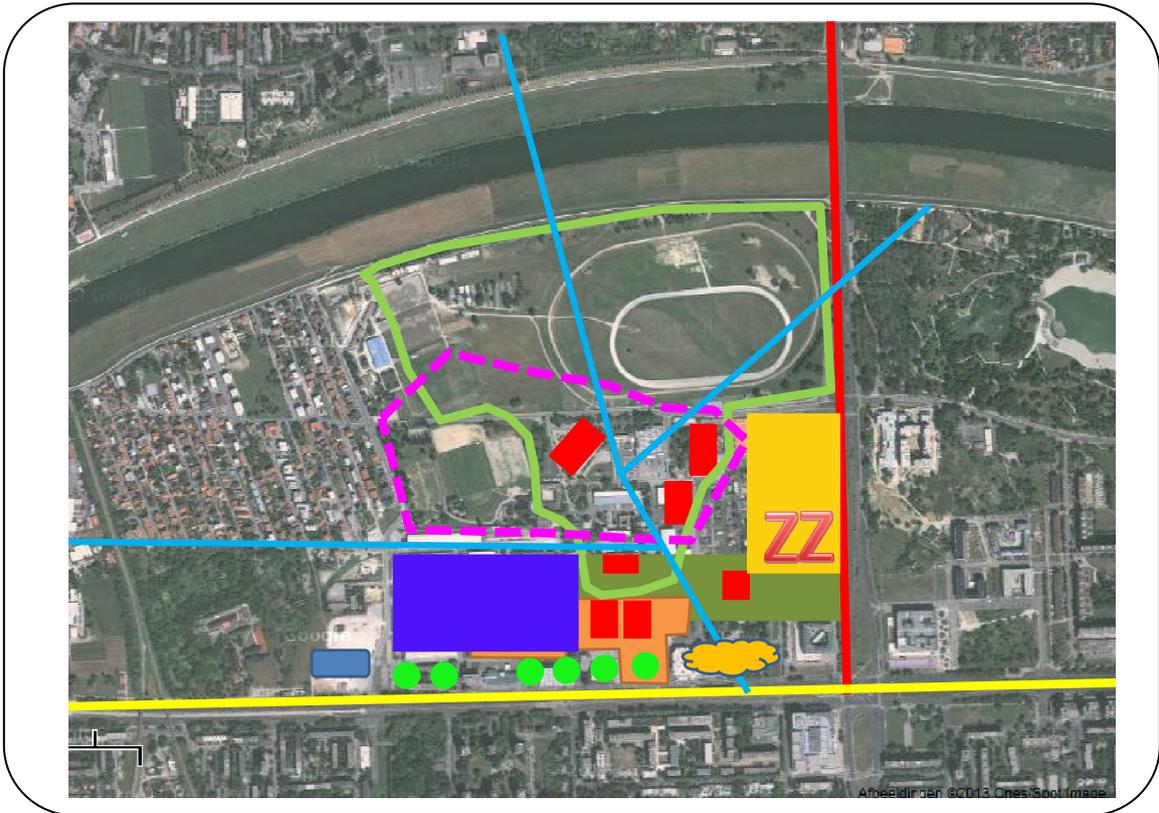
- Examination of the monument protected pavilions: Due to the fact that some of the pavilions aren't in a good shape it has to be proofed if a renovation and a reuse is possible, especially meeting the requirements of contemporary energy efficiency. It is likely that the costs for refurbishing the pavilions block the whole development of the fair ground. Costs can be limited if it is clear which purpose the buildings serve in the future (maybe a good insulation for a certain use is not necessary or needed). Nevertheless they are part of the identity of that place and therefore important. It should be considered if the costs for the necessary renovation can be covered by profits due to investments on other parts of the ground.
- One of the most important actions to be set is a high ranked public transport system, which connects Novi Zagreb with the old core. At the moment the axis is car dominated and not easy to access by public transport. Although more or less within visibility range from Zagreb Centre it takes a lot of time to go to from the centre to the fair ground and vice versa. A tram line or an articulated bus on a separate lane improves the connectivity enormously and leads to a better conjunction of the old and new parts of Zagreb.



1. In Combination with the already existing west – east tramline in Novi Zagreb in the Avenija Dubrovnik the fair ground is then perfectly connected to the rest of Zagreb.



Due to the fact that the fair activities have declined in the recent years, the fair area itself has to be minimized to the scale in which a profitable service is possible. Therefore a simple improvement of the area is necessary. There is potential especially in the open space to attract the area with a minimum of an effort (cleaning up, fostering the green etc.). The area will remain as a fairground until the construction of the new fair halls in the future.



- The South East European Centre for entrepreneurial Learning SEECEL east of the fairground will be after being finished an impact point for the whole area and can help to revive the place. This means that during all the future development the SEECEL has to be taken into consideration throughout the whole planning process to ensure a full integration in the complex.

Park corridor  
from Bundek  
park-  
hippodrome-  
fair grounds



- The creation of a green leisure and pleasure area as a sequel of the Bundek Park opposite the road is an easy exercise. It includes the opening of the fairground to create a connection to the River Sava. This means that fences have to be torn down to make the space porous. People should conquer the place; make it an informal and a creative spot. There is enough green already, with little effort this leisure and pleasure zone can be changed to an easy-going part of Zagreb.



- Accompanying the development of this green and informal space the focus on sports seems to be logic. There are already activities like skating, cart races or tennis. To enhance these sportive goings-on helps to bring additional function and life into the area with the big advantage, that it can happen step by step and also on an informal way.



Zagreb · Rijeka 2016  
3<sup>rd</sup> European Universities Games



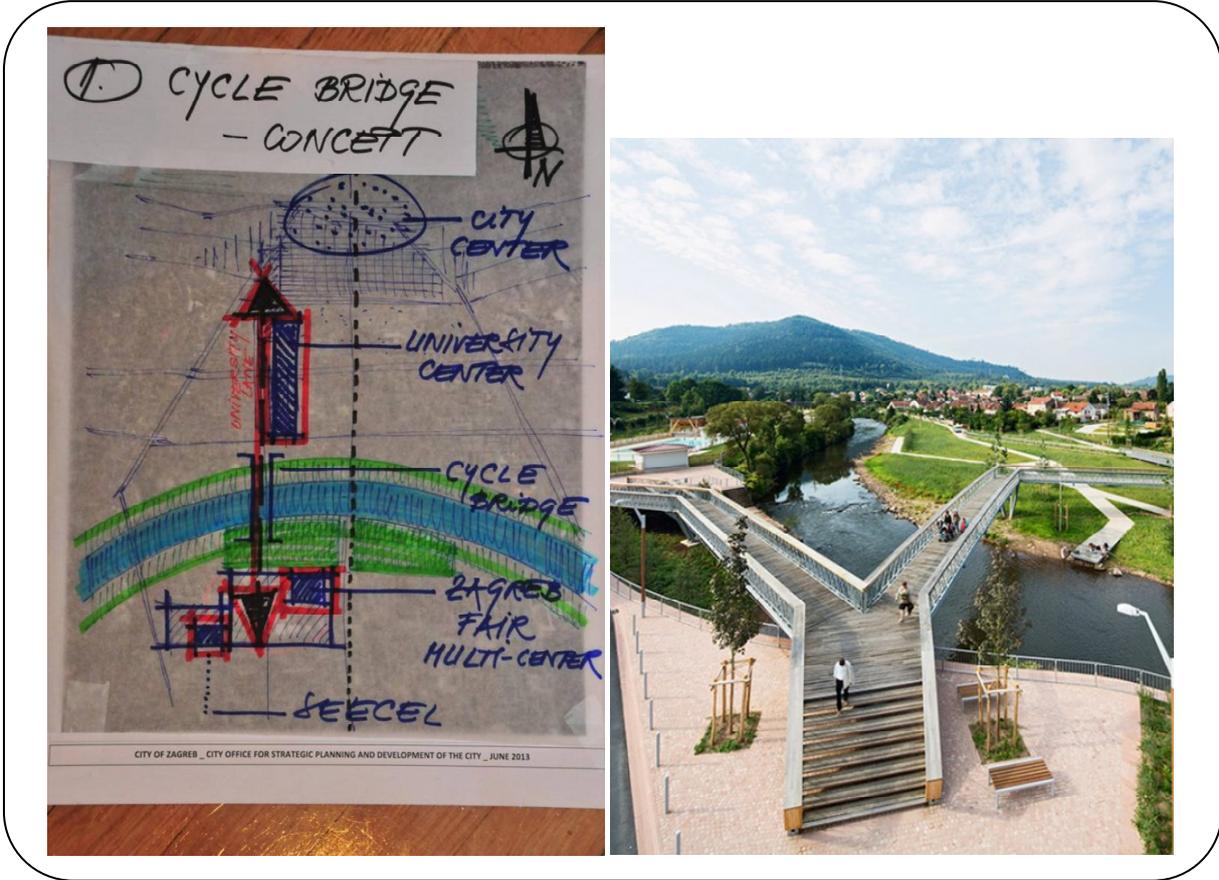
## Daily sport activities



## FABULOUS FOOD FESTIVAL

## WEEKLY FOOD FAIR

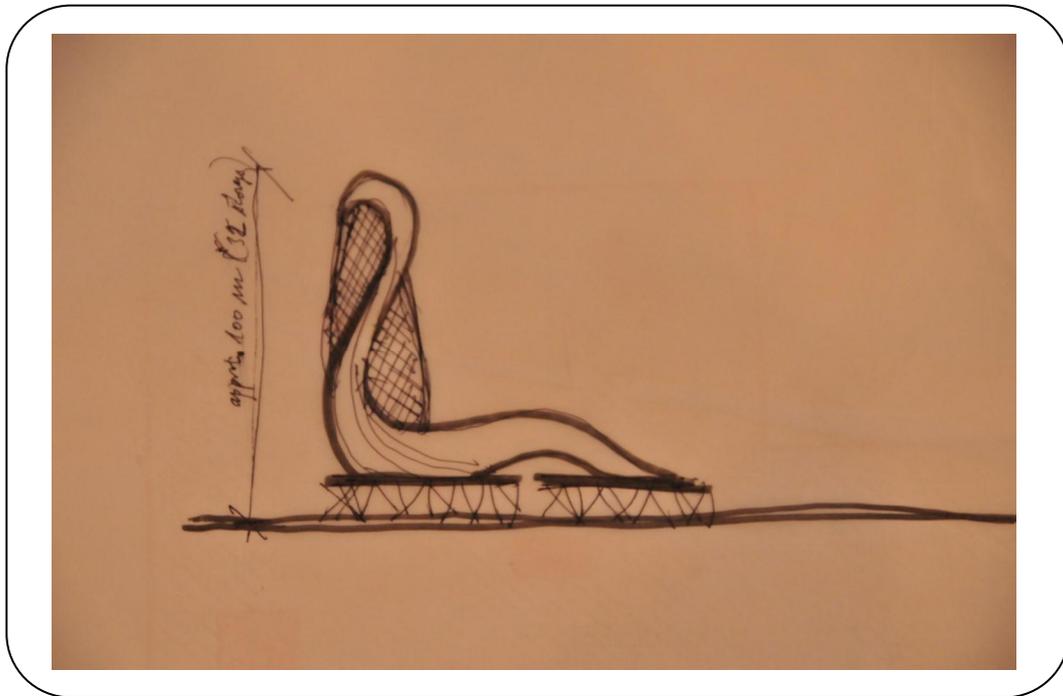




5. To create a good network of pedestrian and bike tracks to interlock the place with the surrounding city fabric is essential. It is important to build a bike/pedestrian bridge over the river Sava to link this new development with older Zagreb especially with the faculties of the Zagreb University. The bridge itself has the potential to be a kind of a landmark. Bridges so often make places distinctive. To build an idiosyncratic piece of architecture adds a gem to the city.



6. In a further step a convention centre along the Avenija Većeslava Holjevca has to be built. Combined with an iconic (business) tower it creates a new identity for Novi Zagreb. Visible from the distance it can bring a benefit to the whole city but only if the architecture is unique and extraordinary. A single building can show a modern thinking of a modern city of a modern nation. This association has to be achieved.

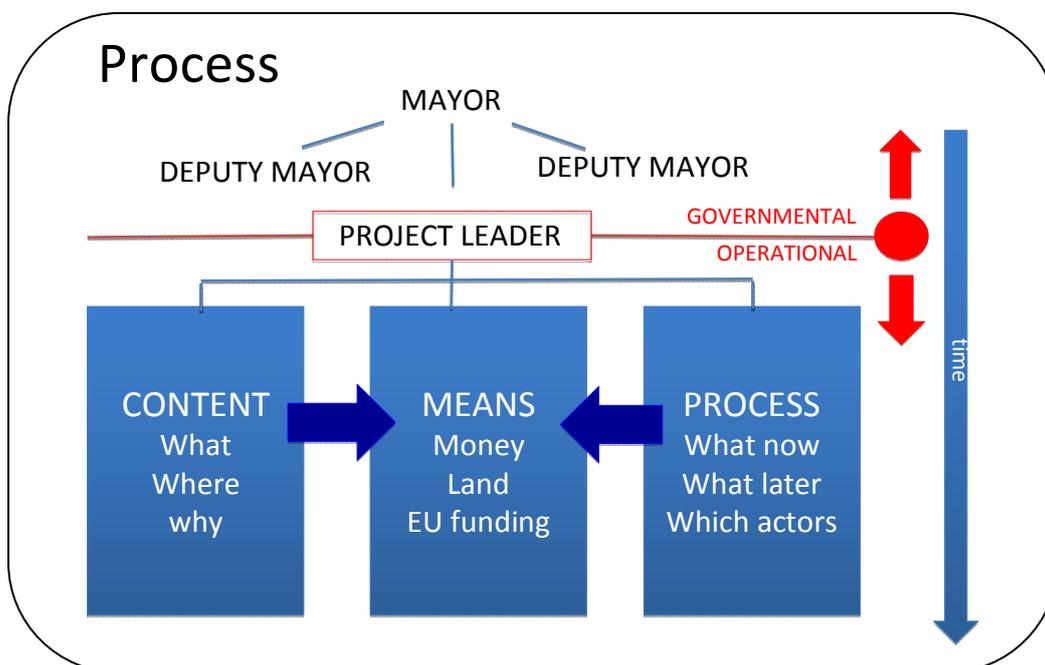


7. The fair functions will move into the new convention centre, whilst the old buildings are torn down and new exhibition halls are constructed. These buildings are then tailor made for the demands of modern fair operation. Being a bit departed from the Avenija Dubrovnik new space for attractive business (or residential?) buildings is provided along this street.
8. These new buildings have to leave generous space/gaps between them to keep a view on the fair buildings behind them. It is crucial to provide a kind of transparency to prevent a 'gated' appearance of the site.
9. Close to the Junction Avenija Dubrovnik/Avenija Većeslava Holjevca a busy entertainment area with bars, restaurants and busy meeting points (e.g. fountains etc.) should be established. This area creates also a southern frame for the more lavish access axis between the iconic building and fair exhibition halls.
10. This part – a kind of an extravagant square – will be at a final stage the spine of the whole NEW ZAGREB FAIR GROUND. It is the realm that links the different functions and parts of this quarter. With the monument protected pavilions it will be a totally unique square which has the potential to become world famous.

#### 4.5 Process recommendations

Based on the substantial and functional recommendations for the redevelopment of the Fair Ground resulting from the Implementation Labs work, and taking into account the large size of the area and its great potentials, as well as the future challenges the city of Zagreb is facing at this turning point in its history, we recommend that the Fair Ground is designated the status of an integrative project, and be given an area oriented political priority.

For this kind of project the following flowchart is recommended, bringing the developments from problem analysis through plan building and decision making to an implementation scheme, spread over several years.



This flowchart implicates three main principles;

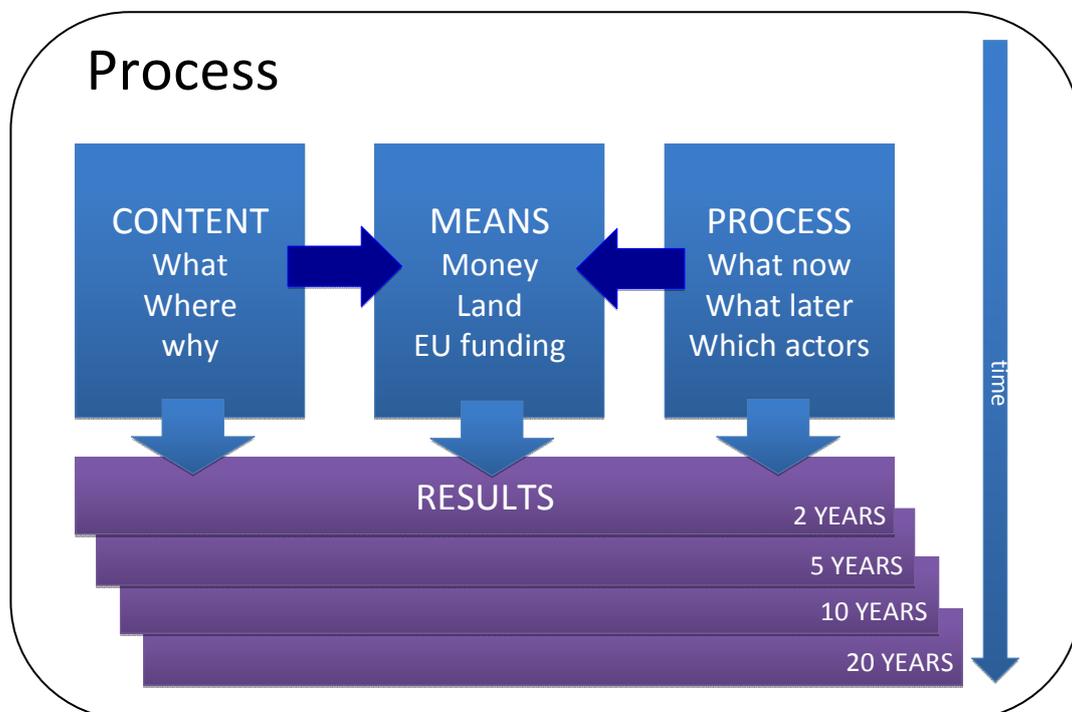
- Political responsibility is owned by the top level of City Government: The Mayor. For ensuring the connectivity to other actors in the urban development field in Zagreb and making the Zagreb Fair Ground development a real part of the interaction economy in the wider Zagreb Region, it is essential that governmental steering is centrally anchored at the top level of city government. Therefore we recommend that the Mayor of Zagreb take on this responsibility, possibly delegated to one of the Deputy Mayors.
- The operational steering and elaboration of the process is delegated to an appointed project leader who acts as intermediary between city government and all executive forces, both inside and outside the city administration, both public and private.

- Through the whole process there is a critical distinction between steering on headlines and the operational elaboration in detail into various sub-plans and different phases. The first is the domain of the political top level i.c. the Mayor, the last is the work floor of the project leader who will report to the Mayor only, on the basis of a univocal task description. The flow chart shows a distinctive and intentional demarcation line between the political and the operational level, between the mayor and the project leader. It constitutes a hinge point in the process. Their relation is therefore pivotal and needs to be evaluated regularly. A special committee could provide a confidential and representative role for this evaluation, consisting of a selection of members of the City Council and some crucial local experts. The responsibility of this committee should be carefully described and led down in a contract. Its members may vary and be adjusted according to the development stages of the whole development of the Fair area.

As to the plan building and the responsibilities of the project leader, we recognise three main columns:

- Content:  
what, where and when
- Means and resources:  
financing, funding, land, labour capacity, knowledge incentives and work accommodation
- Process factors:  
what now, what later and which actors. Including planning capacity, communication, research, assessments and information transfer, public decision making procedures, organising social support and involvement of private actors,

All three elements influence each other along the way.



We predict that a substantial period of time is needed for the whole operation, later to be divided into several phases and several sub-plans.

We advise to work in steps of 2 years, 5 years, 10 years and 20 years, while invariably the longer term is guiding the shorter terms.

It all starts with decision making about governmental decision making, delegation of operations, and the implementation of these decisions.

## Step 1 Decision Making

### GOVERNMENTAL RESPONSIBILITIES

- Define ambition
- Define area
- Appoint project leader
- Define tasks and commissions project leader

It is essential that consequent and continuous steering of this process is guaranteed. First of all by defining an overall ambition and size for the Fair Ground area. An ambition that connects to the aspirations for the future development of Zagreb in its wider region, for which the refining elaboration may take place year by year providing sufficient flexibility in order to work with upcoming incentives and unexpected opportunities.

Obviously there is a major task for the City Office of Strategic Planning and Development to prepare such a long term strategy for the Fair Ground Area and to support its elaboration process.

A substantial research programme will be necessary to underpin choices for various functions. Especially the market analysis for new innovative housing conditions, including evaluation of quality standards of the existing housing stock in the New Zagreb area.

But there are also other subjects of further investigation to think of in order to add to the building of this vision. For example the additional supporting functions complementary to the convention centre and modern art museum, supporting the emergence of a real second urban centre as intended in the Zagreb Masterplan.

Both housing and businesses are influenced by new standards for sustainability, energy consumption, accessibility, and environment. The whole of New Zagreb is required to reorient itself, including its position in between the city's centre of economic gravity, the overcoming of the Sava River barrier, the international access route through Zagreb airport and the gateway opportunities across the new European boarder. Obviously the times are changing, markets are shifting, and the Fair Area could become essentially competing and attractive for investments, if effectively approached, and allowed a new future.

It is our conviction that the development of the Fair Ground area and its impact on the future of the city of

Zagreb as a whole justifies therefore top level steering, political prioritising, a substantial research programme and supported urban marketing. This calls for collaboration between the City Office of Strategic Planning, the Zagreb University and other places of research and knowledge.

In order to ensure a clear transmission from long term strategy to shorter term operational plan making while keeping focus on consistency and transparency of decision making, we recommend the project leader be a director of all operations concerning the Zagreb Fair developments, directly responsible to the Mayor. This project leader is the personification of the direction room for the Zagreb Fair area and will have to be assisted by several other functions, in both the administrative and the professional spheres. In fact all the applicable functions from within the city government need to be at his disposal in a project group. This is a matrix structure within the administrative corps that enables him or her to take on the responsibility for the process as a whole and tie this to the political top level to which he or she is reporting directly.

The flowchart diagram shows the position of the project leader in between two worlds, the governmental and the operational. It is his task furthermore to make the connection between three columns of the process: the what, where and why of new use of the Fair Ground land, its underpinning by adequate means and financing, and the process requirements for its development, including social support and consistency with the long term strategy.

In this way of working a critical division is introduced between the political governmental and the administrative realm and the world of private partners in the building industry with whom the city will need to enter several partnerships, without losing its objectivity, its responsibility for the spending of public money, and the essential transparency of its policies.

Bringing the three columns together, in several stages of operational elaboration, for 2 years, 5 years, 10 years and 20 years perspectives, will enable the project leader to generate an iterative process, by which experiences of past 2 year phases may be used to adapt next 2 year phases, and by doing so achieve two important improvements: keeping a better focus on the original strategy for the area on the long run, and learning how to deal with practical obstructions. This is an essential part of the process for which the project leader is responsible and for which the Mayor will need to be politically approachable.

In fact the whole of the supporting network under the project leader will have to be subject to systematic evaluation in this respect. All in order to improve the development process in due course, and strengthen the prospects of a sustainable new future for the Zagreb Fair area.

## Step 2 Decision Making

### DELEGATED OPERATIONS

- Install project group

#### Public sector

Office strategic planning (chair)  
Zagreb fair holding  
Office economic affairs  
Tourism board  
Traffic department  
.....

#### Private sector

Chamber of commerce (chair)  
Logistics expert  
Fair expert  
Economic dvpt. expert  
University  
SEECEL  
.....

One of the first tasks of the appointed project leader should be to make use of all available knowledge for developing the strategic vision for the Fair Area before essential choices are being made. A project group consisting of all relevant entities from within the public sector, as well as essential forces from the private sector is commendable. The best way to secure commitment in this project group is to work on the principle of consensus, while giving the project leader the last say in everything. It is decidedly his task to secure absolution from the Mayor in all cases concerning the project group's actions and choices.

## Step 3 Decision Making

### DELEGATED OPERATIONS

- Define guiding principles
  - Policy on broad lines
  - Define time line
  - Monitoring system
- Define project
- Organise city conference

In order to be able functioning effectively it will be necessary to create clarity about the exact commissions of the project group and to describe its delegated operations. A few items need therefore to be defined in precision, such as the guiding principles of the policies it should adhere to, the timeline it should follow and the system by which it will be monitored.

In fact the project itself should be defined exactly, in order to direct its actions and enrol its status. In our

opinion this should come down to the development of the Zagreb Fair area and the adjacent lands of the horse race track in order to turn it into a new up standard addition to the city of Zagreb in general and New Zagreb in particular.

A successful start of this project will however depend strongly of its recognition by the inhabitants of the city and their political representatives. Therefore we suggest organising a city conference about the future of this area, marking the start of this project, and have the job description of the project group be subject to debate there.

## Step 4 Implementation

- Operational elaboration of project  
Set up incremental way of working
- > 2 years
  - research
  - attract financial resources
  - search for users
  - compartmentalisation of area
  - set up PPP approach
  - > 5 years; 10 years; 20 years

Next step is the operational elaboration of the project, making use of the city conferences results, and the setup of the incremental way of working the project needs to follow over the years. This implies a lot of activity and requires strong coordination.

All primary conditions need to be explored and investigated. Such as the necessary research, the inventory of possible financial resources, both inside and outside the economic operational design of the project area and the search for users. The phasing of the development asks for a compartmentalisation of the area, indicating which parts first and which later. The cooperation with private partners will need to be investigated and streamlined into public private partnerships for which the principles will need to be led down in policy papers. Furthermore priorities must be tied to the following order of things: which parts immediately, which ones within the next 5 years and which parts later.

Not all the current intentions for the area can be combined, not all are feasible, and not all are fully state of the art urban development. On the other hand there are important ambitions of the city for which this area could be of vital importance. Therefore it is recommendable to re-evaluate the current Zagreb Masterplan of 2009 and adjust it on behalf of the new 2014 version, including the possibilities of the Zagreb Fair area.

Apart from its specific history a thorough assessment of the investment potential of the area is advised, both in terms of creating surplus value to the urban quality of the city of Zagreb itself, and as an additional value to the attractiveness of the city in a wider European region.

Nonetheless, such an assessment of investment potential may concern all sorts of new urban functions for which the Zagreb Masterplan has already indicated some policy directions. For example the recalibration of public housing programmes, green values, economic efficiency of land use, connectivity for pedestrians and services. The Fair area should be considered as potentially upgrading the existing spatial structure and its differentiation of green versus red and brown functions. As the Zagreb Masterplan formulates “Expanding the stretches of urbanity by continuation of the existing urban structure”, the area is extremely well positioned to contribute to the idea of a functionally viable double city, with centres on both sides of the river that are bound together by an integrative economy, thus providing a differentiated attractive production environment, including such living environment, compatible to other upcoming cities in Eastern Europe.

The Zagreb Fair area is about much more than planning infill in between scattered buildings for which it is so difficult to find sustainable purposes. Approaching the area from the viewpoint of investment potential means turning things around and leaving behind the old ways. It offers a new and more powerful perspective for which investors could become motivated, if approached effectively. This is what the new project for the Fair Area should start with. How to make use of the splendid location, near the Sava River, near main infrastructure and the three bridges to the main city centre, within direct reach of the Zagreb Airport, and with the possibility of accommodating substantial new modern living and working and recreating, in a modern urban context. This area is therefore of utmost importance to the macro-economic perspective of the city.

Knowing that this is quite a challenge to meet, we do advise to take the time and effort to consider a substantial change by restructuring the whole area, including the horse race track grounds, and use this opportunity to add new inspiring urbanity to the city. And then, subsequently investigate possibilities to continue old values that still need to be respected, such as the industrial architecture and the memory of place. We fear that if no such a leap forward is being endeavoured, nothing will really change and these old values will continue to deteriorate while obstructing everything else.

## Step 5 Implementation

### Organise Stakeholder involvement

- City of Zagreb
- Surrounding neighbourhoods
- Adjacent companies (hippodrome, SEECEL ...)
- Contemporary users (transport cie, fair clients, sportsclubs .....
- Hotel chains
- NGOs

Choosing this approach of finding new inspiration and being willing to take the area to a higher level of urban surplus value, provokes considerable stake holder involvement.

One of the tasks of the project group would be to organise the process in such ways that all direct stakeholders be given a say and have influence. Besides the City of Zagreb itself the process should therefore include the people of the surrounding neighbourhoods, the adjacent companies, the contemporary

users, hotel chains and NGO's.

## Step 6 Implementation

### Organise Monitoring System

- City conference (renewed)
- City government decision (continued)
  
- Renew frame of reference
  - process
  - means
  - content - social cost benefit analysis

During the progress of the project several experiences will demand a more systematic way of evaluation and re-adjustment of earlier frames of reference.

This should be taken care of with as much sense of relevance as all decision making that launched the process in the beginning. It will be a learning process. New insights should be given some space. And people's commitments grow along with the process proceedings.

Therefore we recommend having repeated moments of reflection and allowing useful contradictions from the public. Renewing the city conference for example at some point in time and reassessing earlier decisions in the city council would provide important moments of meditation.

This could be made part of an overall monitoring system, that people may anticipate and prepare for, during which content and process and public means may be re-evaluated.

A social cost-benefit analysis could be helpful in this respect, both at the start of the whole process, as well as during the ride when separate parts of the project are being decided upon.

All in All

We think the city of Zagreb possesses a great strategic reserve, by having these locations at its disposal for creating new urban brilliance. Transformation is the key word, while retaining recognition of historic meaning. Inspirational architecture might be given an splendid chance here, taking the city on the hill to shine. In any case, all this needs a process that permits the city to take time and organise a step by step transmission from the old world to a new one.

In view of the size of the area it will need substantial time to fulfil such ambition, especially since social acceptance is not self-evident and will not grow overnight. Creating an inspirational perspective, making it subject to social debate in the city, including as many stakeholders as possible, should be the ticket to consistency on the long run and to social acceptance. It is the red thread that needs to be persevered for a long time, while at the mean time new impulses or new insights must be given a chance. All this demands a process architecture, incremental and iterative, that can persist and a city government that is committed to make it work.

## 5 Closing remarks

A new period has started on Monday the 1<sup>st</sup> of July 2013, the day before the Zagreb Implementation Lab started. Croatia has become a member of the European Union, a member of the European community and common market. This membership demands the recovery of the entrepreneurial spirit in Croatia to begin with in Zagreb. The history of the Zagreb Fairgrounds is closely linked to this entrepreneurial spirit. One can state that it is the “genus loci” of the fairground. And it is exactly on this impressive history that the recommendation of the CUPA Implementation Lab of Zagreb wants to capitalize upon.

The membership of the EU is a membership to a common market in which the innovative creative and ardent entrepreneurs have a future.

This is what can be empowered by the funding programmes of the European Commission in Brussels. EU funding programme that are aimed at start ups. That favour low cost office space with all in tariffs for start up's. Interreg ERDF funds. Vienna Business Agency Wirtschaft's Agentur can be of assistance here.

Our recommendations intend to lay the floor for successful applications for these funding. It requires a coherent long term vision and projects that contribute to the implementation of this vision. The short term is at least as political relevant to create feasible expectations amongst the constituency.

Developing this Zagreb Fair Ground area is not done within a few days, but will take years. Because of this, it is important to have a long term vision which will have to be combined with short term actions showing immediate results. So we opt for interim use as long as it is required to organize the necessary budgets and capacity to develop the Zagreb fairground according to the long term vision.

However also for this short term a relatively small investments is inevitable. One should realize that leaving the fairgrounds as they are will mean high cost in maintenance and depreciation, although these are hidden in existing budgets. In other words: doing nothing means high costs. It means spending public money, without getting any benefits; without building on a future. This has also to be politically accounted for to the regular taxpayer.

Looking at the other European regions, as they are acting, and taking steps forward means that if Zagreb does not act this will enlarge the gap with the other European cities and - regions, Zagrebs competitors.

## A Zagreb Fairgrounds dossier (separate volume)



## B List of participants and résumés

### Participants

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## C Curriculum Vitae - Participants

### Drs H.A. (Huibert) Haccoû

Born: 1950

Nationality: Dutch



**Huibert Haccoû** is associate professor at the Saxion University for Professional Education IJselland in the city of Deventer in the Netherlands. He teaches Urban and Regional planning at the School for the Built Environment.

He is founder and principal consultant of Haccoû-Consultancy and Associates based in the Netherlands. He provides consulting services to private and public, local, regional and (inter) national planning agencies.

In this capacity he consults and implements the international program of the Habiforum foundation, aiming at developing an international network of expertise on multifunctional and intensive land use.

He initiated and directed the Interreg IIIc Operation MILUnet; an international expert network on Multifunctional and Intensive Land use.

He is a member of the editorial board of NOVA TERRA, a quarterly magazine on innovative use of space.

Trained as a political scientist and economist his career started in the civil service. In various functions at the central-, the provincial- and city government level, he acquired a broad understanding of the larger context in which growth, and development planning occur. He changed to a private consultancy and engineering firm and was assigned to national -and international projects as a consultant for strategic public policy making and as process manager in the field of spatial planning and the environment. In his recent academic carrier he focussed on Multifunctional and Intensive Land use issues, conducted international workshops and experts meetings and edited and contributed to several publications on Multifunctional and Intensive Land use developments world wide.

### Martijn Kramer

Born: 1972

Nationality: Dutch



**Martijn Kramer** studied architecture and construction engineering at Delft University of Technology. Before joining IIUE in 1998 he was a consultant at the National Information Agency on Schools and Teaching Accommodations.

At IIUE he has conducted several national projects on sustainable housing and urban planning. Now at IIUE, as project manager, Martijn Kramer is responsible for European projects on the built environment. He initiates and manages European (network) projects in terms of content, finances and organization. During these projects he organised and facilitated a number of seminars, courses and workshops (European Awareness Scenario Workshops, Workshops on Indicators, Implementation Lab's etc.) in the Netherlands as well as in other European cities.

### Elsbeth van Hijckama Vlieg

Born: 1948

Nationality: Dutch



**Elsbeth van Hijckama Vlieg** is a Social Geographer and City Planner by profession. Her career started in 1975 with projects in Amsterdam, a.o the south east suburban extension of the "Bijlmermeer", and urban renewal of the "Spaarndammerbuurt", "Sloterdijk", "Zeeheldenbuurt" and the Timber Harbours. After that she spread her wings over a bigger area: She was coordinator of research for urban renewal and public administration at the Dutch Ministry of Public Housing, Physical Planning and the Environment.

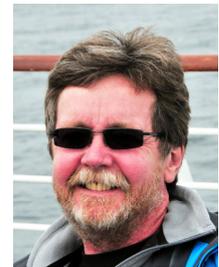
She worked as a director of the planning development and infrastructure sector at DHV Consulting Engineers, and as director of Urban Development with the City of The Hague. For more than 12 years she was secretary general and chief executive officer of IFHP, International Federation for Housing and Planning. As from 2006 Elsbeth acts as an independent consultant for urban development, specialised in intervision, management processes and policy development. She is member of three advisory boards for spatial planning and living quality and three supervisory boards in the housing and healthcare sectors.

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### Volkmar Pamer

Born: 1958

Nationality: Austrian



**Volkmar Pamer** was educated as an architect at the Technical University of Vienna. Working for several years as a freelanced architect with the focus on residential buildings, villas, hotels, monument protection, industrial architecture and interior design. Since 1994 working for the City of Vienna as an urban planner. Zoning plans for Vienna's south, coordinator for the target area 'Liesing Mitte' in the South of Vienna, focusing on urban farming, resource saving enterprise areas and transformation areas.

Project coordination, area management of the urban renewal showcase Cable and Wire Factory, co-author of two books on that issue. Founding member of the IFHP (International Federation for Housing and Planning) working party MILU (Multifunctional and Intensive Land Use), co-developer of the workshop format 'Implementation Lab', facilitator in about 30 implementation labs Europe-wide and the US. Vienna's representative in the EU co-financed projects MILUnet and REDIS (Restructuring Districts into Science Quarters). Co-author of the book MILUnet – Principles, Practices, Projects, Policies. Co-initiator of the urban partnership project CUPA (Co-operative Urban Planning Approach). Member of the worldwide expert pool of the Netherlands based International Intersivision Institute. Lecture activities all over Europe, Syria, USA, China and Japan.

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### Markus McDowell

Born: 1983

Nationality: Austrian



**Markus McDowell** studied Spatial Planning at the Technical University of Vienna, which he finished 2008 with a thesis on "Development of Urban Entertainment Centres". The task of the thesis was to figure out logics and regularities of the development of urban entertainment centres.

Four case studies were analysed and guidelines for local participants in the development process elaborated.

During the study Markus has deepened his knowledge of environmental assessment in a project with the aim to elaborate the environmental assessment of the Vienna main train station. In addition to his studying Markus McDowell has acquired knowledge of District Planning during an internship in the responsible

municipal department of the City of Vienna.

Markus McDowell is employed by TINA VIENNA since April 2009. At TINA VIENNA he is responsible for the projects concerning urban development in the field of Urban Technologies and tasks related to the Danube. These include the DonauHanse the network, the working group for transport and shipping of the Working Community of the Danube Regions and the Secretariat of Corridor VII.

**Femke Haccoû**

Born: 1981

Nationality: Dutch



**Femke Haccoû** Msc.(1981) is educated as spatial planner on bachelor level at the Saxion University for Professional Education in Deventer and as Landscape Architect at Wageningen University on master level.

After her master thesis on Dynamic Water Urbanism she continued to be involved in research on this rather new form of Urbanism. She stayed connected to Alterra (research centre of Wageningen University) to explore the possibilities on water urbanism. Next to research she worked at Vondel Vastgoed (real estate) as Landscape Designer. The combination of research and practice is something Femke likes to achieve.

Next to Haccoû Consulting & Design BV Femke works at the City of Amsterdam, Department for Spatial Planning as Landscape Architect. She focuses the relatedness between levels of scales of spatial planning. Her current projects are:

- Research on Metropolitan Landscape, how does recreation work in larger landscapes around the city?
- Master plan and Quality plan of a new large recreational area Tuinen van West. This area will combine urban agriculture with ecology and recreation.
- Design of a natural playground, Jeugdland. The design of this playground is based on re-using green material from parks and stimulation of children to exercise in a natural surrounding.
- Design of floating lands along the Westside of Zeeburger island for a ecological connection between the south and north side of IJ river.

Femke participated in a internal course of the City of Amsterdam. This course deepened the Amsterdam planning methodology from European scale to street level.

**Rick Vermeulen**

Born: 1984

Nationality: Dutch



Organization: University of Amsterdam / City of Amsterdam Department for Spatial Planning

Position: PhD researcher / Urban planner

**Rick Vermeulen** is an urban planner with a clear interest in metropolitan development. After obtaining a Bachelor's degree in urban planning and a master in Metropolitan studies, both at the University of Amsterdam, he started a dual career combining both research and practice.

Within the Amsterdam Institute for Social Science Research (AISSR) he has started as PhD candidate performing a research on the spatial development of large-scale conference and exhibition centers. Concurrently he works at het Municipality of Amsterdam's Physical Planning Department on the metropolitan development of the city of Amsterdam.

### Theo Bauernschmidt

Born: 1945  
Nationality: German

Organization: Buro fur Stadtplanung Munich  
Position: Leitender Baudirektor



**Theo Bauernschmidt** studied architecture and town planning at the Technical University of Munich.

As a town planner he served the municipality of Munich for 39 years.

His responsibilities included the leading position for planning and implementing of Messestadt Riem, a new development project for 16 000 residents, 13 000 jobs and the huge Munich Trade Fair site just from the start for 22 years.

In a leadership role he was also engaged in Munich's city renewal, housing programm, traffic management, legal site planning and became deputy director of the town planning division.

Despite his retirement he is still free-lanced working in consulting town planning projects.

### Jadranka Veselić Bruvo

Born: 1961  
Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development  
Position: Head of the City Office



**Jadranka Veselić Bruvo** completed Mathematics High School in Zagreb, and graduated (1986) from the Faculty of Architecture, University of Zagreb; she is near completion of the university postgraduate study programme "Geographical bases for spatial planning and development".

Since 2008 she is the Head of the City of Zagreb - City Office for Strategic Planning and Development of the City.

From 1991 – 2008 she held the position of the head of the Department, and assistant to the Head in the City Bureau for Development Planning City and Environmental Protection. As an expert adviser she was involved in the preparation of numerous programmes and proposals for the public spaces planning and development, programmes for urban and architectural competitions, spatial and thematic studies etc.

As head of the Office she is responsible for the wide range of activities performed in the Office, and actively participates in them as coordinator or team member: e.g. Development Strategy of the City of Zagreb, numerous strategic urban projects (Borongaj University Campus, Badel Block, Terme Zagreb...), Zagreb Spatial Data Infrastructure project, statistics, demography, ZgForum, and other projects; she represents the Office in international and national matters.

**Stjepan Kelčec-Suhovec**

Born: 1950  
Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development  
Position: Traffic expert,



**Education**

1974 Graduated at University of Zagreb, Transport Studies (Dipl.ing)  
1995 Obtained MS degree in town and spatial planning, Architectural Faculty, Zagreb  
2012 Obtained PhD at University of Zagreb

**Work experience**

1975 – 1991 Associate planner, Town Planning Bureau Zagreb  
1991 – 1997 Senior Associate planner, City Bureau for Spatial Planning.  
1997 – 2008 Head of Department of Traffic Planning at the City Bureau for Spatial Planning.  
2008 – 2013 Assistant to Head at the City Office for Strategic Planning and Development of the City.

**Other**

Published several professional and scientific papers and studies on traffic planning, accessibility for persons with reduced mobility and traffic safety. Has over 30 years experience, mostly in town planning and strategic planning.

**Aleksander Laslo**

Born: 1950  
Nationality: Slovakian

Organization: City of Zagreb, City Office of Strategic Planning and Development  
Position: Architect, Architectural historian,

**Irena Matković**

Born:  
Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development  
Position: Architect, Urban and regional planner; Head of Strategic Planning Department



**Irena Matković** graduated architecture in 1995 at the University of Zagreb, and earned her MSc degree in the field of Urban and Spatial Planning in 2011. Her professional experience covers the topics and tasks related to Regional and Urban Planning for the City of Zagreb. She has been the author of several articles, as well as a lecturer and a participant in various panel discussions and workshops. Recently she is the appointed project leader of the participatory design process of Zagreb Plan (Development strategy for the City of Zagreb) and coordinator of “North-Western Croatia – The Digital Museums Region” project.

### Zrinka Paladino

Born:

Nationality: Croatian

Organization: City of Zagreb, City Institute for the Conservation of Cultural and Natural Heritage.

Position: Deputy Head

### Mirna Meštrović

Born: 1973

Nationality: Croatian

Organization: City of Zagreb, Office for Strategic Planning and Development

Position: Head of Section for Strategic Plans and Development Decisions



M.Sc. Urban Planning (2010.), University of Zagreb, graduated Architecture (1996.) at the Faculty of Architecture, University of Zagreb. Mirna worked as a freelance architect and Senior advisor in the Ministry of Construction and Physical planning regarding building permits.

Since 2005. working for Municipality of Zagreb: first as Senior advisor at the City bureau for Physical Planning Zagreb on the tasks related to the Spatial Plan and Masterplan for City of Zagreb and currently, since 2008, as Head of Section for Strategic Plans and Development Decisions in the Strategic Planning Department (Office for Strategic Planning and Development of the City of Zagreb). Regarding to her position tasks she is also Secretary of Zagreb Partners' Council.

Her professional experience covers wide range of activities, from architecture till strategic planning, which complements with her research interest in architectural heritage. She is member of the Croatian Chamber of Architects (HKA), the Association of Croatian Architects (UHA), Zagreb Society of Architects (DAZ).

### Mirjana Korać Jelić

Born:

Nationality: Croatian

Organization: City of Zagreb, City Office for Physical Planning

Position: Head of the Central Department of Physical Planning

**Mirjana Korać Jelić** graduated at the Faculty of Architecture University of Zagreb, Croatia, and finished a postgraduate study of Urbanism, planning and landscape architecture.

Her interests are implementation of urban plans and legislation. She works in the City Office for Physical Planning, Construction of the City, Utility Services and Transport as a Head of the Central Department of Physical Planning in Zagreb.

### Valerija Kelemen Pepeonik

Born: 1949

Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development

Position: Advisor of the Head of the City Office of Strategic Planning and Development



**Valerija Kelemen Pepeonik** graduated from the Department of Geography of the University of Zagreb Faculty of Science, study program: Geography, major: Applied Geography in 1973. In 1981 Valerija obtained a Master degree in natural sciences in the field of geography at the University of Zagreb.

Fields of specialization: spatial and regional planning, environmental protection, landscape and biological diversity.

1998 – 2005: Head of the City Spatial Planning and Environmental Protection Department, Office for City Development Planning and Environmental Protection.

2005 – 2010: Head of the Spatial Planning and Environmental Protection Department, Office for Strategic Planning and Development of the City of Zagreb.

Present position: Senior advisor to the City Office Head, Office for Strategic Planning and Development of the City of Zagreb.

### Sonja Sočivica

Born: 1983

Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development.

Position: Expert assistant

### Ana Magdić

Born: 1979

Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development.

Position: Expert assistant

1997 – 2007 Master of Architecture, University of Zagreb, Faculty of Architecture

2008 – 2010 Architect / Designer MATERIJA, Zagreb, Croatia (Concept design / Preparation of projects and building permits / Coordination / Assistant in construction supervision management)

2010 – 2011 Architect / Designer STUDIO XXL, Zagreb, Croatia (Commercial architecture projects (<100,000 sqm), in co-operation with Chapman Taylor Architetti – Milan, Italy)

Present position: Expert assistant Section for programming and coordination (EU Projects / strategic planning / spatial planning / design / event management).

**Nada Antić**

Born: 1956  
Nationality: Croatian

Organization: City of Zagreb, City Office of Strategic Planning and Development  
Position: Head of the Demography Department



**Nada Antić** got her degree of Master of Economics Sciences in 1987 at the Faculty of Economics in Zagreb. From 1982-1991 she was Head of planning and analysis at the Institute for Economy municipality Maksimir in Zagreb. From 1991-1998 Nada was Senior Advisor for financial analysis of municipal utilities, at the department of Economics. This department monitors operations of companies owned by the City of Zagreb. Nada obtained her PhD degree as Doctor of Science in 2007 at the Faculty of Economics in Zagreb. From 1999 she is Head of Demography and Economy at the City Office for Strategic Planning and Development. This department has a focus on strategic planning, demographic and macroeconomic research and regional, especially urban, development.

**Martina Jakovčić**

Born: 1977  
Nationality: Croatian

Organization: University of Zagreb, Faculty of Science, Department of Geography  
Position: PhD professor



**Martina Jakovčić** got an MA in History and geography at the Department of History, Faculty of Humanities, and University of Zagreb In 2002. In 2008 she finished her PhD thesis in Geography and Faculty of Science, University in Zagreb. From 2002-2004 worked in the Tourist board of the City of Zagreb and Zagreb County. Since 2004 employed at the Department of geography, Faculty of Science, University of Zagreb as an assistant professor of Economic geography, Transport geography, Transport and spatial planning and Retail geography.

**Tihomir Jukić**

Born:  
Nationality: Croatian

Organization: University of Zagreb, School of Architecture  
Position: Professor



### Dubravka Spevec

Born:

Nationality: Croatian

Organization: University of Zagreb, Faculty of Science, Department of Geography  
Position: PhD professor



From 2004 **Dubravka Spevec** works at the Department of Geography, Faculty of Science, University of Zagreb (2004-2011 as junior researcher-assistant, 2011-2012 as senior assistant-junior researcher, from 2012 as Assistant Professor).

In the period 2004-2007 she collaborated as research associate on the scientific project „Urban system and spatial organisation of Croatia“. Since 2007 she is a research associate on the scientific project „Spatial characteristics of demographic resources of Croatia“.

Since 2005 she participates on the project Demographic Atlas of Croatia (collaboration with Universität Potsdam, Mathematisch-Naturwissenschaftliche Fakultät, Institut für Geographie).

Her scientific interest is population geography, urban and economic geography. She has published 8 scientific papers, one scientific book and has actively participated on 9 scientific conferences (primary international).

At the Department of Geography she teaches courses Cartography, Visualization of spatial data in GIS and Computer Use in Teaching Geography.

From 2011 Dubravka is a president of Croatian Geographical Society.

### Mirela Bartolec

Born:

Nationality: Croatian

Organization: Zagreb City Holding company (Zagreb Fair is a branch of the Zagreb Holding company)

Position: Director, Department for corporate development.



### C. Zeisberger

Born:

Nationality: Croatian

Organization: HGK - KOMORA ZAGREB/ Chamber of commerce

Position: Architect

### Sara Ursić

Born: 1982

Nationality: Croatian

Organization: Institute of Social Sciences Ivo Pilar

Position: Research fellow

### Irena Đokić

Born: 1977  
Nationality: Croatian

Organization: The Institute of Economics, Zagreb  
Position: Research Associate



**Irena Đokić** studied on the University of Split, Faculty of Economics from March 2007 - December 2010 and obtained a Doctoral Degree in Social Sciences, Field of General Economic. Thesis: Impact of Participation of Key Stakeholders on Successfulness of Brownfield Redevelopment. In the 12,5 years of professional experience, she worked for 0,5 years in the Croatian Institute for Health Insurance and for the past 12 years as an academic researcher, trainer and consultant in the Institute of Economics, Zagreb in the field of regional and local development policy, sustainable development, strategic planning and EU integration related issues, urban regeneration. Her present position is Research Associate, the Institute of Economics, Zagreb, Regional Economics, Sustainability and Governance Department.

### Katharina Weishaupt

Born: 1981  
Nationality: Austrian

- Study of „international business“ at the Vienna University of economics and business. Graduation 2006
- Doctorate (thesis: The development of the modern Viennese external policy) at the Vienna university of economics and business.
- Graduation 2010
- several study – visits abroad Illinois; Paris, Berlin



Work experience  
since 2009: Director of the Wiener Messe Besitz GmbH. The company is the owner of the Messe Wien Exhibition and Congress Center.

### Monika Šmiralová

Born: 1975  
Nationality: Slovakian

Organization: City of Bratislava, Department of Town Planning.  
Position: Spatial planner



**Monika Šmiralová** studied in The Faculty of Architecture of Slovak University of Technology in Bratislava. She received The Master and PhD diploma in town planning. Her PhD thesis was concerned to the field of using GIS in large urban distressed areas. She participated on different international research project focused on regeneration of brownfields [www.luda-project.net](http://www.luda-project.net), soil protection and sustainable land use <https://moodle.boku.ac.at>, Agenda 21 and sustainable development [http://www.obnovavidieka.sk/table\\_01/conference\\_01.html](http://www.obnovavidieka.sk/table_01/conference_01.html). Now she is working as spatial planner for the Bratislava City at the Department of Town Planning.

**Vladimír Hrdý**

Born: 1953

Nationality: Slovakian

Organization: City of Bratislava, Department of Town Planning.

Position: Town planning specialist



**Vladimír Hrdý**, graduated on the Faculty of Architecture, Slovak Technical University. Later he studied external aspiration on residential environments and natural elements in the urban area and in the same time taught externally at the desk of urbanism and landscaping at the faculty of architecture. Since 1977 he worked at Stavoprojekt in Bratislava in the second studio as the head designer. In 1991, he worked together in collaboration with architectural ateliers MARKROP, APROX and BAJOPROJEKT in private practice. He is working for the capital city of the Slovak Republic, Bratislava, since 2005. He is a registered architect in the Slovak Chamber of Architects and chairman of one of its test panels. Relevant projects: Urban studies of the city districts Bratislava-Old town, Bratislava-Devin, zonal spatial plans of the zones Bôrik, citywide center Petrzalka, SNP-square in Bratislava, spatial plan of the city Komárno, Urban-architectonical study of the IV Quadrant of Bratislava - southwest city development axis. He has participated in several architectural and urban planning competitions that later turned in to specific projects and spatial documentation. Award construction of the year 2001 - Award for outstanding quality of construction work reached through unconventional technology - Underground parking garage Uršulínska Street, Bratislava.

**Dana Hausnerová**

Born:

Nationality: Slovakian

Organization: City of Bratislava, Department of Town Planning.

Position: Town planning specialist

## D The presentations

Huibert Haccoû

  <p>International Intersivision Institute</p> <p>CUPA Implementation Lab Zagreb 3 – 5 July 2013 Huibert A. Haccoû</p> 	 <p><a href="http://www.iiinstitute.nl">www.iiinstitute.nl</a></p> <ul style="list-style-type: none"> <li>• Successor of <b>MILU<sup>net</sup></b></li> <li>• International network of professionals working on sustainable area development</li> <li>• Motivated to offer Implementation Labs</li> <li>• On a non for profit basis</li> </ul> 
 <p>Introduction</p> <ul style="list-style-type: none"> <li>• drs. H.A. (Huibert) Haccoû</li> <li>• Professor at the School of Environmental Planning and Building, Saxion University of Applied Sciences, Deventer, The Netherlands</li> <li>• Project director Interreg IIIc Operation MILU<sup>net</sup> 2007-2010 Interreg IVb Project Livinggreen 2009-2014</li> <li>• Managing director International Intersivision Institute</li> </ul> 	 <p>International Intersivision Institute continues the work of MILU<sup>net</sup></p> <ul style="list-style-type: none"> <li>• Promote Multifunctional Intensive Land Use.</li> <li>• Realize more sustainable / climate neutral (urban) development in Europe.</li> <li>• More effective policy implementation by intersivision.</li> </ul>  <p>Turn urban growth into sustainable urban development</p> 
 <p>International Intersivision Institute assignments</p> <ul style="list-style-type: none"> <li>• National, Regional &amp; Local authorities</li> <li>• Expert Centers &amp; Universities</li> <li>• EU Interreg projects             <ul style="list-style-type: none"> <li>- MILU<sup>net</sup>, Livinggreen,</li> <li>- ENVIREO,</li> <li>- Flood Resilient Cities (FRC),</li> <li>- Adaptive Landuse for Flood Alleviation (ALVA)</li> <li>- Sustainable Urban Fringes (SURF) and others</li> </ul> </li> </ul>  	 <p>The focus of the Implementation Lab</p> <p>General aim of an Implementation Lab is to investigate as a group both new and persistent urban problems as they relate to sustainable area development</p> 



### When is an Implementation useful ?

- When area development processes are blocked.
- When process acceleration is required.
- When creative impulses are needed.
- When innovative concepts have to be introduced.
- When an impartial expert (second) opinion is needed.
- When a multi disciplinary approach or enrichment from culturally different points of view could be useful.

**OUT OF THE BOX THINKING** 




### Objectives of Implementation Lab

- identify **opportunities**
- identify **barriers**
- find **instruments**
- find **effective policies**
- build up a body of **expertise**
- disseminate **knowledge**




### Implementation Lab's were held in:

2000 Amsterdam (NL)	2006 Charleroi, (BE) May
2001 Oslo, (N)	2006 Province of Zeeland, (NL) Summer
2002 Vienna, (A)	2006 Patras, (GR) November
2003 Gdynia, (PL)	2007 Lisbon, (PT) 11-13 May
2004 Portland Or, (USA)	2009 Vienna, (A) 2-4 September
2004 The Hague, (NL) 4-7 April	2010 Vienna Kagran district, (A) 19-21 May
2004 Stockholm, (SE) 9-11 June	2010 Bratislava, (SL) 20-22 September
2004 Mantova, (IT) 3-5 November	2011 Lviv (UK) 20-22 June
2005 Huelva, (ES) 20-22 April	2011 Krakow (PL) 11-14 October
2005 Budapest, (HU) 5-6 September	2012 Novi Sad (Serbia) 27-30 March
2005 Muenich, (DE) 26-28 October	2012 Odessa (UK) 2-5 October
	2013 Zagreb (Cr) 2-5 July 2013




### Implementation Lab ingredients

Three days workshop involving:

- External international practitioners as experts
- Internal local experts
- Study case dossiers
- Maps
- Reference cases
- Site visit of the study case
- Focused brainstorm sessions
- Task forces for recommendations
- Press conference and comments of authorities




### Implementation Lab format

Considerations / areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						




### Implementation Lab

- **Identity**  
Do the project areas have their own identity?
- **Critical mass**  
Does each site have enough development, infrastructure and resident population to maintain a coherent community?
- **Connections**  
What links does each site have with its surrounding natural and man-made environment?
- **Better Human Scale**  
Do developments relate to diverse human scale activities?
- **Promotion & Marketing**  
How are existing (mixed) uses on each site promoted?
- **Process**  
How to organize an effective planning and implementation process?



<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Proceedings</b></p> <ul style="list-style-type: none"> <li>• Make an inventory of <b>Observations</b></li> <li>• Make use of the 6 considerations</li> <li>• Select the common / most striking Observations</li> <li>• Use these common / most striking Observations to generate <b>Suggestions</b> for interventions (large scale / small scale) in the second round</li> <li>• Make use of the considerations that are most relevant</li> </ul> <p style="text-align: right;"> 13</p>	<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Day 1 Wednesday 3 July 2013</b></p> <p><b>08.15</b> Gathering in hotel lobby of hotel Dubrovnik. Walk to ZgForum</p> <p><b>08.30</b> Participants registration</p> <p><b>09.00</b> Welcome and general introduction to the City of Zagreb by <b>Mrs. Jadranka Veselić Bruvo</b></p> <p><b>09.30</b> General introduction to the programme and introduction of participants by <b>Huibert A. Haccoü</b>, CUPA chair of the Implementation Lab and <b>Volkmar Pamer</b> facilitator, on the IL considerations</p> <p style="text-align: right;"> 14</p>
<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Day 1 Wednesday 3 July 2013</b></p> <p><b>09.45</b> The CUPA Programme and its ambitions by <b>Markus McDowell</b> Project Manager of Tina Vienna.</p> <p><b>10.00</b> Introduction to the study case area by <b>Aleksander Laslo</b>, City Office for Strategic planning and Development of the City / <b>Tihomir Jukić</b>, Faculty of Architecture <b>Mirela Bartolec</b> of the Department of Corporate Development of the Zagreb Holding. Formulation of the problem statement and short discussion</p> <p><b>10.30</b> Coffee break</p> <p style="text-align: right;"> 15</p>	<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Day 1 Wednesday 3 July 2013</b></p> <p><b>11.00</b> Reference cases on fair grounds and organizations in Europe Amsterdam, by <b>Rick Vermeulen</b> University of Amsterdam Munich Messestad Riem by <b>Theo Braunschmidt</b> Vienna <b>Katharina Weishaupt</b> (Wiener Messe Besitz GmbH)</p> <p><b>12.45</b> Departure by bus to the Zagreb Fair grounds</p> <p><b>13.00</b> Quick lunch break at the Zagreb Fair Location</p> <p><b>13.30</b> Bus tour on and around the Zagreb Fair study case explanations by <b>Aleksander Laslo</b>; <b>Mrs. Mirela Bartolec</b></p> <p><b>17.00</b> Return to the hotels</p> <p><b>19.00</b> Welcome diner.</p> <p><b>21.30</b> End of day 1</p> <p style="text-align: right;"> 16</p>
<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Day 2 Thursday 4 July 2013</b></p> <p>Facilitator team available for subgroup sessions are: Martijn Kramer, Femke Haccoü, Elsbeth van Hijckama Vlieg, Volkmar Pamer</p> <p><b>08.15</b> Gathering in the hotel lobby Hotel Dubrovnik Bus departure to the Zagreb Fair Ground main building .</p> <p><b>08.30</b> Introduction and Q&amp;A; Plenary assessment of the problem statement and if appropriate re-formulation of the problem statement and key areas of concern; subgroup formation.</p> <p><b>09.30</b> Coffee break</p> <p><b>10.00</b> Working sessions subgroups starting with <b>Observations</b> Exchange of findings</p> <p><b>12.00</b> Lunch at the Zagreb Fair Ground location</p> <p style="text-align: right;"> 17</p>	<p style="text-align: right;"> co-operative urban planning approaches</p> <p><b>Day 2 Thursday 4 July 2013</b></p> <p><b>13.30</b> Working sessions continued with <b>Suggestions</b> Exchange of findings</p> <p><b>15.30</b> <b>Task force</b> formation on central issues. Start of recommendation phase</p> <p><b>17.30</b> End workshop sessions return to the hotel by bus</p> <p><b>19.00</b> Diner Restaurant in City Centre</p> <p><b>21.30</b> End of day 2</p> <p style="text-align: right;"> 18</p>



**Subgroups**

**Subgroup 1a/b**  
Elsbeth Hylckama-Vlieg and Martijn Kramer 

- Focusing on the **process** of stakeholder collaboration and the question: how to involve the inhabitants and the **spatial concept**

**Subgroup 2a/b**  
Volkmar Pamer and Femke Haccoü 

- Focuses on the **spatial concept** and the **process** of stakeholder collaboration and the question: how to involve the inhabitants



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**GROUP 1**

Elsbeth van Hylckama-Vlieg  
Martijn Kramer

**GROUP 2**

Volkmar Pamer  
Femke Haccoü

Process and Spatial Concept  
Room A and B

Process and Spatial Concept  
Room C and D



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**Implementation Lab format**  
Considerations / areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						



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**Day 3 Friday 5.July 2013**

- 08.15** Gathering in the hotel lobby. NB check out of the Hotel  
Bus ride to the Zagreb Fair Ground
- 08.30** Plenary start
- 09.00** Working groups exchange and finalize their recommendations
- 10.45** Return by bus to ZgForum
- 11.00** Presentation of recommendations and discussion
- 12.30** End of the Zagreb CUPA IL meeting
- 13.00** Lunch (optional)



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**MILUbook**



The MILUbook:  
Principles, Practices, Projects, Policies

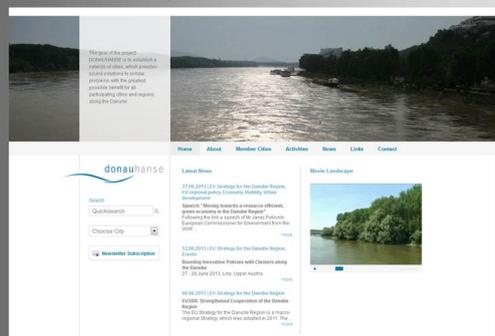


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# D The presentations

Markus McDowell

<h2>The City Network DonauHanse cross-regional cooperation and the evolution of CUPA</h2> <p>3<sup>rd</sup> July 2013 Zagreb, Croatia</p> 	 <h3>EU STRATEGIE FOR THE DANUBE REGION 1/2</h3> <ul style="list-style-type: none"> <li>19.6.2009: European Council invites the European Commission to develop a strategy for the area around the Danube</li> <li>8.12.2010: European Commission adopts the Action Plan and Communication</li> <li>24.6.2011: Official endorsement of the EUSDR by the European Council and launch of the implementation phase.</li> </ul> 								
<h3>EU STRATEGIE FOR THE DANUBE REGION 1/2</h3> <p>The strategy addresses various topics through 4 pillars 11 priority areas, and of course actions and projects</p> <h4>THE FOUR PILLARS</h4> <table border="1"> <tr> <td><b>Connecting the Region</b></td> <td><b>Protecting the Environment</b></td> <td><b>Building Prosperity</b></td> <td><b>Strengthening the Region</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Mobility and multimodality</li> <li>Sustainable energy</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Culture and Tourism: People to People</li> <li>Water quality</li> <li>Environmental risks</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Biodiversity, Landscapes, air and soil quality</li> <li>Knowledge society</li> <li>Competitiveness</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>People and skills</li> <li>Institutional capacity and cooperation</li> <li>Security</li> </ul> </td> </tr> </table> <p>11 priority areas, coordinated by a priority area coordinator</p> <p>Actions      Projects</p> 	<b>Connecting the Region</b>	<b>Protecting the Environment</b>	<b>Building Prosperity</b>	<b>Strengthening the Region</b>	<ul style="list-style-type: none"> <li>Mobility and multimodality</li> <li>Sustainable energy</li> </ul>	<ul style="list-style-type: none"> <li>Culture and Tourism: People to People</li> <li>Water quality</li> <li>Environmental risks</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity, Landscapes, air and soil quality</li> <li>Knowledge society</li> <li>Competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>People and skills</li> <li>Institutional capacity and cooperation</li> <li>Security</li> </ul>	<h3>AIMS OF DONAUHANSE</h3> <ul style="list-style-type: none"> <li>Integration of additional South East European Danube cities</li> <li>Intensification and extension of the co-operation between the Danube cities and their surrounding regions under DonauHanse and by the means of other joint projects</li> <li>Continuation and expansion of the Website <a href="http://www.donauhanse.net">www.donauhanse.net</a></li> <li>Promotion of further project ideas to <b>sustainably increase freight volumes</b> on the Danube</li> <li>Develop and realise project ideas created by the members of DonauHanse</li> <li>Implementation of CUPA (Co-operative Urban Planning Approaches)</li> <li>Intensification of <b>knowledge exchange</b> between the member cities</li> </ul> 
<b>Connecting the Region</b>	<b>Protecting the Environment</b>	<b>Building Prosperity</b>	<b>Strengthening the Region</b>						
<ul style="list-style-type: none"> <li>Mobility and multimodality</li> <li>Sustainable energy</li> </ul>	<ul style="list-style-type: none"> <li>Culture and Tourism: People to People</li> <li>Water quality</li> <li>Environmental risks</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity, Landscapes, air and soil quality</li> <li>Knowledge society</li> <li>Competitiveness</li> </ul>	<ul style="list-style-type: none"> <li>People and skills</li> <li>Institutional capacity and cooperation</li> <li>Security</li> </ul>						
<h3>MEMBERS OF DONAUHANSE</h3>  <p>The DonauHanse® Network</p> <ul style="list-style-type: none"> <li>DonauHanse® - Member City</li> <li>DonauHanse® - Partner City for CUPA</li> <li>DonauHanse® - Partner Countries</li> </ul> 	<h3>WEBSITE OF DONAUHANSE</h3> <p><a href="http://www.donauhanse.net">http://www.donauhanse.net</a></p>  								

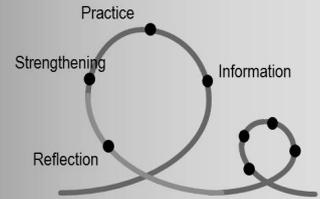
### PROJECT MANAGEMENT WORKSHOP

- Training of individual **project management skills** of the participants
- Training and exercising of the project management tools on **real projects of the participants**
- Aim to provide participants with the ability to **develop a project handbook** as part of the project starting process
- **Presentation** of the results of the groups
- Develop a **common understanding** on project management tasks to make to cooperation easier



### METHODOLOGY

- Input
- Group exercise, practices at the own projects
- Working situation like in a project
- Discussion, reflection
- Case studies
- Cyclical learning



### PROJECT MANAGEMENT WORKSHOP ODESSA



### CITY MOBILITY WORKSHOP ODESSA

- **Urban development** and strategic approaches of urban transport planning
- Strategies and their implementation in **public transport**
- **Cycling** strategies and their implementation
- Quality of **public space**

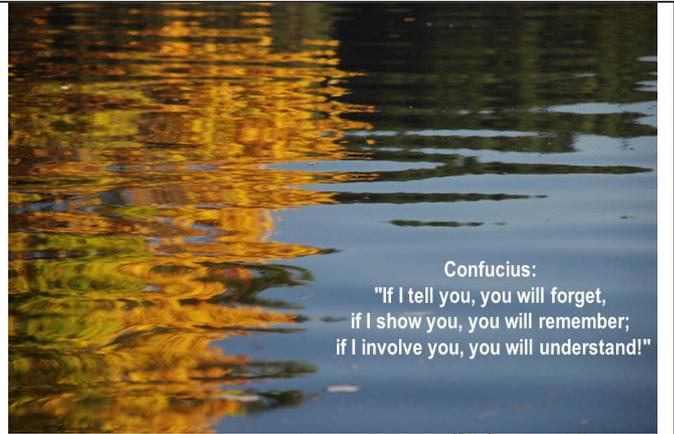


### CUPA – FACTS

- **Partners:** Vienna, Bratislava, Novi Sad, Krakow, Lublin, Lviv, Odessa
- **Kick-off:** 29. October 2009 in Vienna
- **Workshops:**
  - Bratislava: 20. – 22. September 2010
  - Lviv: 20. – 22. June 2011
  - Krakow: 12. – 14. October 2011
  - Novi Sad: 27. – 30. March 2012
  - Odessa: 03. – 05. October 2012



CUPA – IMPRESSIONS



Confucius:  
 "If I tell you, you will forget,  
 if I show you, you will remember;  
 if I involve you, you will understand!"



Name: Markus McDowell  
 Institution: TINA VIENNA  
 Urban Technologies and Strategies GmbH  
 Email: markus.mcdowell@tinavienna.at  
 Tel.: +43 (1) 4000 84268  
 Website: <http://www.donauhansé.net/>

Kiitos	Thank you
Terima kasih	谢谢
Paldies	Tack
Teşekkür ederim	Хвала!
Sipás	Go Raibh Maith Agat
Ευχαριστώ	Mulțumesc
Dziękuję	Pakka þér
Gracias	Danke
ありがとうございます	Děkuji
Obrigado	Dalu
مستشكرم	Спасибо
Merci	Yauwa
Daghang salamat	Grazie
Акре	شكر
תודה לך	Благодаря
Medawagse	Bedankt
Cám ón	Kusakililaku
Na gode	E se é



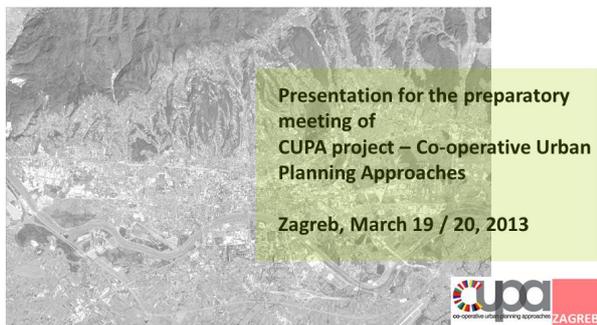
Name: Volkmar Pamer  
 Institution: City of Vienna,  
 Municipal Department 21B  
 Email: volkmar.pamer@wien.gv.at  
 Tel.: +43 (1) 4000 88142



## D The presentations

Jadranka Veselic Bruvo

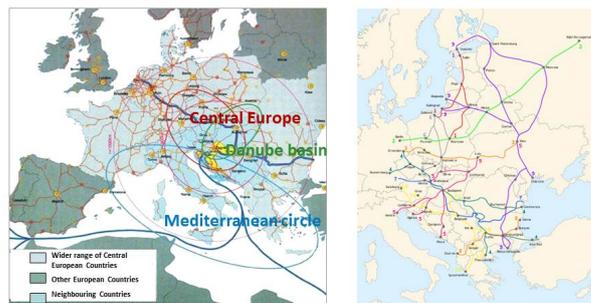
### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES



City of Zagreb

Jadranka Veselić Bruvo, Head of the Office

### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES Zagreb and Europe – position and connections



City of Zagreb

City Office of Strategic Planning and Development of the City\_March 2013

### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES Zagreb area at different levels



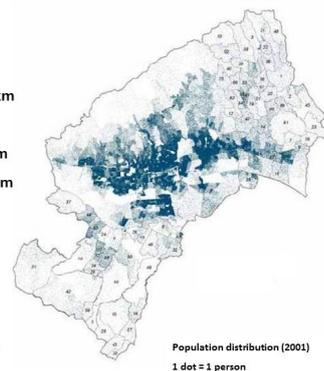
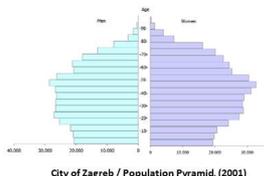
City of Zagreb is organized on the local self-government level in 17 city districts and 218 local communities.

City of Zagreb

City Office of Strategic Planning and Development of the City\_March 2013

### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES Basic information

- City and County
- total area 641 sqkm; urban area 220 sqkm
- population 792,875 (2011)
- density: total 1,237 inhabitants per sqkm  
urban 3,121 inhabitants per sqkm



City of Zagreb

City Office of Strategic Planning and Development of the City\_March 2013

### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES Basic information

- 67.675 students (University founded in 1669.)
- 730.945 tourists (75,4% foreign tourists)
- Zagreb Fair – 17 fairs sa 2.667 exhibitors; 218 000 visitors
- 25 theatres with 5.058 seats
- 32 museums and 23 art collections



City of Zagreb

City Office of Strategic Planning and Development of the City\_March 2013

### CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES Economic indicators

- Over 75% of total FDI in Croatia
- Average net salary above the national average, December 2011 (Zagreb: € 856; Croatia € 792)
- 443.100 employed persons (Dec 31st 2011), or 32 % of total employment in Croatia
- Accounts for roughly 32,4 % of Croatia's total exports (US\$ 3,1 billion)
- 30,714 companies, or 33,5 % of Croatia's total
- Budget for year 2012 – appr. 1 billion €

### Administrative organization

- City Assembly
- Mayor
- 19 city administrative bodies



City of Zagreb

City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**City institutions** - schools, kindergartens, theatres, hospitals... 336 city institutions

**ZG Holding**

- 100% ownership of the City of Zagreb
- 18 branches; 12.000 employees
- Three business areas:- Municipal functions
- Transport functions
- Market functions





**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**Intercity and international cooperation**

Zagreb has signed the Agreement on Partnership and Cooperation with 13 cities (also with Vienna) and has 29 foreign sister - cities

City is working on establishing new cooperations, improving the existing ones and proposing new agreements on partnership and cooperation

**EU projects - examples**



**International and intercity organizations and associations**

The Assembly of the European Regions – AER, Metropolis, ICLEI, Eurocities, Energy Cities, Major Cities of Europe IT Users' Group, Impacts, World Historical Cities, Union of the capital cities of the central and south-eastern Europe, ...



**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**Intercity and international cooperation**

- Zagreb initiated creation of Covenant of Mayors Club Capital Cities South-East Europe; on 6th April 2011, the Cities of Zagreb, Podgorica, Sarajevo and Skopje committed to the Covenant of Mayors
- Zagreb also initiated creation of Croatian Covenant of Mayors Club with 19 cities and 5 energetic agencies




**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**Intercity and international cooperation**

Zagreb participates in many summits and conferences particularly throughout Europe.

The topics and the range of events are different, from small discussions to events with more thousands of participants, such as Dunkerque ICLEI's European Conference 2010.




**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**Intercity and international cooperation**

**Mobility week 2012**

- Zagreb has won 2012 European Mobility Week Award
- Zagreb participates in Mobility Week since the beginning of the project




**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
**– CHALLENGES AND GOOD PRACTICES**

**Intercity and international cooperation**

**Exhibition in Vienna**

- Zagreb participated in the exhibition: "Stadt bauen. Beispiele für und aus Wien" and a presentation about our city projects was held at the Wiener Planungswerkstatt, the exhibition centre of the Vienna Urban Planning Department ; the exhibition was opened by 30th March 2012
- the same exhibition will be held at ZgForum this autumn




**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Overview of the urban expansion from past to present

1742      1890      1910      1931

1948      1964      today

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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Actual spatial plans for the City of Zagreb

City of Zagreb Spatial Plan 2011      City of Zagreb Master Plan 2009

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
**ZAGREBPLAN - The City of Zagreb Development Strategy 2011.- 2013.**

Coordinator: City Office for Strategic Planning and Development of the City  
BASIC ANALYSIS / SWOT-ANALYSIS/ VISION / STRATEGIC GOALS / PRIORITIES AND MEASURES / FINANCIAL PLAN / ACTION PLAN / COMMUNICATION STRATEGY

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
**ZAGREBPLAN \_Strategic goals**

City of Zagreb by 2013. →

**URBAN incubator of:**  
sustainable concepts, entrepreneurship, new values

- 1 COMPETITIVE ECONOMY
- 2 DEVELOPMENT OF HUMAN RESOURCES
- 3 SUSTAINABLE MANAGEMENT OF ENERGY AND ENVIRONMENT
- 4 HIGH QUALITY OF CITY SPACES, FUNCTIONS AND SERVICES
- 5 HIGH QUALITY OF LIVING
- 6 EFFICIENT MANAGEMENT OF DEVELOPMENT

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Communication strategy – involving citizens in regional and local projects

**zgFORUM - interaction point**

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

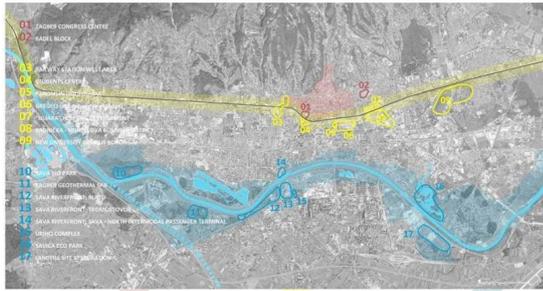
**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Communication strategy – informations accessible to everyone

Info brochures - publications and web editions      Info point – “Old tram”

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Recent projects

**Major topics related to spatial qualities and functions improvement**



01 JAGREB CONGRESS CENTRE  
 02 PABEL BLOCK  
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historical city centre railway area river Sava area

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Recent projects

historical city centre **Block Badel**  
 urban renewal of the historical nucleus (Lower Town):




<http://www.d-a-z.hr/en/competition/badel/>

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Recent projects

railway area **New University Campus in the eastern part of the City**



historical city centre **The Zagreb Congress Centre project**




City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Recent projects

railway area **An Integrated City**  
 descending railway in the city centre – a possibility for new qualities





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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Urban development and preserving natural spaces – sustainable combination

river Sava area **Sava Riverfront competition**




Savica – eco park



Zagreb geothermal spa - location



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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT**  
 – CHALLENGES AND GOOD PRACTICES  
 Recent projects

river Sava area **Intermodal terminal**  
 sustainable mobility project

- will enable fast, simple and comfortable change from one mode of transportation to another (railway - tram - bus - taxi - bike)




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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Recently finished projects & development  
- creativity of projects and programs widely recognized

**MSU – Museum of Contemporary Art**



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**Nursery School Lanište**



**Social Housing Špansko**



**Central Emergency**



**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Recently finished projects & development  
- better connectivity generates new qualities and possibilities

**Homeland Bridge**



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**New Jankomir Bridge**



**Jadran Avenue**



**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Recently finished projects & development  
- enhancing attractivity of the city for its inhabitants, visitors, investors

**Sports Hall Arena Zagreb**



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**Bundek Park & Recreational Area**



**World Cup Ski Slope**



**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
Recently finished projects & development  
Zagreb Waste Disposal and Management Model

**Sanitary landfill Prudinec**



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Landfill Prudinec - The completion deadline for all works is 31 December 2011

Wastewater treatment plant - approximately 98% of the project has been completed.

**Wastewater treatment plant**



**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects

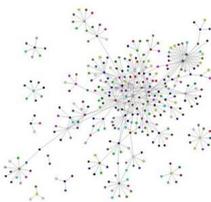
- Regional cooperation
- Joint projects of 6 counties in NWC



City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT – CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects

**1. NWC Network of Technology Infrastructure**



- 8 new technology centers
- SMART SPECIALIZATION principle
- Zagreb component of the network: **Gredelj Creative Cluster**
- Renovation of old industrial buildings in the wider city center area
- Work space for creative industries

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects



Gredelj Creative Cluster



City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects



Gredelj Creative Cluster



City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects



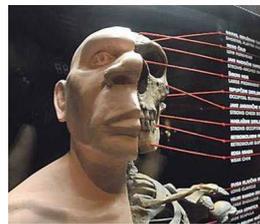
Gredelj Creative Cluster



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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects

**2. NWC Network of Digital Museums**



- 9 museums joint in the network
- THE MISSION: providing the unforgettable experience of Past&Present of NWC, by stimulating all 5 senses

- Zagreb component of the network: **Grič Tunnel of Senses**

City of Zagreb City Office of Strategic Planning and Development of the City\_March 2013

**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects



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**CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT  
– CHALLENGES AND GOOD PRACTICES**  
North-Western Croatia region/ development projects



**Grič Tunnel**

- constructed during the Second World War
- conversion into an attractive educational and cultural facility
- stimulation of all 5 senses by the latest technological innovations

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<p><b>CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT</b>          – CHALLENGES AND GOOD PRACTICES          North-Western Croatia region/ development projects</p> <p>City of Zagreb City Office of Strategic Planning and Development of the City_March 2013</p>	<p><b>CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT</b>          – CHALLENGES AND GOOD PRACTICES          New challenge</p> <p>City of Zagreb City Office of Strategic Planning and Development of the City_March 2013</p>
<p><b>CITY OF ZAGREB STRATEGIC AND URBAN DEVELOPMENT</b>          – CHALLENGES AND GOOD PRACTICES</p> <p>Looking forward to our future cooperation!</p> <p>Contacts</p> <p>City Office of Strategic Planning and Development of the City          A: Republike Austrije 18, 10 000 Zagreb, Croatia          T: +385 1 610 1840          F: +385 1 610 1881          E: <a href="mailto:strategija@zagreb.hr">strategija@zagreb.hr</a></p> <p>City of Zagreb City Office of Strategic Planning and Development of the City_March 2013</p>	

# D The presentations

Aleksander Laslo



**ZAGREB INTERNATIONAL TRADE FAIR ORIGINS AND DEVELOPMENT PART 1**  
 CUPA IMPLEMENTATION LAB • ZAGREB • 3-5 JULY 2013  
 CITY OF ZAGREB • CITY OFFICE 4 STRATEGIC PLANNING  
 © BY ALEKSANDER LASLO, DIP. ARCH.

**FAIRGROUND RELOCATIONS 1864 TO NOW**  
 1 1864  
 2 1891  
 3 1906  
 4 1909  
 5 1910  
 6 1911  
 7 1913  
 8 1922-35  
 9 1936-42  
 10 1947-56  
 11 1956

**ZAGREB STREET MAP 1864**

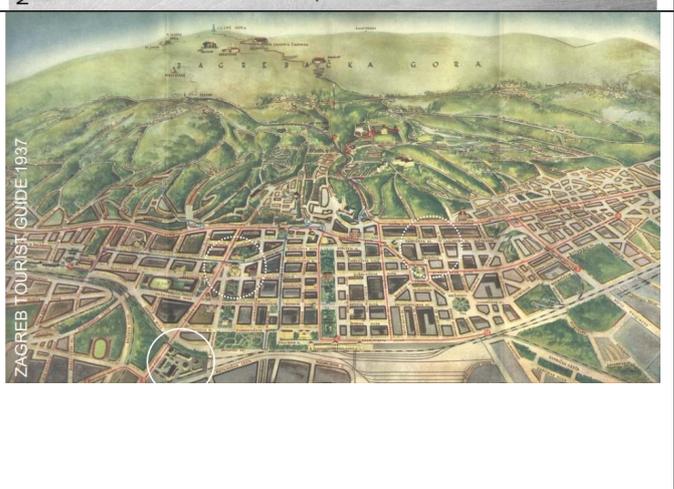
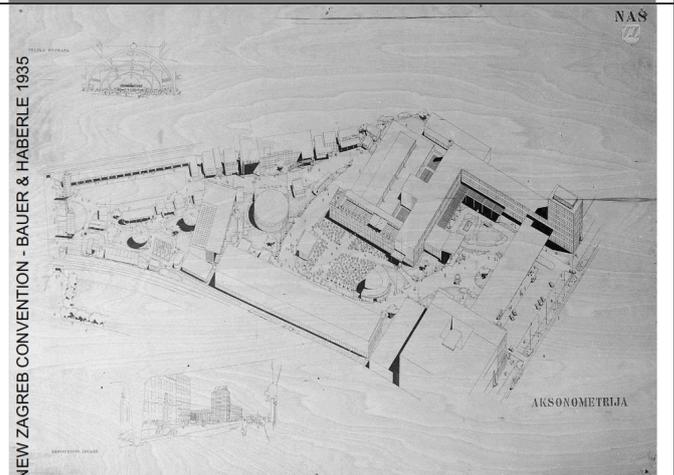
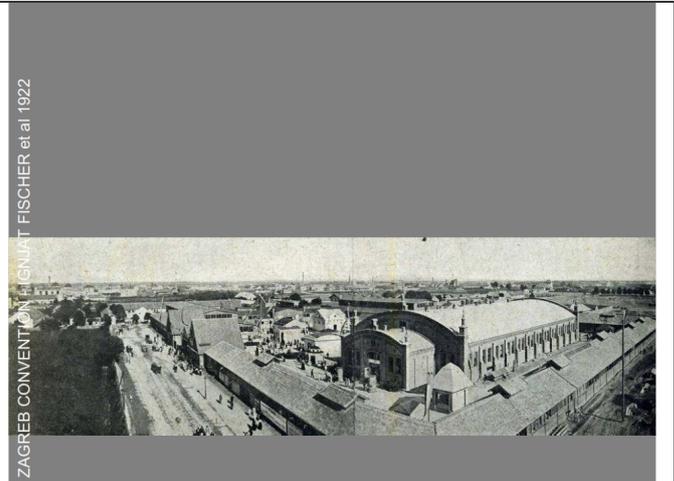
**TRIUNE KINGDOM NATIONAL EXPOSITION 1864**

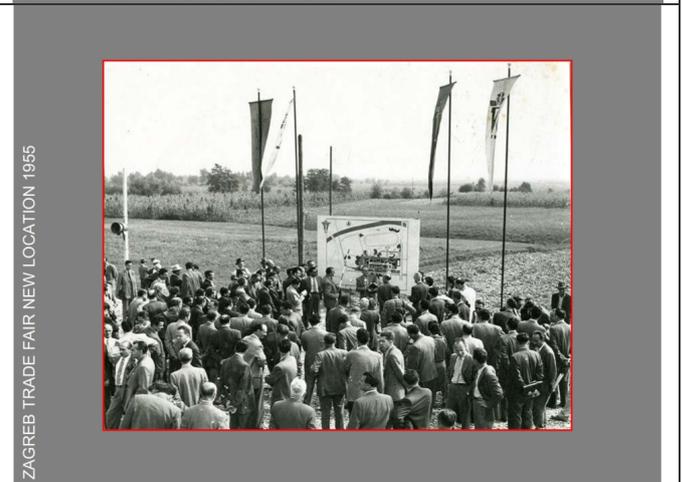
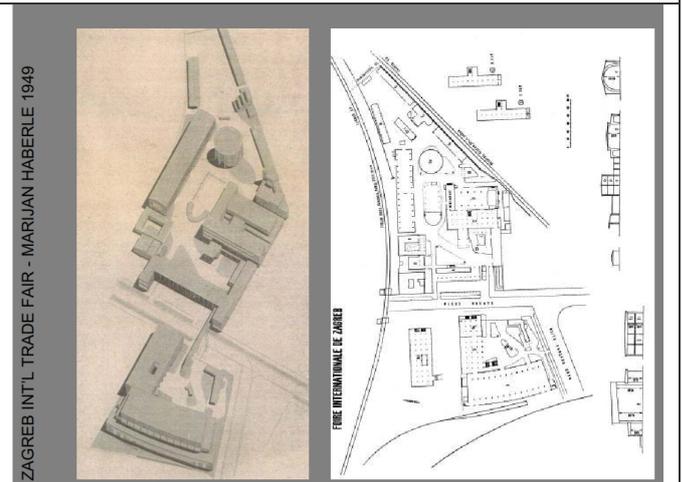
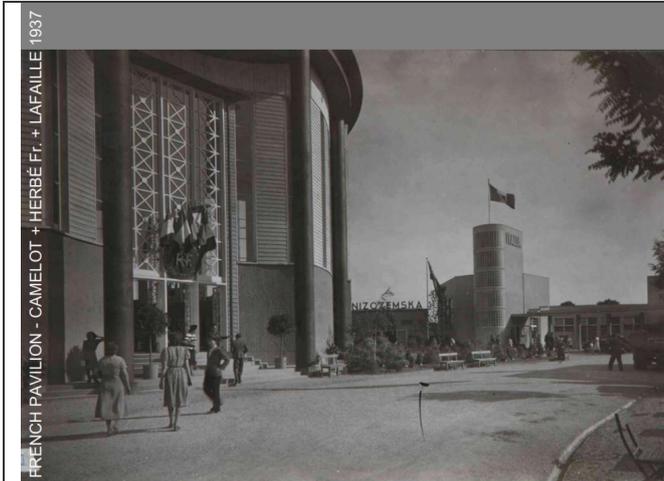
**ZAGREB STREET MAP 1864**

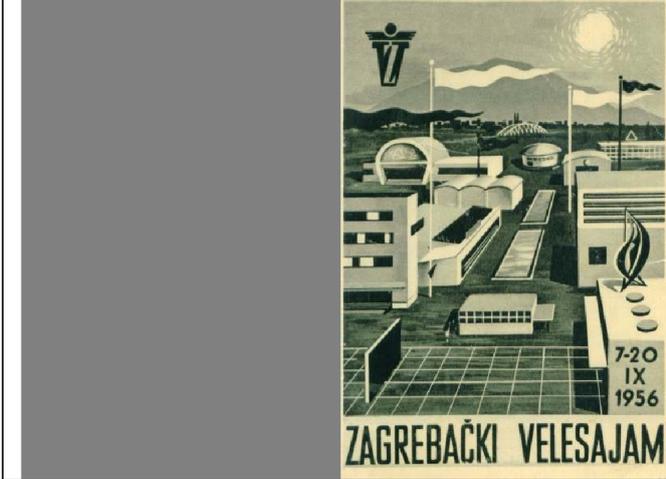
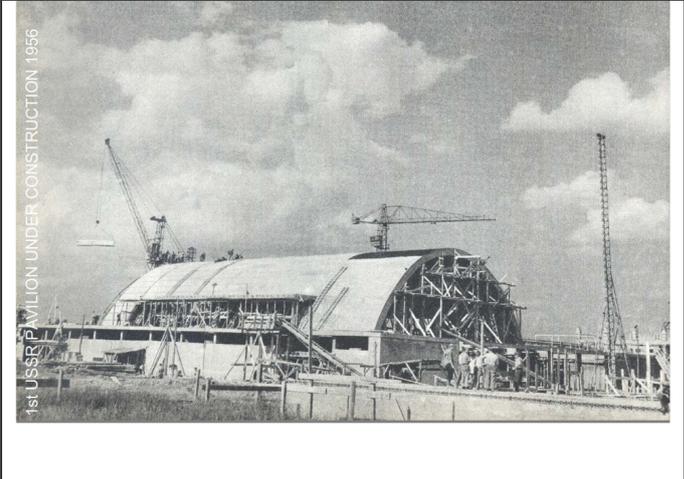
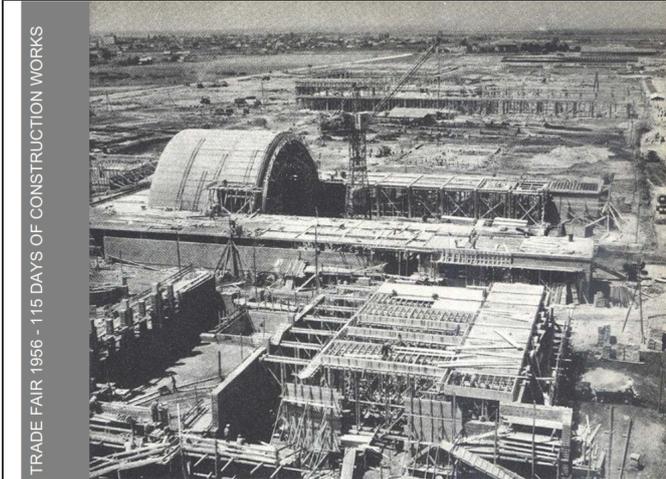
**ZAGREB. AGRAM**

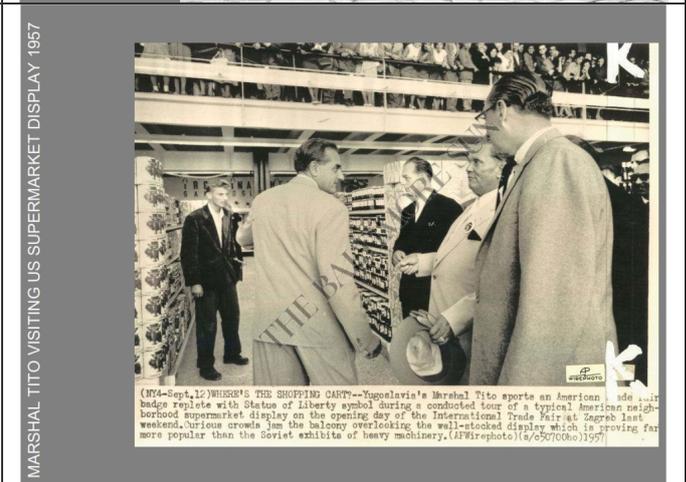
**NATIONAL ECONOMY AND FORESTRY EXHIBITION 1891**



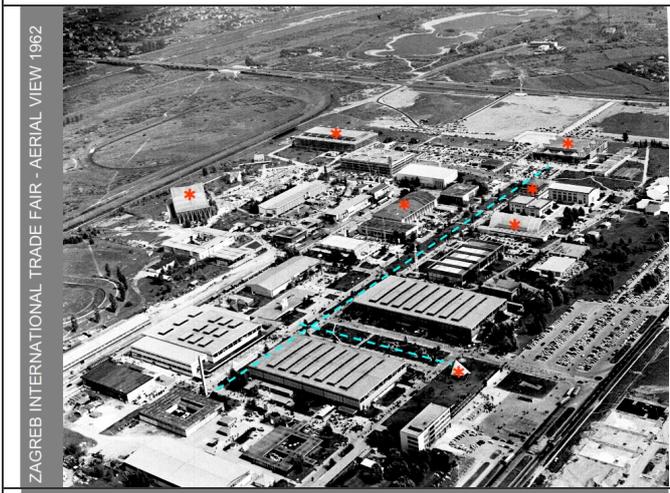
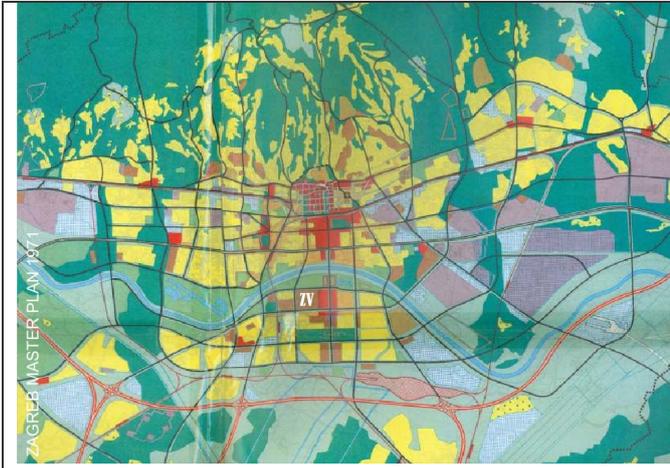


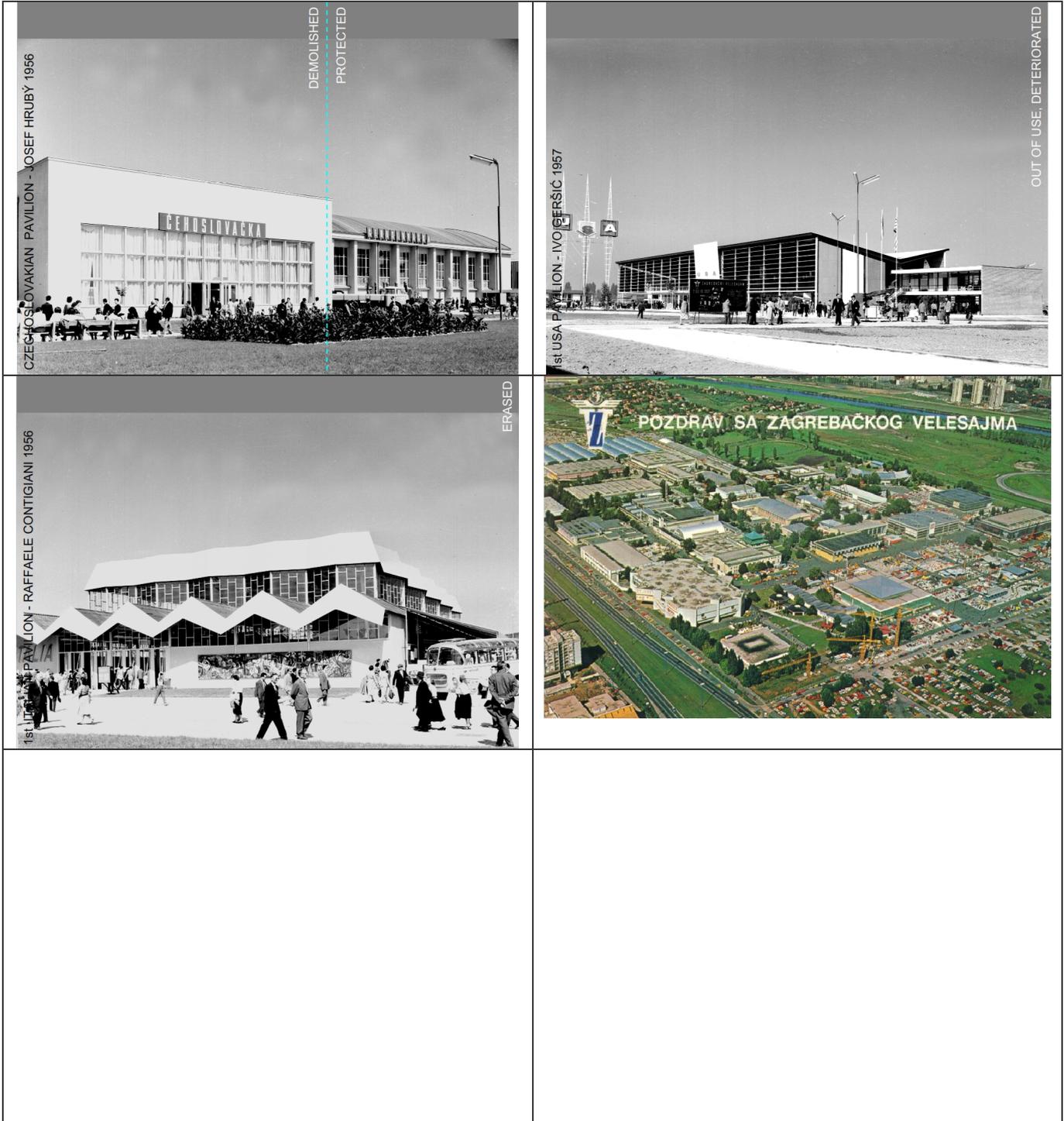












## D The presentations

Rick Vermeulen

### City and Fair



The modernization of Europe's exhibition infrastructure

CUPA Implementation Lab; 2-5 July 2013; Rick Vermeulen, University of Amsterdam



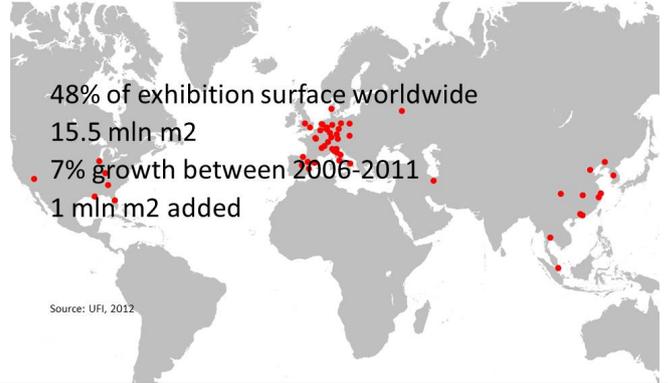
### European Exhibition centers



### European Exhibition centers



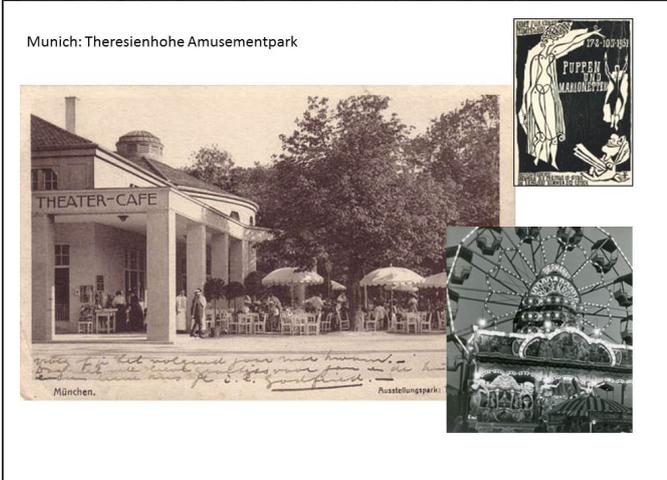
### European Exhibition centers

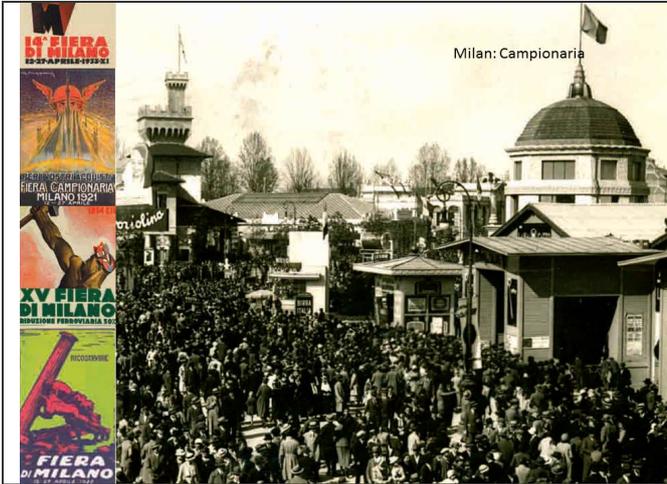


### Variations

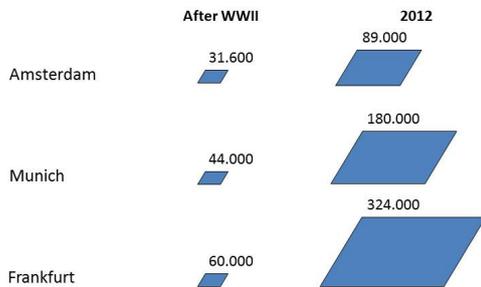
- Physical form
- Functions
- Institutional factors
- Spatial embeddedness







### Rapid enlargement of scale

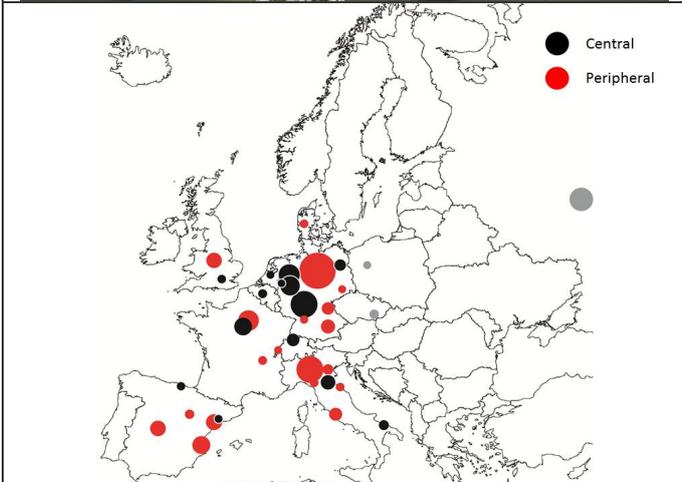
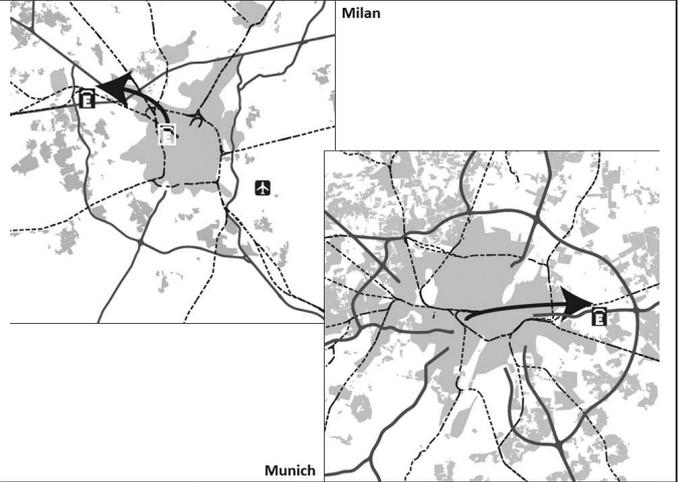


### Changes throughout 1980s

- Demise of large consumer fairs
- Internationalization of business fairs
- Specialization
- Increased fair competition

## Consequences

- Investments needed
  - Large, flexible, modern halls
  - New amenities
- Lack of space
- Nuisance for environment





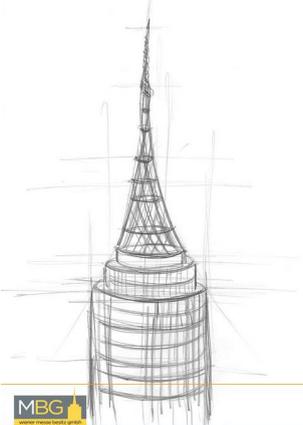
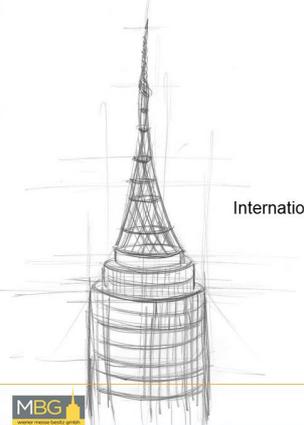
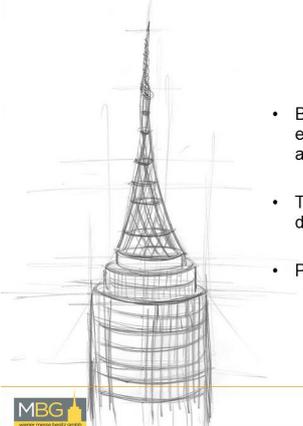
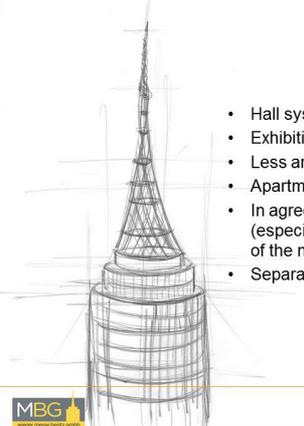
## D The presentations

Theo Bauernschmidt

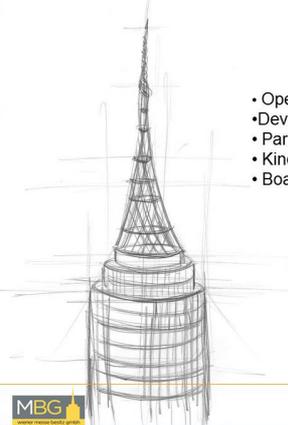
<p style="text-align: center;"><b>CUPA – Zagreb July 2013</b></p> <p style="text-align: center;">Experiences in planning and implementing a new urban district including a fair ground – Messestadt Riem Munich</p> <p style="text-align: center;">A presentation by Theo Bauernschmidt</p>	<p>Cooperation between the municipality, the town planners and the fair management:</p> <ul style="list-style-type: none"> <li>• definition of the dimensions of the urban land uses and the fair - size of the fair ground - two-story-halls to safe land? - facts and figures</li> <li>• estimation of the costs</li> <li>• traffic necessities, restrictions and development</li> <li>• dimension of parking space</li> <li>• <i>organisation</i>: fair construction company/fair shareholders/fair management municipal planning division/kommission consisting of the administrations, the major and city councillors/later separat city council committees</li> </ul>
<p>Goals of the fair management:</p> <ul style="list-style-type: none"> <li>• excellent access by cars, lorries and public transport</li> <li>• a very well organized fair ground – separated areas for visitors/exhibitors and delivering exhibition equipments – good flexibility for performing different fairs at one and the same time – possibility of running a fair exhibition and delivering a future exhibition</li> <li>• having an urban flair in the surrounding especially around the fair entrances – no separate fair’s greenfield situation</li> <li>• to safe costs in construction and maintaining the fair ground – refusing to have grasroofs on top of the halls – trying to reduce the green standards on fair ground – but later advertizing "fair in the green"</li> </ul>	<p>Complications in town planning induced by the fair:</p> <ul style="list-style-type: none"> <li>• huge fenced fair ground area, which shouldn’t be a barrier for residents and employees</li> <li>• pollution by fair traffic (cars and lorries) and delivering exhibition goods – localisation and structure of the fair ground – lorry-station away from housing areas for parking at night times – planning spatial distances between fair ground and housing areas – buildings with noise calming windows</li> </ul>
<p>Projects in the neighbourhood promoted by the fair:</p> <ul style="list-style-type: none"> <li>• hotels *</li> <li>• restaurants *</li> <li>• commercial use ++</li> <li>• evening amusement, prostitution ++</li> <li>• retail +</li> <li>• green areas, parks +</li> <li>• housing °</li> </ul> <p>examples, observations, experiences</p>	<p>Special fair conditions:</p> <ul style="list-style-type: none"> <li>• fair exhibitions are only about 160 days a year – the rest of the year is for setting-up and dismantling fairs or the fair ground is just out of use – for this time hotels, restaurants and other institutions have no fair visitors and exhibitors and they have to recruit other guests and customers</li> <li>• after a fair day visitors and exhibitors are mostly tired and overwrought by fair-stands advertizing, bright spotlights and continuous talks – so often their day’s evening programm is sitting in the green, going for a rest into the hotel, having evening eating, drinking and amusement</li> </ul>

## D The presentations

Katherina Weishaupt

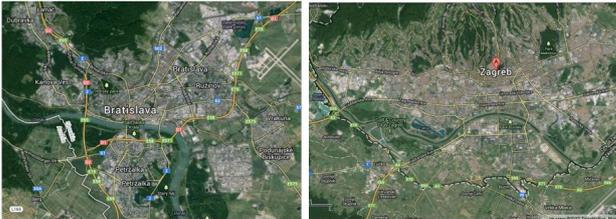
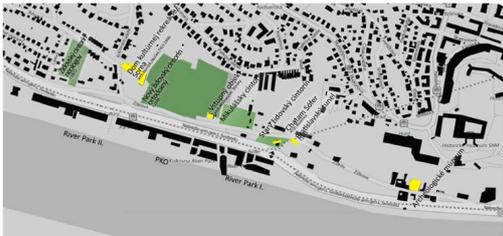
 <p><b>CUPA Workshop Zagreb</b> 3. – 5.7.2013</p> <p><b>Mag.<sup>a</sup> Dr.<sup>in</sup> Katharina Weishaupt</b> <b>Wiener Messe Besitz GmbH</b></p> 	 <p><b>Messe Wien</b></p> <p><b>Nr. 1 Congress Destination</b></p> <p>International Congress and Convention Association Ranking</p> 
 	 
 <p><b>The very beginning...</b></p> <ul style="list-style-type: none"> <li>• Business requested a realignment of the exhibition business as well as the entire area.</li> <li>• The grounds belonged to the city (2/3 directly, 1/3 indirectly)</li> <li>• Priority development area</li> </ul> 	 <p><b>Decisions made...</b></p> <ul style="list-style-type: none"> <li>• Hall system (before: pavilion system)</li> <li>• Exhibition &amp; congress business</li> <li>• Less area for the trade center itself</li> <li>• Apartment buildings, hotels</li> <li>• In agreement with public &amp; private transport (especially underground) and the development of the neighbouring areas</li> <li>• Separation of owner and operator</li> </ul> 

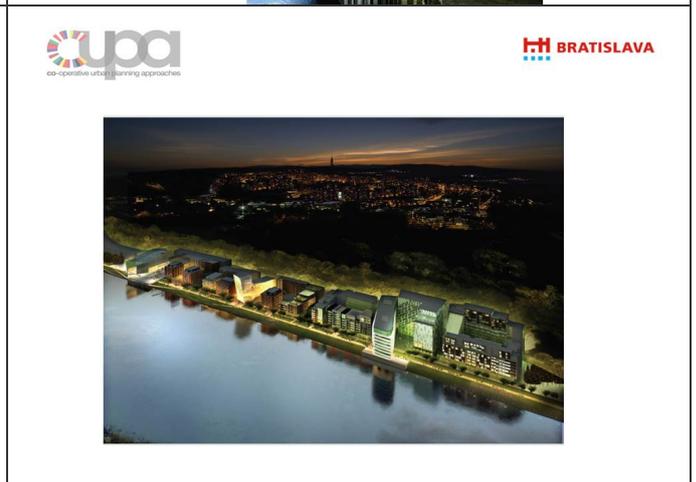
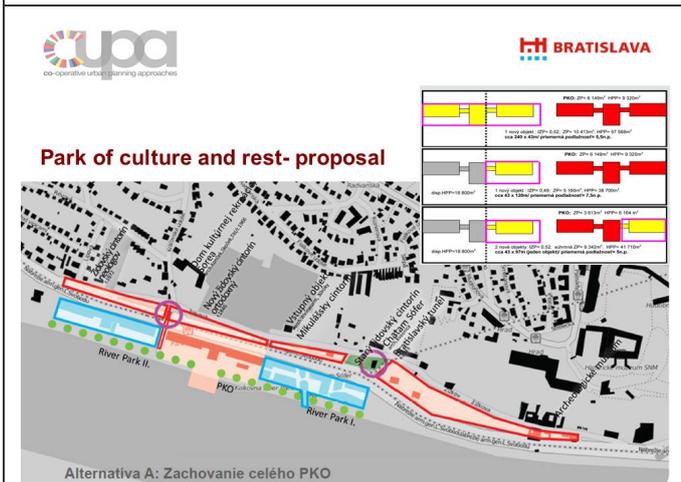
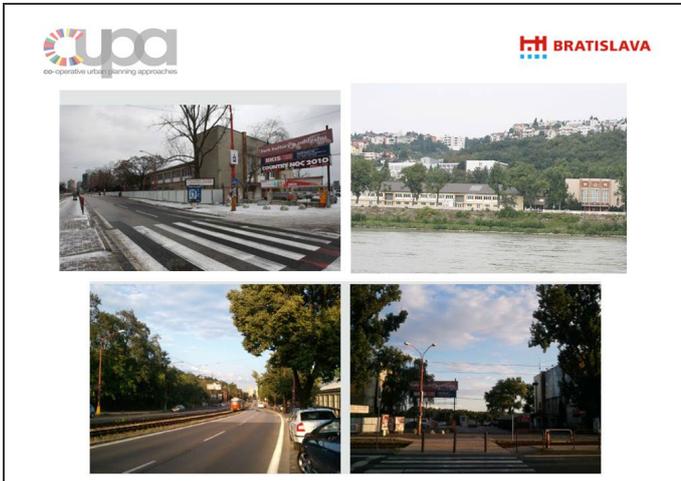


 <p>Realignment of Messe Wien enhanced further development in the neighboring areas such as</p> <ul style="list-style-type: none"> <li>• Viertel Zwei (offices, apartments, hotel)</li> <li>• Stadioncenter (shopping, offices)</li> </ul>   	<p><b>Upcoming...</b></p> <ul style="list-style-type: none"> <li>• Opening of the university</li> <li>• Development of the Messesallee Nord</li> <li>• Parking House</li> <li>• Kindergarden</li> <li>• Boarding House</li> </ul>  
 <p>Thank you for your attention</p> <p><b>Mag.<sup>a</sup> Dr.<sup>in</sup> Katharina Weishaupt</b>  <b>Wiener Messe Besitz GmbH</b>      Messeplatz 1      A-1021 Wien      Tel.: +43 1 720 40 50  <a href="mailto:office@mbg.at">office@mbg.at</a>  <a href="http://www.mbg.at">www.mbg.at</a></p> 	

## D The presentations

Monika Šmiralová

  <p><b>BRATISLAVA REFERENCE CASES</b></p> <p><b>1. Park of culture and rest, 2. Incheba</b></p> <p><b>Participants:</b> Vladimír Hrdý Monika Šmiralová Dana Hausnerová</p> 	  <p><b>BRATISLAVA</b>      <b>ZAGREB</b></p> 
  <p><b>Oriental fair – fair for eastern Europe</b></p> <p>- this slogan was 90 years ago for the first time introduced a new international trade fair</p> <p>- <b>in 1920 established Oriental society In Bratislava</b> - that was only a year and a half after the city called Bratislava - Pressburg - Pozsony, when Bratislava became the capital of Slovakia</p> <p>- fair wanted to compete with Budapest and Vienna</p> <p>- poster shows docker in slovak folk costume and in the background is Bratislava Castle-symbol of the town</p> 	  <p><b>BRATISLAVA REFERENCE CASES</b></p> <p><b>1. Oriental fair - Danube International fair 2. Park of culture and rest, 3. Incheba- EXPO Bratislava</b></p> 
  <ul style="list-style-type: none"> <li>• <b>in 1921 Oriental fair originally started in the port area and its near</b> –between Old bridge and Apollo bridge</li> <li>• exhibition space had around 1 500 square meters</li> <li>• <b>in 1923 changed name from Oriental fair to Danube International Fair</b></li> <li>• year <b>1931</b> was for Danube fair also significant because port hasn't inaf space for exhibition –so <b>the city council resolved to build a new exhibition space</b></li> <li>• council decided between area Tehelné pole and Danube waterfront below the castle.</li> </ul> 	  <ul style="list-style-type: none"> <li>• <b>in 1942 ended activity of Danube fairs</b></li> <li>• in April <b>1943</b> the government announced that the Danube fair will be not, because of war</li> <li>• <b>after the war</b> the waterfront below Bratislava Castle <b>built Park of Culture and Recreation (PKO)</b>-for cultural and social events, as well as exhibitions and fairs</li> <li>• <b>late 70th years</b> showed that the Bratislava-need exhibition pavilions-because of it ,in <b>Petržalka city part built INCHEBA pavilions</b></li> </ul>  <p><b>Park of culture and rest- current status</b></p>



**INCHEBA- EXPO ARENA**  
„all below one roof“



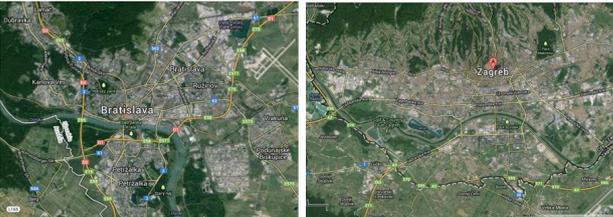
**International CHEmical Bratislava**

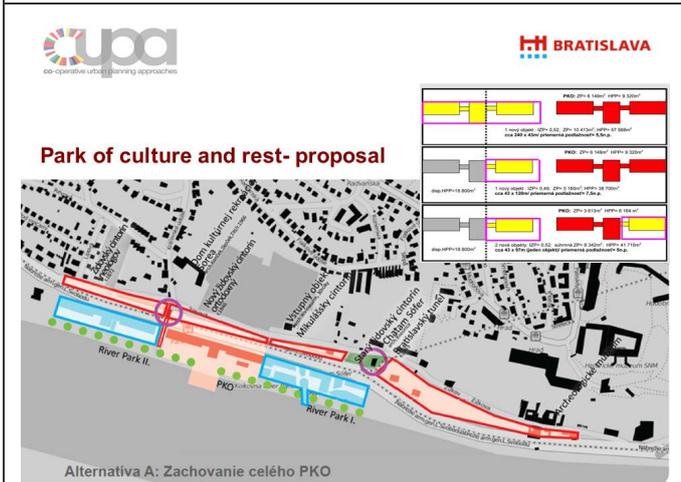
- 5 minutes from austrian border
- 7 minutes to the city centre
- flexibility: 60 000 m2 exhibition space, 40 000 m2 empty space
- exhibitions: autosalon, CONECO, FLORA,
- hotel
- administration



## D The presentations

Vladimír Hrdý - Monika Šmiralová - Dana Hausnerová

  <p><b>BRATISLAVA REFERENCE CASES</b></p> <p><b>1. Park of culture and rest, 2. Incheba</b></p> <p><b>Participants:</b> Vladimír Hrdý Monika Šmiralová Dana Hausnerová</p> 	  <p><b>BRATISLAVA</b>      <b>ZAGREB</b></p> 
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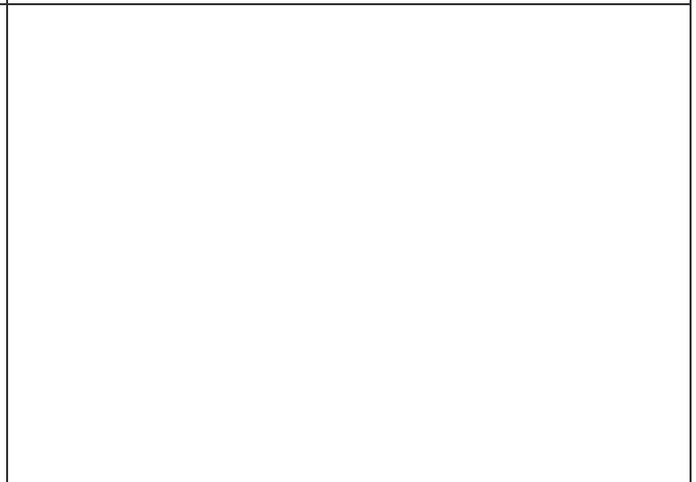


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# D The presentations

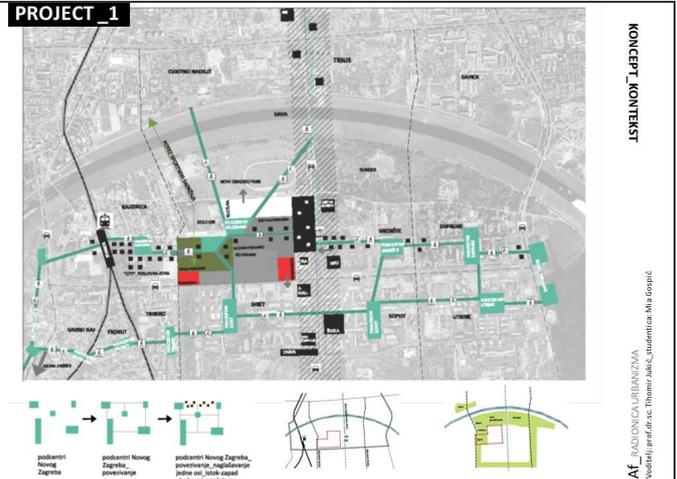
Tihomir Jukić

UNIVERSITY OF ZAGREB  
 FACULTY OF ARCHITECTURE  
 Town-planning and  
 physical planning department  
 Kačićeva 26, ZAGREB 10000, Croatia  
 phone: ++385(1) 4639-436 fax: ++385(1) 4639-284  
 e-mail: tihomir.jukic@arhitekt.hr

## ZAGREB FAIR -URBAN TRANSFORMATION

Professor: TIHOMIR JUKIĆ, Ph.D.  
 Students: Snježana Kopejtko  
 Mia Gospić  
 Asja Barić  
 Roko Šarić

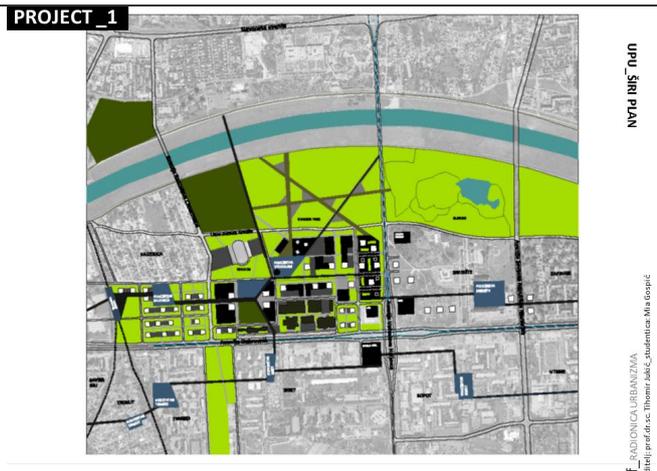
**PROJECT\_1**



**KONCEPT\_KONTEKST**

AF\_BROJONICA\_URBANIZAMA  
 Voditelj: prof.dr.sc. Tihomir Jukić, studentica: Mia Gospić

**PROJECT\_1**



**UPU ŠIRI PLAN**

AF\_BROJONICA\_URBANIZAMA  
 Voditelj: prof.dr.sc. Tihomir Jukić, studentica: Mia Gospić

**PROJECT\_2**



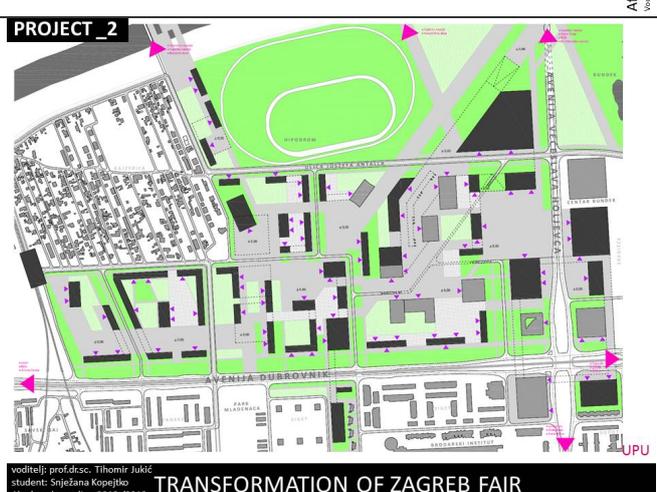
**KONCEPT**

FFZG NSB  
 FFZG  
 NSB  
 OVIJETNO NASELJE  
 SVEUČILIŠNI POTEZ  
 KULTURNI POTEZ  
 ZADRŽAVANJE HIPODROMA  
 ZELENI POTEZ  
 SAVSKI KITI  
 STARO TRNJE  
 TRNJANSKA SAVICA  
 VESLAČKO NASELJE  
 NOVA TRAMVAJSKA LINIJA  
 SREDIŠĆE  
 ZAPRUDE  
 SAVSKI GAJ  
 TRNSKO  
 SIGET  
 SOPOT  
 UTRINE

**TRANSFORMACIJA ZAGREBAČKOG VELESAJMA**

Voditelj: prof.dr.sc. Tihomir Jukić  
 student: Snježana Kopejtko  
 Akademska godina 2012./2013.

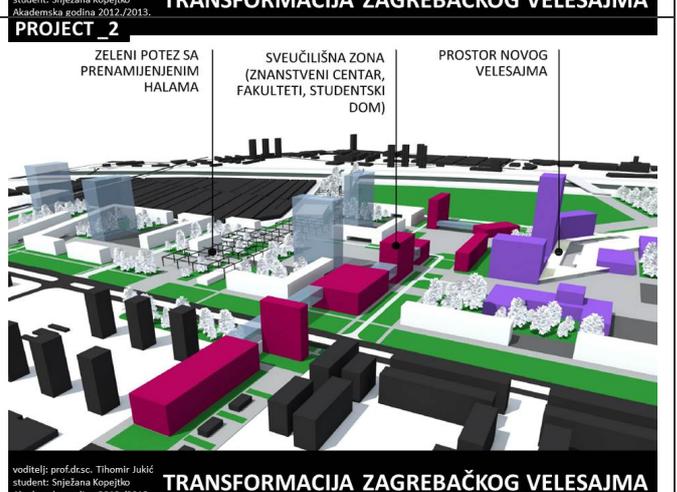
**PROJECT\_2**



**TRANSFORMATION OF ZAGREB FAIR**

Voditelj: prof.dr.sc. Tihomir Jukić  
 student: Snježana Kopejtko  
 Akademska godina 2012./2013.

**PROJECT\_2**



**TRANSFORMACIJA ZAGREBAČKOG VELESAJMA**

ZELENI POTEZ SA  
 PRENAMIJENJENIM  
 HALAMA

SVEUČILIŠNA ZONA  
 (ZNANSTVENI CENTAR,  
 FAKULTETI, STUDENTSKI  
 DOM)

PROSTOR NOVOG  
 VELESAJMA

Voditelj: prof.dr.sc. Tihomir Jukić  
 student: Snježana Kopejtko  
 Akademska godina 2012./2013.

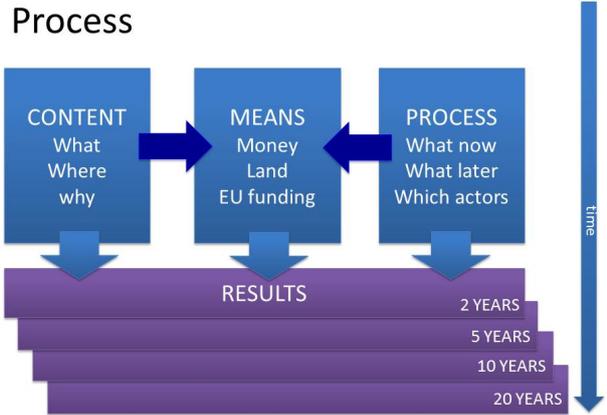


# D The presentations

Final presentation

	<h3>Fair site in bigger Zagreb context</h3>						
<h3>Focus area</h3>	<h3>Use axis between Zagreb &amp; Novi Zagreb</h3>						
<table border="0"> <tr> <td data-bbox="199 1415 406 1657"> <p><b>RE-SCALEING</b> Downsizing the Fairsize but upgrading the quality</p> </td> <td data-bbox="406 1415 614 1657"> <p><b>TARGET GROUP</b> South East Europe</p> </td> <td data-bbox="614 1415 805 1657"> <p><b>RE-PROGRAMMING</b> starting at the sides assets</p> </td> </tr> <tr> <td data-bbox="199 1657 406 1897"> <p><b>STRATEGY</b> 3 options</p> </td> <td data-bbox="406 1657 614 1897"> <p><b>ENTERPRISE LAB</b> EU funding with cooperation of Technical University <b>FAIR</b> activities <b>SPORT &amp; FOOD</b> events</p> </td> <td data-bbox="614 1657 805 1897"> </td> </tr> </table>	<p><b>RE-SCALEING</b> Downsizing the Fairsize but upgrading the quality</p>	<p><b>TARGET GROUP</b> South East Europe</p>	<p><b>RE-PROGRAMMING</b> starting at the sides assets</p>	<p><b>STRATEGY</b> 3 options</p>	<p><b>ENTERPRISE LAB</b> EU funding with cooperation of Technical University <b>FAIR</b> activities <b>SPORT &amp; FOOD</b> events</p>		<h3>Process</h3>
<p><b>RE-SCALEING</b> Downsizing the Fairsize but upgrading the quality</p>	<p><b>TARGET GROUP</b> South East Europe</p>	<p><b>RE-PROGRAMMING</b> starting at the sides assets</p>					
<p><b>STRATEGY</b> 3 options</p>	<p><b>ENTERPRISE LAB</b> EU funding with cooperation of Technical University <b>FAIR</b> activities <b>SPORT &amp; FOOD</b> events</p>						

<p><b>Process</b></p> 	<p><b>Step 1 Decision Making</b></p> <p>GOVERNMENTAL RESPONSIBILITIES</p> <ul style="list-style-type: none"> <li>• Define ambition</li> <li>• Define area</li> <li>• Appoint project leader</li> <li>• Define tasks and commissions project leader</li> </ul>		
<p><b>Step 2 Decision Making</b></p> <p>DELEGATED OPERATIONS</p> <ul style="list-style-type: none"> <li>• Install projectgroup</li> </ul> <table border="1" data-bbox="194 1137 746 1355"> <tr> <td> <p><b>Public sector</b></p> <ul style="list-style-type: none"> <li>Office strategic planning (chair)</li> <li>Zagreb fair holding</li> <li>Office economic affairs</li> <li>Tourism board</li> <li>Traffic department</li> <li>.....</li> </ul> </td> <td> <p><b>Private sector</b></p> <ul style="list-style-type: none"> <li>Chamber of commerce (chair)</li> <li>Logistics expert</li> <li>Fair expert</li> <li>Economic dvpt. expert</li> <li>University</li> <li>SEECEL</li> <li>.....</li> </ul> </td> </tr> </table>	<p><b>Public sector</b></p> <ul style="list-style-type: none"> <li>Office strategic planning (chair)</li> <li>Zagreb fair holding</li> <li>Office economic affairs</li> <li>Tourism board</li> <li>Traffic department</li> <li>.....</li> </ul>	<p><b>Private sector</b></p> <ul style="list-style-type: none"> <li>Chamber of commerce (chair)</li> <li>Logistics expert</li> <li>Fair expert</li> <li>Economic dvpt. expert</li> <li>University</li> <li>SEECEL</li> <li>.....</li> </ul>	<p><b>Step 4 Decision Making</b></p> <p>DELEGATED OPERATIONS</p> <ul style="list-style-type: none"> <li>• Define guiding principles <ul style="list-style-type: none"> <li>- Policy on broad lines</li> <li>- Define time line</li> <li>- Monitoring system</li> </ul> </li> <li>• Define project</li> <li>• Organise city conference</li> </ul>
<p><b>Public sector</b></p> <ul style="list-style-type: none"> <li>Office strategic planning (chair)</li> <li>Zagreb fair holding</li> <li>Office economic affairs</li> <li>Tourism board</li> <li>Traffic department</li> <li>.....</li> </ul>	<p><b>Private sector</b></p> <ul style="list-style-type: none"> <li>Chamber of commerce (chair)</li> <li>Logistics expert</li> <li>Fair expert</li> <li>Economic dvpt. expert</li> <li>University</li> <li>SEECEL</li> <li>.....</li> </ul>		
<p><b>Step 4 Implementation</b></p> <p>Operational elaboration of project Set up incremental way of working</p> <ul style="list-style-type: none"> <li>-&gt; 2 years</li> <li>- research</li> <li>- attract financial resources</li> <li>- search for users</li> <li>- compartmentalisation of area</li> <li>- set up PPP approach</li> <li>-&gt; 5 years; 10 years; 20 years</li> </ul>	<p><b>Step 5 Implementation</b></p> <p>Organise Stakeholder involvement</p> <ul style="list-style-type: none"> <li>• City of Zagreb</li> <li>• Surrounding neighbourhoods</li> <li>• Adjacent companies (hippodrome, SEECEL ...)</li> <li>• Contemporary users (transport cie, fair clients, sportsclubs .....)</li> <li>• Hotel chains</li> <li>• NGOs</li> </ul>		

### Step 6 Implementation

Organise Monitoring System

- City conference (renewed)
- City government decision (continued)
  
- Renew frame of reference
  - process
  - means
  - content - social cost benefit analysis

### Step 7

Work on - Enjoy life



Zagreb · Rijeka 2016  
3<sup>rd</sup> European Universities Games

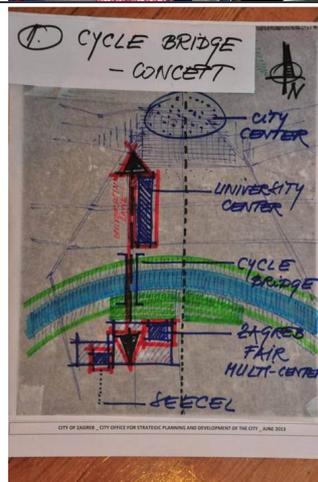
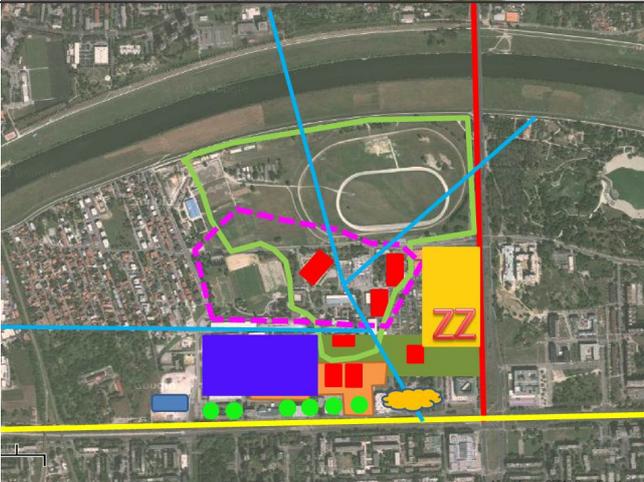


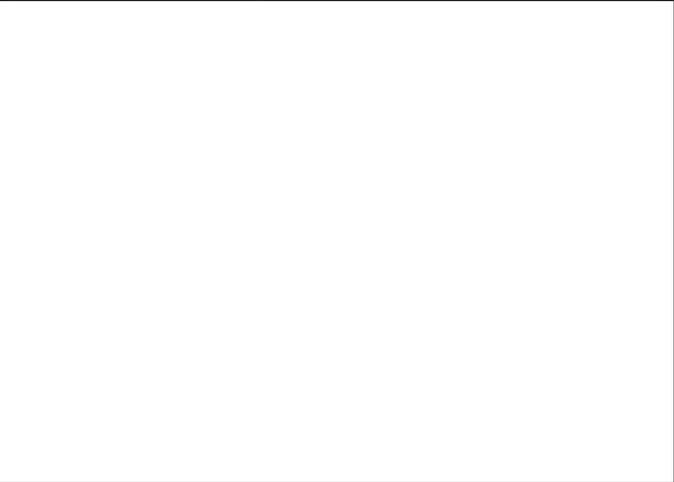
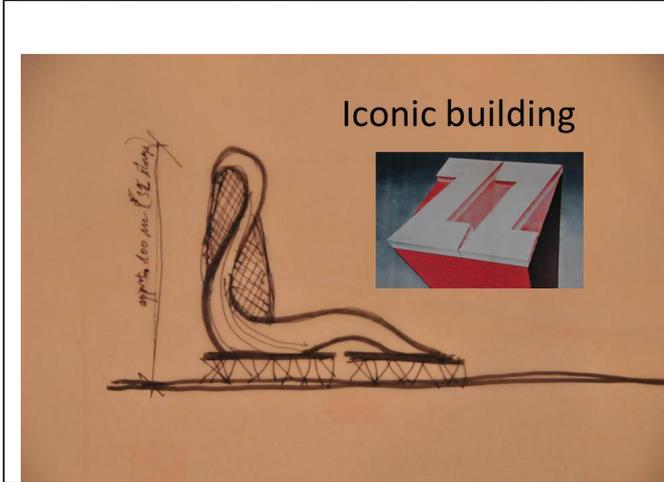
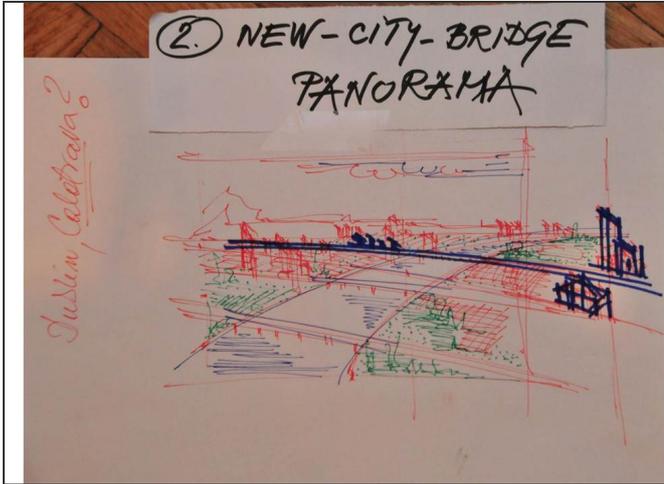
Daily  
sport  
activities



FABULOUS  
FOOD  
FESTIVAL

WEEKLY  
FOOD  
FAIR





**E** Photo collage





**The International Intervision Institute** is a product of many years of experience in the IFHP Working Party MILU, Multifunctional and Intensive Land Use (2000-2004) and the Interreg IIIc Operation MILU-net (2004-2007). MILU-net developed into a network of experts dedicated to the generation, collection, exchange and transfer of knowledge on the subject of multifunctional intensive land use as a means to realise more sustainable urban development in Europe. The members of MILU-net were European cities and leading European Research Institutions.

The experiences showed that urban and regional planning professionals are usually closely involved with their own region or city and often miss an objective evaluation of their work. All the cities involved in the MILU projects greatly appreciated the added value of an impartial, non-competitive and professional appraisal of planning problems and potential solutions.

After termination of the Interreg IIIc project, the initiators of MILU decided to continue working with the theoretical framework and the format of the Implementation Lab, that proved to be most productive for the solution of local development problems and for the implementation of strategies focused on multifunctionality, variety, differentiation and intensification.

III is a new initiative, aimed at a continuation of the MILU experience, and at building further on the added value of past experiences of analysis in four continents, 20 countries, and 30 specifically analyzed urban areas.

The goal of the IIIInstitute is to accelerate the development and acquisition of knowledge and competences for sustainable area development in:  
 urban areas, such as city centres, neighbourhoods, industrial areas, docklands, waterfronts, urban networks and suburbs;  
 rural areas, including urban/rural fringes, brownfield land, valuable cultural and historical land

The overall aim is to increase sustainable spatial quality. To this end we work from the following principles:

- An integrated approach - through interdisciplinary working.
- Meeting social needs - by generating support and consolidating interests.
- Effectiveness - by interpreting and addressing the problems of each area in its own right.
- Upgrading and renewing policies and policy measures - through comparison and evaluation of problem definitions with best practices elsewhere.

The added value provided by III consists of:

- Enhanced professional skills.
- A stronger elected administration and improved relations.
- Accelerated and improved processes.
- Optimized outcomes.
- Reduced risks
- Fresh insights and renewed working methods.
- A productive return on the use of resources.

For more detailed information see [www.iiinstitute.nl](http://www.iiinstitute.nl).

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