

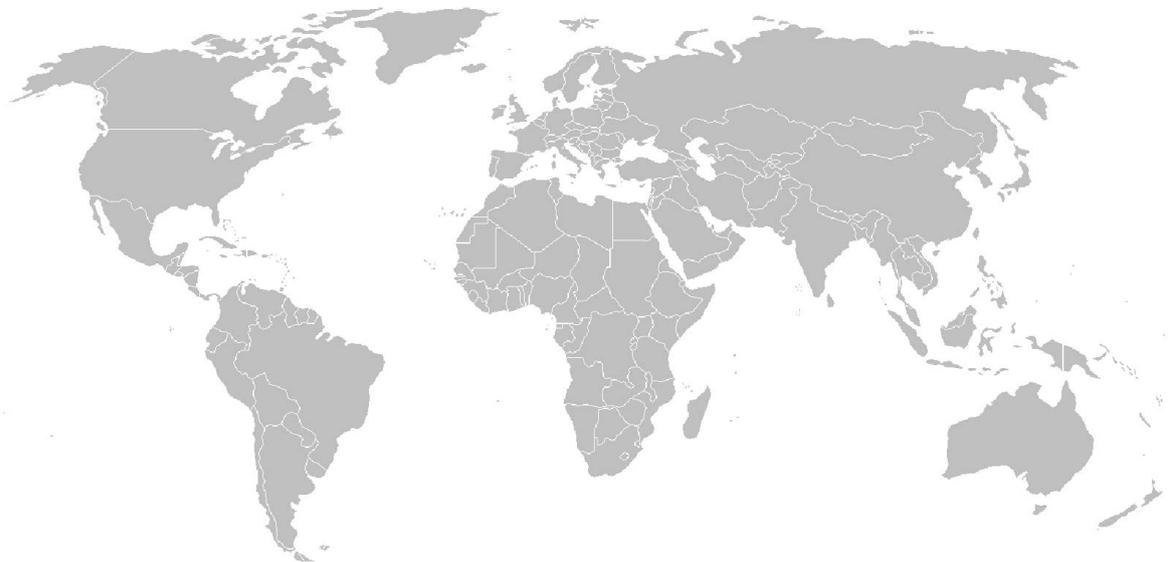
Annex A to the report



IMPLEMENTATION LAB DOSSIER

Zagreb Zagreb Fair grounds

2-5 JULY 2013



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**City of Zagreb
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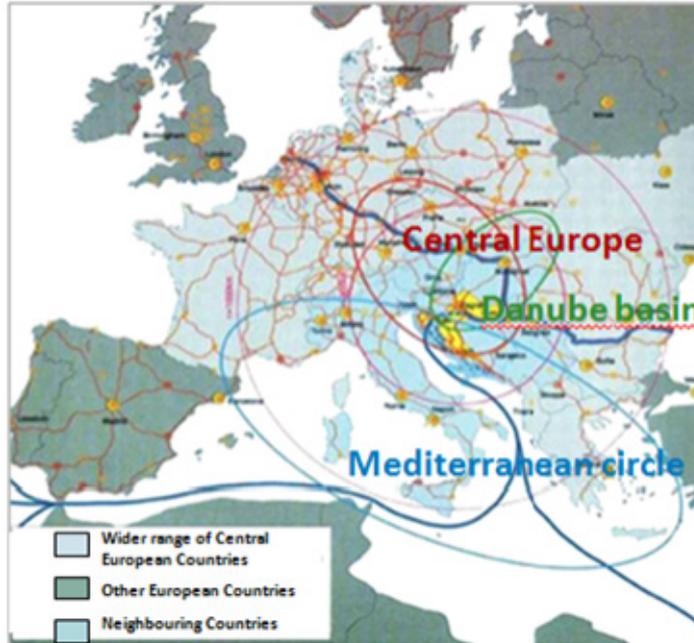
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	<ul style="list-style-type: none"> • Zagreb international trade fair_Origins and development (part 1 and 2), Aleksander Laslo, BArch, Cty of Zagreb_City Office of Strategic Planning and Development of the City, 2013 www.iiinstitute.nl • Awakening of New Zagreb, Djivo Dražić, BArch, 2013, www.iiinstitute.nl • Zagreb fair Grounds – Rethinking of New Zagreb, prof.dr.sc. Tihomir Jukić, 2013, www.iiinstitute.nl 	

1. INTRODUCTION ON THE CITY AND REGION

1.1. Main characteristics

The City of Zagreb is located in the south-western part of the Danube region, at the crossroads of major geographic regions of Europe - the Alps, Central European and Mediterranean-Dinaric regions.



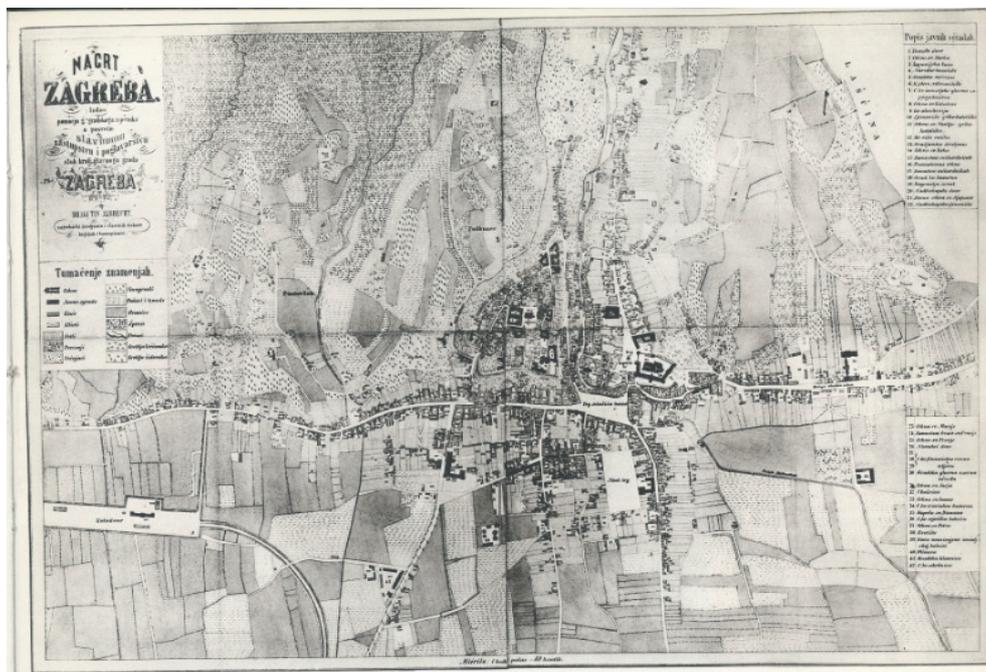
Position of Zagreb at the crossroads of major European geographic regions

Its traffic position determines the longitudinal and transverse directions of European significance linking the regions of Western and Central Europe with the countries of Central and Southeast Europe, Mediterranean Europe and the Middle East. Meeting here are three branches of the Pan-European traffic corridors: Corridor X, Corridor Xa and Corridor Vb.



Traffic position of Zagreb

The continuous development of Zagreb can be traced back to 1094, when the area of today's Kaptol diocese was founded. In the 13th century the settlement of Gradec received the privileges of a royal free town (Golden Bull). The city gradually developed and "lowered itself" to its suburbs and during the 17th, 18th and 19th century erected were the buildings in today's Ilica and Vlaška streets. In 1850, the former settlements of Gradec and Kaptol with surrounding settlements united into the single settlement of Zagreb.



Zagreb map from 1864 (Source: National and University Library in Zagreb)

The historical development of Zagreb depended on the policies of the former countries of which Croatia and Zagreb were a part. As part of the Austro-Hungarian Empire, in the second half of the 19th and early 20th century, Zagreb experienced significant economic growth primarily through the construction of the first railway connections with Vienna and Budapest, and later with other cities on the territory of Croatia and the Monarchy of the time. The economic development is reflected in the extensive construction and spatial expansion of the city to the east, west and south, and the strong development of industry in the areas along the railway line. Beginning on the one hand with the development of industry is stronger population growth, and on the other hand an increase in the number of commuters. At the time of SFR Yugoslavia, Zagreb experienced intensive industrialization, as well as the development of other economic and social activities and it was one of the most important economic centres in the former country. With the independence and establishment of Croatia, the conditions of the development of the city changed significantly. Zagreb developed as the capital and the most important economic, administrative, political and cultural centre. With Croatia's accession to the European Union, along with the preservation of the spatial, developmental and resource features of the Zagreb area and its uniqueness, also expected is its faster and easier integration into the network of European cities, to which Zagreb functionally and culturally belongs.

1.2. Facts and figures

More information: http://www1.zagreb.hr/zgstat/o_zagrebu_stat.html
The City of Zagreb_Statistical data summary

The area of Zagreb can be examined in terms of three different spatial and functional levels:



Spatial-functional levels of Zagreb

The urban area of the City of Zagreb (most of the settlements of Zagreb and Sesvete, without the area within Medvednica Nature Park, which, in the urban, physiognomic, municipal and other terms represent an urban area)

- Area: 238 km²
- Population: 742,248 (2011 census)
- No. of settlements: 2

City of Zagreb as a unit of regional self-government - county (NUTS III level)

- Area: 641.35 km²
- Population: 790.017 (2011 census)
- No. of settlements: 70

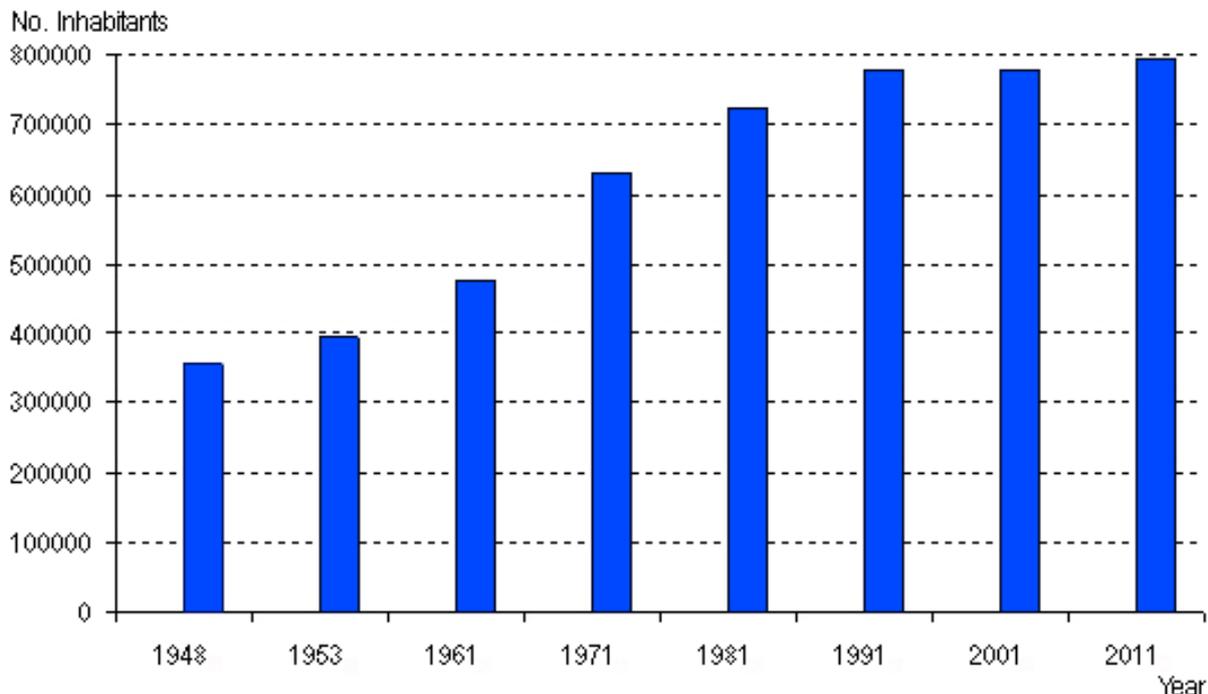
"Region of Zagreb" (area of the City of Zagreb and the County of Zagreb)

- Area 3,699.50 km²
- Population: 1,107,659 (2011 census)
- Number of settlements: 690

The City of Zagreb is organized into local self-government: city districts and city district councils. The local self-government consists of 17 city districts broken down into 218 city district councils.

The City of Zagreb as a county makes up only 1.1% of the area of Croatia, while the share of the population amounts to 18.4%. Population density of the City of Zagreb according to the latest census is 1,232 inh./km²; population density in urban areas is higher with an average of 3,119 inh./km², while the area of the historical districts (Donji Grad (Lower Town) and Gornji Grad (Upper Town) - Medveščak) amounts to an average of 5,146 inh./km².

Demographic growth in Zagreb during the 20th century was very intense. The total population in the period from 1948 to 2011, caused by accompanying factors supporting historical and social importance and economic development, increased almost 2.2 times, from 356,000 to 790,017 inhabitants. However, the growth trend slowed after 1991 and the population in the past 20 years grew by merely 12.191 inhabitants.



The City of Zagreb population from 1948 – 2011

In the last census period (2001-2011), the population of Zagreb increased by only 1.4%, or about 10,000 people. Thereby, the population of the City of Zagreb showed a slight decline (according to the 2011 census 688,183 inhabitants). More substantial depopulation occurred in the districts of the city centre, while the districts at the edges of the City recorded a growth in population. Living in the 69 settlements around the city of Zagreb are 101,854 inhabitants, while the largest settlement is Sesvete with a population of 54,085 inhabitants.

An analysis of the demographic development of the area of the "Zagreb region" indicates a process of demographic decentralization and suburbanization of Zagreb into its region. In the wider urban area or region of Zagreb, Zagreb, which covers a wider catchment area of about 690 settlements, along with residents of the City of Zagreb, living there is a total of nearly 1,100,000 inhabitants. Developing there is a network of satellite towns - Dugo Selo, Velika Gorica, Zaprešić and Samobor. These cities show population growth, a relatively large share of daily commuters-employees travel to Zagreb for work, but they themselves provide a quarter of all jobs in the surroundings of Zagreb.

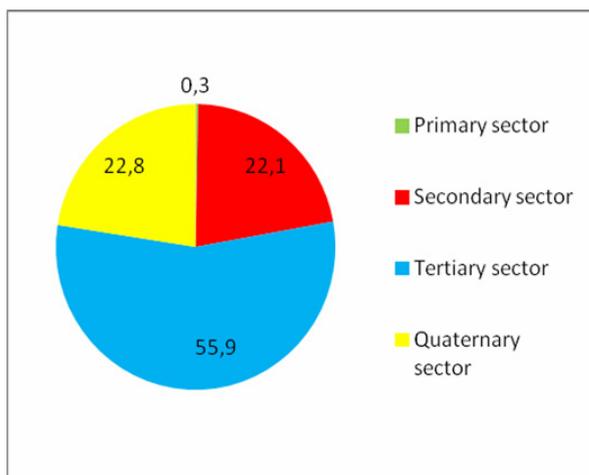
The population of Zagreb, like other European capitals, has been affected by the aging process, and its population is older than the average of the Republic of Croatia, with 17.3% of individuals older than 65 years of age.

The City of Zagreb is the leading economic centre of the Republic of Croatia. According to the latest available statistical indicators, the City of Zagreb realizes an annual GDP value of 14.8 billion €, or a third (33.3%) of the Republic of Croatia's GDP. For a long time now, it is the first on the list of counties according to level of development, particularly according to the indicator of achieved GDP per capita, which in 2010 amounted to € 18,645 at current prices.

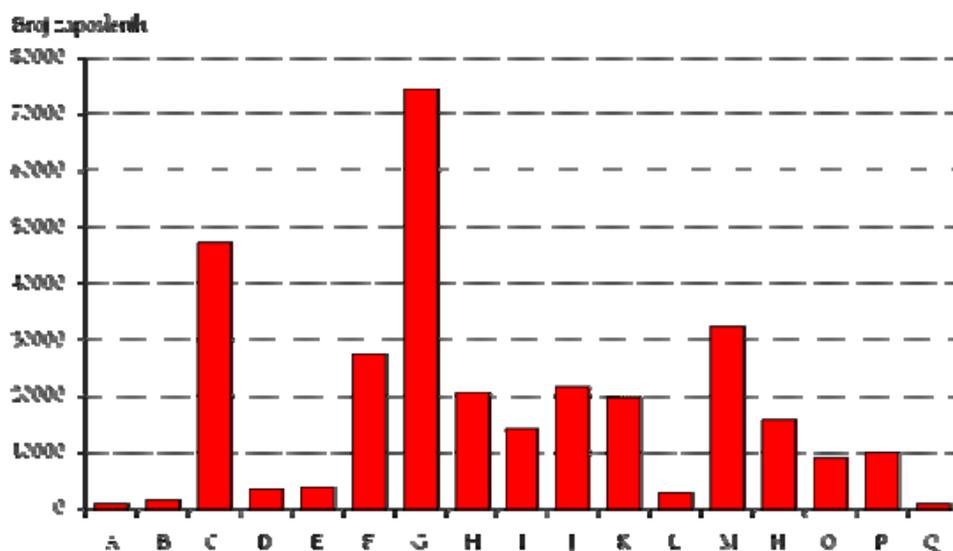
However, when the Republic of Croatia and Zagreb are compared in terms of GDP with the average of the EU-27, according to EUROSTAT's methodology of calculating GDP, i.e. in units of purchasing power parity, then Croatia in 2010 achieved GDP p.c. of 59% of this average, while in Zagreb, this same indicator was

higher by 8.9% than the EU-27 average (Index = 108.9). At the same time GDP p.c. in Zagreb at current prices is higher by 85.4% compared to the average achieved in the Republic of Croatia.

The economy of Zagreb at the time of transition is undergoing dynamic changes caused by the process of de-industrialization, tertiarization and privatization, which is reflected in the structure of employment by economic activity. In the past 20 years there has been a significant decline in the share of employment in the construction sector and in industry.



Share of employment by economic activity sectors in the City of Zagreb in 2011 (%)



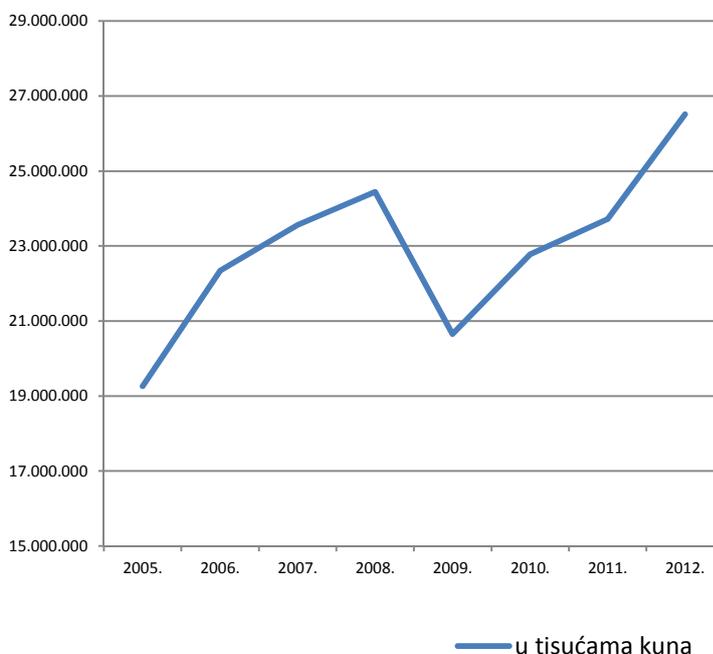
A-agriculture, forestry and fishing; B- mining and quarrying, C-manufacturing, D-eletricity, gas, steam and air conditioning supply, E-water supply, sewerage, waste management and remediation activities, F-construction, G-wholesale and retail trade, repair of motor vehicles and motorcycles, H- transportation and storage, I- accommodation and food service activities, J – information and communication, K-financial and insurance activities, L-real estate activities, M-professional, scientific and technical activities, N-administrative and support service activities, O-pubic administration and defence, compulsory social security, P-education, Q-Human health and social work activities, R-art, entertainment and recreation, S-other service activities, T-activities of households as employers, undifferentiated goods and services producing activities of households for own use, U-activities of extraterritorial organisations and bodies

Employees by activity in the City of Zagreb in 2011

According to the latest figures, in Zagreb there are about 41,000 unemployed, which is 8.2% and about half of the national average (17.4%).

Prevailing in the economic structure of the City of Zagreb are wholesale and retail with related activities (21.9%), followed by manufacturing, mining and quarrying (14.3%), financial and insurance activities (13.2%) and professional, scientific, technical, administrative and support service activities (11.7%). The structure is similar in the economic activities - trade 18.8%, industry 11.8%). Employed in business activities are 77.2%, and in non-business 22.8%. Of the business activities, prevalent are services with 55.8% of the employed, while employed in the manufacturing sector are 21.4% of employees.

The global economic crisis has strongly affected the economy of Croatia and Zagreb. But while the global and the European economies in 2010 and 2011 showed signs of recovery, the Croatian economy is still declining since 2009, although Zagreb in Croatia in recent times is showing signs of recovery. Croatian exports were on the rise in 2010 and 2011, to once again in 2012, according to preliminary statistics, mark a decline of 7.6 %, while imports also decreased by 8.6% (in USD), whereas inflation in relation to 2011 is on the rise.



Exports of the City of Zagreb 2005-2012 (in 000 kunas)

Of positive indicators in the last two years, it should be noted that in Zagreb there is a real economic growth rate – 3.3% in 2010, while the annual growth rate in Croatia amounted to -2.3%. Furthermore, once again there is also a growth in Zagreb's exports of goods from 2010 to 2013, which accounts for one third of Croatia's foreign trade, although the coverage of imports by exports is only about a third (33.6%), i.e. achieved is a foreign trade deficit (-66%).

The most important export markets for Zagreb entrepreneurs are: Bosnia and Herzegovina (20.6% of total exports), Italy (9.4%), Germany (7.0%), Slovenia (6.8%), Malta (4.6%), Serbia (4.0%), the U.S. (3.8%), Russia (3.6%), Austria (3.3%), Hungary (3%), while in other countries there were fewer exports.

The following countries have the largest share in Zagreb's total imports: Italy (13.7%), followed by Russia (11.9%), Germany (10.8%), China (8.1%), Slovenia (6.0%), Azerbaijan (6%), France (3.6%), Austria (3.4%), Hungary (3.3%), Switzerland (2.4%) and other countries.

1.3. Future challenges

Croatia's joining the European Union will entirely change the position of Zagreb and Croatia, which will become the "gate" to the countries and economies in the region, thus creating the need for redefinition of economic plans and tasks.

In order to fulfil the need for a comprehensive approach to managing the development of the City of Zagreb, a document titled *ZagrebPlan* was created in 2009.



The first Zagreb Plan (adopted by the City Assembly) ends in 2013 (2014) and currently the new one for the period 2014-2020 is being prepared. The aim was to design a strategic development document that is both ambitious and achievable at the same time, skillfully balancing between fantasy and reality. Special attention is given to "identification" of the possible zero activity - the first step leading towards achievement of the goal that is measurable and should be accomplished as soon as possible.

ZagrebPlan is the development strategy dictating measures and activities for the desired vision and long-term goals and priorities to be implemented by the end of 2013, i.e. 2014. It complies with the guidelines of the regional development policy of the Republic of Croatia and has a long-term focus on fostering a harmonious and balanced development, environmental protection and preservation of diversity of the cultural heritage. The legal framework and guidelines are set by the Law on Regional Development (2009) and its bylaws.

ZagrebPlan states strategic goals, priorities and measures for the specific time period, all of them in accordance with the agreed long-term vision: The City of Zagreb – urban incubator of sustainable concepts, entrepreneurship and new values.

The realization of six strategic goals: Competitive economy, Development of human resources, Environmental protection and sustainable management of natural resources and energy, Improving the urban quality and city functions, Improving the quality of living, Improving the development management system, is further supported by 18 priorities. Some of the priorities are: development of an incentive-based entrepreneurial environment; development of an economy based on knowledge, innovations, and quality; development of Zagreb as a city of knowledge and University; sustainable use of the entire city space; improvement of inhabited city areas; effective management of City space and City assets; strengthening inter-county cooperation, international links and recognisibility of the City.

Strategic goals, priorities and measures

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C1. COMPETITIVE ECONOMY	C1.P1 DEVELOPMENT OF AN INCENTIVE-BASED ENTREPRENEURIAL ENVIRONMENT	C1.P1-M1 STRENGTHENING THE BUSINESS INFRASTRUCTURE	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M2 DEVELOPING ENTREPRENEURIAL CLUSTERS	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M3 DEVELOPMENT OF A MORE FAVOURABLE FINANCIAL ENVIRONMENT FOR SMALL AND MEDIUM- SIZED COMPANIES AND BUSINESSES	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P1-M4 INCENTIVES FOR DEVELOPING EDUCATION FOR ENTREPRENEURS	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
	C1.P2 DEVELOPMENT OF THE ECONOMY BASED ON KNOWLEDGE, INNOVATIONS AND QUALITY OF PROVIDED GOODS AND SERVICES	C1.P2-M1 STRENGTHENING TECHNOLOGICAL INFRASTRUCTURE	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P2-M2 DEVELOPMENT OF BIO-SCIENCES, APPLICATION AND COMMERCIALISATION OF KNOWLEDGE AND TECHNOLOGY	BIO-CENTRE: BUSINESS INNOVATION AGENCY BICRO CCTM: CHILDREN'S HOSPITAL SREBRNJAK CIVK: FACULTY OF VETERINARY SCIENCE
		C1.P2-M3 ENCOURAGING CREATIVE INDUSTRIES	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C1.P2-M4 DEVELOPMENT OF TOURISM	GRADSKI URED ZA GOSPODARSTVO, RAD I PODUZETNIŠTVO
		C1.P2-M5 DEVELOPMENT OF AGRICULTURAL-FOOD PRODUCTION	CITY OFFICE FOR AGRICULTURE AND FORESTRY
	C2. DEVELOPMENT OF HUMAN RESOURCES	C2.P1 ZAGREB—CITY OF KNOWLEDGE AND UNIVERSITY CITY	C2.P1-M1 ASSISTANCE TO THE BORONJAK UNIVERSITY CAMPUS PROJECT
C2.P2 DEVELOPMENT AND IMPROVEMENT OF THE LABOUR MARKET		C2.P2-M1 ADAPTATION OF EDUCATION PROGRAMMES AND IMPLEMENTATION OF ACTIVE MEASURES FOR EMPLOYMENT	CITY OFFICE FOR ECONOMY, LABOUR AND ENTERPRISES
		C2.P2-M2 DEVELOPMENT OF A MODEL ACCESSIBLE PERMANENT EDUCATION AND REQUALIFICATION	CITY OFFICE FOR EDUCATION, CULTURE AND SPORTS
		C2.P2-M3 STRENGTHENING COMPETENCIES AND INCREASING BUSINESS POSSIBILITIES FOR VULNERABLE GROUPS THROUGH SOCIAL ECONOMY PROGRAMMES	CITY OFFICE FOR HEALTH AND WAR VETERANS

26 / ZAGREBPLAN / CITY OF ZAGREB DEVELOPMENT STRATEGY 2013.

STRATEGIC GOALS	PRIORITIES	MEASURES	STAKEHOLDER
C3. ENVIRONMENTAL PROTECTION AND SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND ENERGY	C3.P1 ENVIRONMENTAL PROTECTION, PRESERVATION AND IMPROVEMENT OF THE ENVIRONMENT	C3.P1-M1 ESTABLISHMENT OF A CENTRAL INFORMATION SYSTEM AND COMMUNICATION STRATEGY ON THE ENVIRONMENT	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M2 SUSTAINABLE MANAGEMENT OF CITY FORESTS	CITY OFFICE FOR AGRICULTURE AND FORESTRY
		C3.P1-M3 EVALUATION, PROTECTION AND SUSTAINABLE MANAGEMENT OF CONSTITUENT NATURAL ELEMENTS OF THE CITY: MEDVEDNICA AND SAVA	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M4 GEOTECHNICAL AND SEISMIC MICRO-ZONING OF THE CITY OF ZAGREB	CITY OFFICE FOR PHYSICAL PLANNING, CONSTRUCTION OF THE CITY, UTILITY SERVICES AND TRANSPORT
		C3.P1-M5 DEVELOPMENT OF MECHANISMS FOR IMPLEMENTING PROTECTION OF BIOLOGICAL DIVERSITY	CITY INSTITUTE FOR PROTECTION OF CULTURAL MONUMENTS AND NATURE
		C3.P1-M6 COMPILATION AND PUTTING INTO FUNCTION THE LANDSCAPE BASIS OF THE CITY OF ZAGREB	CITY OFFICE FOR THE STRATEGIC PLANNING AND DEVELOPMENT OF THE CITY
		C3.P1-M7 PROTECTION AND IMPROVEMENTS TO AIR QUALITY	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M8 IMPLEMENTATION OF MEASURES FOR THE PROTECTION OF WATER	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M9 COMPILATION OF THE STRATEGIC MAP FOR NOISE AND ACTION PLANS	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT
		C3.P1-M10 IMPROVING THE SYSTEM FOR COMPREHENSIVE WASTE MANAGEMENT	CITY OFFICE FOR ENERGETICS, ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT – SECTOR FOR ENVIRONMENTAL PROTECTION AND WASTE MANAGEMENT
	C3.P2 SUSTAINABLE ENERGY MANAGEMENT, INCREASING THE PROPORTION OF SUSTAINABLE ENERGY SOURCES, REDUCING GREENHOUSE GASES AND LIGHT POLLUTION	C3.P2-M1 ENCOURAGING THE USE OF RENEWABLE ENERGY SOURCES, COGENERATION AND ENVIRONMENTALLY FRIENDLY FUELS	CITY OFFICE FOR ENERGETICS, ENVIRONMENT PROTECTION AND SUSTAINABLE DEVELOPMENT

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More information: <http://www.iiinstitute.nl> ZagrebPlan Summary

Some of the planned measures partly connected to our project are: strengthening the business infrastructure, holistic spatial development planning, preservation, renewal and sustainable use of cultural heritage, urban regeneration etc.

1.4. Policy context

Zagreb has a long tradition in spatial planning. The first Development Plan from 1865 depicts regulation of Donji Grad and its compounds with historical settlements (Kaptol and Gradec), two variants of the railway to Budapest with the location of the railway station, the port and channels to the Sava River. (According to the official census from 1869 Zagreb had 19,857 inhabitants). After that came the Development Plan from 1887-1889 and a series of development plans providing framework for further arrangement of urban areas. After WWII particularly important for the present location of the Zagreb Fair was the Development Plan from 1953.



Contemporary land use planning is governed by the Law on Spatial Planning and Construction regulating the system of spatial planning and construction, the authority of the state power and bodies of local and regional government in administrative and other procedures, and the administrative supervision and inspections.

The spatial planning system consists of entities, documents, regulations and procedures to ensure monitoring, to determine the conditions and ways of preparation, adoption and implementation of spatial planning documents and management of the building land. The effectiveness of the spatial planning of the State is provided by the Croatian Parliament and the Croatian Government as well as by the representative and executive bodies of local and regional self-management units by adopting spatial planning documents and other documents specified by the Law.

For counties and large cities (determined in accordance with a special law), spatial planning includes issuing of location permits and other documents necessary for the construction.

The spatial planning activity for the State is carried out by the Croatian Institute for Spatial Development and for the counties, that is for the City of Zagreb, by spatial planning institutes, established as public institutions with the task to develop and monitor the implementation of spatial planning documents at the local (regional) level, that is at the level of the City of Zagreb. The Bureau for Spatial Planning Zagreb is in charge of the City of Zagreb.

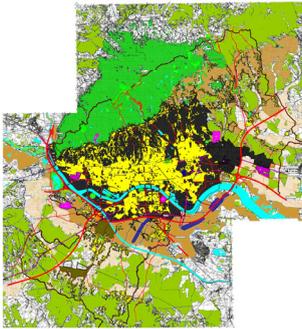
Spatial planning documents:

STATE LEVEL		REGIONAL LEVEL		LOCAL LEVEL	
Spatial planning strategy of Croatia	S	Spatial plan of the county	S	Spatial plan of a large city, town, municipality	S
Spatial planning programme of Croatia	S	Spatial plan of the City of Zagreb	S	Urban development plan	I
Spatial plans of special areas (national parks and nature parks)	S	Spatial plans of special areas	S	Detailed urban development plan	I

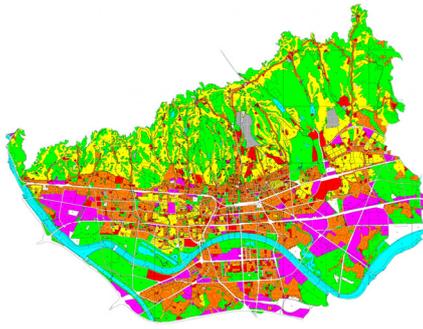
S – strategic spatial planning document
 I – implementary spatial planning document

Due to the status as the local and regional self-management unit the City of Zagreb is somewhat specific as regards the regulation of spatial planning issues and responsibilities.

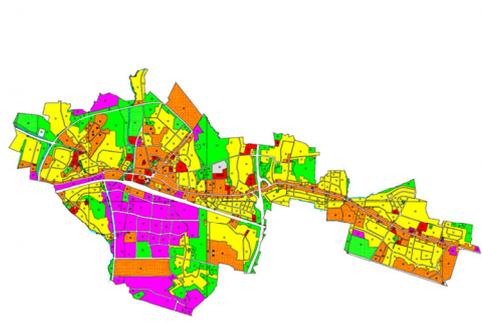
The strategic spatial planning documents, which apply to the City of Zagreb, and are adopted by the City Assembly are: the Spatial plan of the City of Zagreb (adopted in 2001, several amendments) that covers the entire administrative area, and two master plans for the urban area(s) of the City of Zagreb: the Master plan Zagreb (220 km², adopted in 2007, several amendments) and Msaster plan Sesvete (18 km², adopted in 2003, several amendments). At the level of spatial planning documents implementation a series of urban development plans and detailed urban development plans are in force.



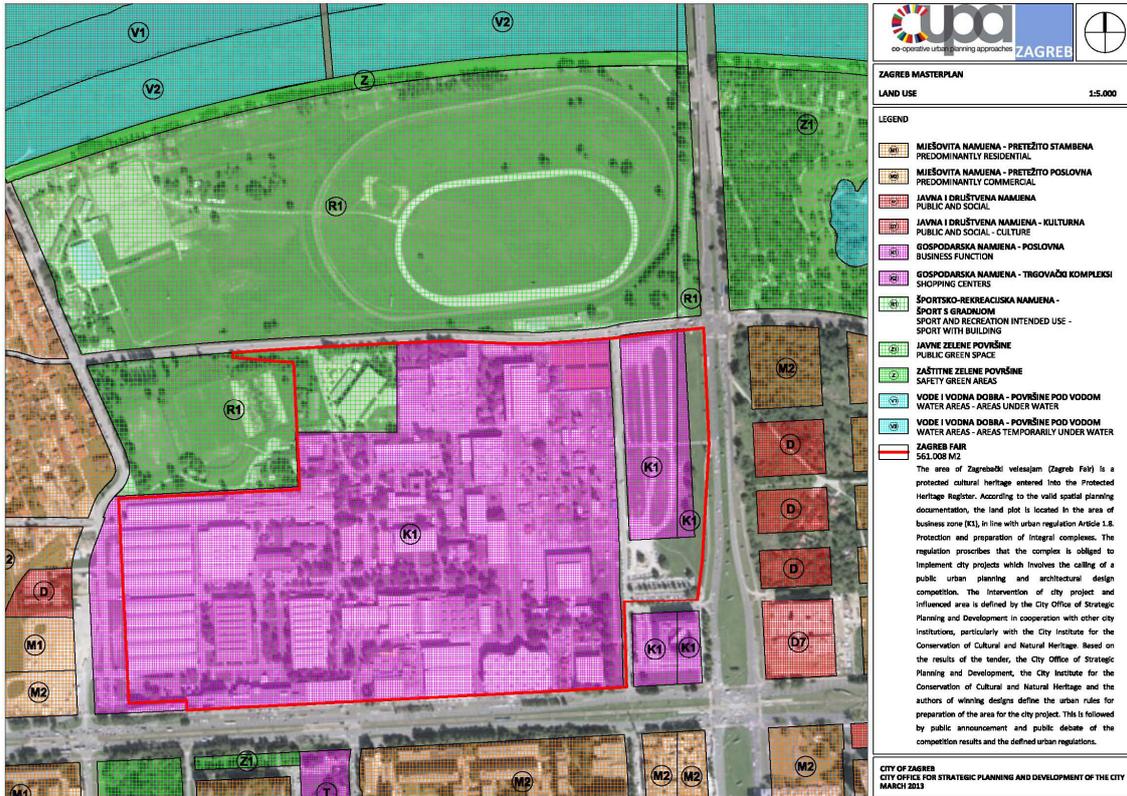
Spatial Plan



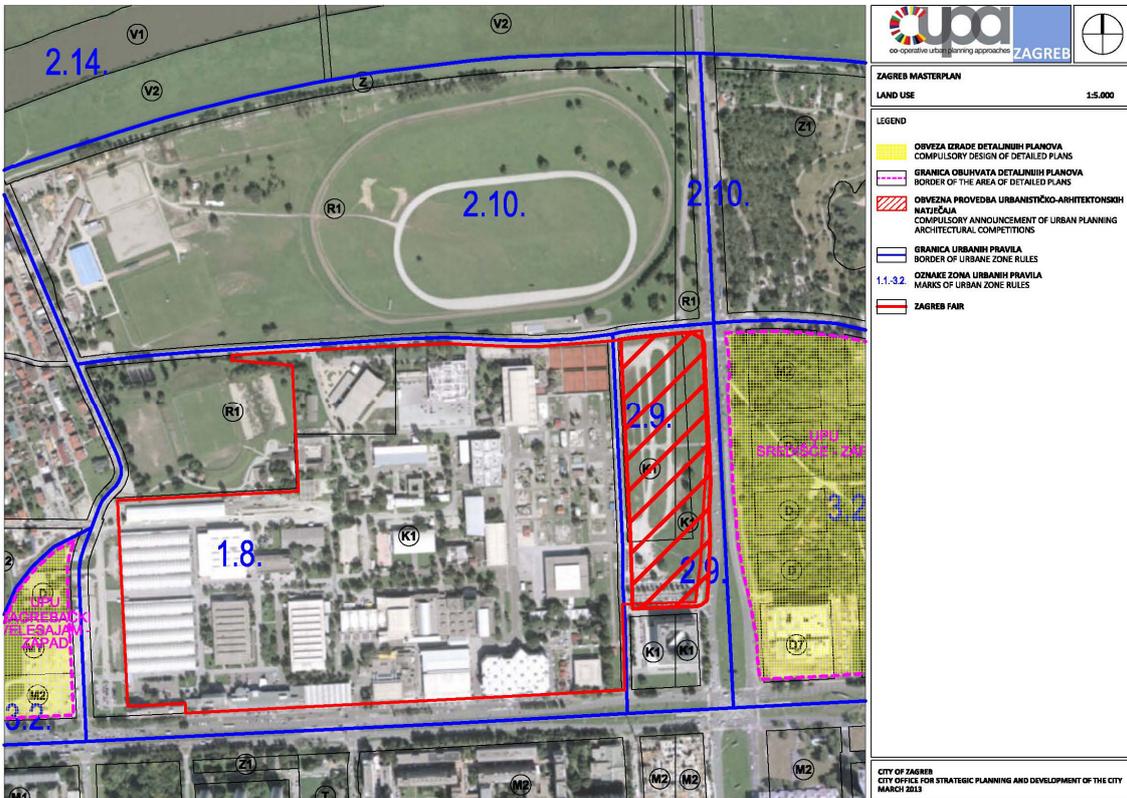
Master Plan for Zagreb and Sesvete



Spatial planning rules for the Zagreb Fair are defined by the Master plan Zagreb. The area of the Zagreb Fair and eight pavilions are protected as cultural heritage and registered in the Cultural Heritage Register. The land plot is planned as the business zone (K1), in line with the urban regulation Article 1.8. "Protection and preparation of integral complexes". This regulation prescribes the obligation to implement „city projects procedures“, which involves the calling of a public urban planning and architectural design competition, and defines that the scope of interventions and influenced areas are defined by the City Office of Strategic Planning and Development of the City in cooperation with other city institutions, particularly with the City Institute for the Conservation of Cultural and Natural Heritage. Based on the tender results the City Office of Strategic Planning and Development of the City, the City Institute for the Conservation of Cultural and Natural Heritage and the authors of the winning designs define the urban rules for preparation of the area for the city project. This is followed by public announcement and public debate on the competition results and the defined urban regulations.



City of Zagreb Master Plan _ Land Use



City of Zagreb Master Plan _ Procedures

2. CASE STUDY – GENERAL INFORMATION

ZAGREB FAIR

2.1. Where is the area situated within the region/city? What kind of functions does it have?

Zagreb Fair is located on the central axis of the city, in the area of the right Sava River bank, 5km away from the central city square. The complex is situated on the eastern edge of the City district New Zagreb – West and borders with the City district Newi Zagreb – East.



Location of the Zagreb Fair



Zagreb Fair and the central city axis

The entire complex of the Zagreb Fair covers an area of 560,000 m².

On the north side it is bordered by the Jozsef Antal Street, the Hyppodrome and the Sava River, on the east side by the Večeslav Holjevac Avenue, on the south side by the Dubrovnik City Avenue and on the west side by the Radoslav Cimerman Street.



Zagreb Fair and surrounding areas



Aerial photo of the Zagreb Fair complex

During its development the Zagreb Fair complex had a dominant economic function and it eventually grew into the leading economic fair in this part of Europe. When the construction began in 1955 on today's premises, it corresponded to international standards, and its size - the third-largest fair in Europe – was appropriate for the role and significance of the biggest economic event in this part of Europe. Along with the international trade fair in Leipzig, it was then a real bridge between the developed countries of the East and West and the developing countries, but also a “polygon” for the presentation of major industrial countries for the whole SEE region and beyond.

Due to the dissolution of SFR Yugoslavia and entering the period of transition, a significant part of the market was lost. The last twenty years were characterized by slower activities. Today the Zagreb Fair organizes 25 specialized events annually. WTC Zagreb operates within the Zagreb Fair. It has been a member of the World Trade Centers Association (WTCA) since 1999. The Congress Centre (halls of different sizes with seating capacity ranging from 40 to 1,200) also plays in important part.



Examples of specialised fairs

Besides economic functions, a significant role in business activities of the Zagreb Fair belongs to the cultural function which is reflected in space and pavilion rental for organization of concerts, parties and multimedia festivals, such as Sonar.hr. Especially important is the sports function realized through rental and adaptation of open-air and closed complexes of the Zagreb Fair. The development of the sports function of the complex is the result of the needs of the population for such facilities on one hand and of the availability of a large open-air and closed area (exhibition pavilions) within the complex on the other.

2.2. Characteristics of the area

The area of the City district New Zagreb – West, within which the Zagreb Fair is located, stretches over an area of 63 km², and is the third-largest city district in Zagreb. In 2011 it had 58,103 inhabitants. At the lowest level of the local government it consists of 16 local boards of various features and degree of urbanization. For the purpose of this analysis significant are the local boards of Kajzerica, Lanište, Savski Gaj, Trnsko and Siget and the local boards of Središće and Sopot, located in the district New Zagreb - East, since they are bordering with the Zagreb Fair.

Zagreb Fair is located at the border (contact) of two City districts: New Zagreb – West and New Zagreb - East. Given the socio-economic, functional and morphological structure, New Zagreb is characterized by extreme diversification. In view of the functional structure, the residential functions prevail, although the share of other functions increases. The morphological structure to the west of the Zagreb Fair (Kajzerica) is dominated by family houses and irregular street structure, while in the northern part a regular grid of short streets, the comb structure, with the prevailing new housing construction and four- storey buildings with fewer flats can be observed. To the south of the Zagreb Fair large apartment blocks built during the 1960s and 1970s can be found. To the north and northeast of the Zagreb Fair complex prevalent are green recreational areas and sports facilities – the Sava River banks, the football field and the Hyppodrome.

The structure of neighboring areas of City district New Zagreb – East is much more balanced and characterized by large residential blocks, with recreational zones – the Budek Lake Park and Sava River banks.

2.3. What is the challenge for the area?

The collapse of the former state has led to a significant reduction of the Zagreb Fair's catchment market. Traditional general sample fairs have disappeared and their role has been taken by smaller specialized fairs. At the same time the negative effects of the global crisis on a slowing economy and the regional fair activities since the end of 2008 (which are expected to cease by 2013-2015) have caused changes in current priorities of the business strategy and to expanding the scope of activities and the business itself to markets of new countries. A more powerful opening towards the EU has raised the issue of competitiveness of the Zagreb Fair since the trade fairs in the region (Vienna, Munich, Milan) have reorganized their fair business much earlier thus negatively affecting the interest of exhibitors for the Zagreb Fair.

The fundamental problems of the Zagreb Fair are the spatial and architectural overcapacitation in relation to the business needs on one hand and the infrastructure, which is not sufficiently adapted to modern and competitive fair activities, on the other. It is therefore a prerequisite for further development of the Zagreb Fair to reorganize the complex through revalorization and reduction of the existing exhibition area as well as to build new modernized spaces that would be competitive with fairs in the region, and in the future also to build the Zagreb Congress Center.

Although the Zagreb Fair was an important impetus for the development of New Zagreb and was actually developing together with it, and simultaneously exercising the economic function at the city, state and international levels, it still remains relatively "detached" from its neighborhood. The first reason is the inability to use more freely the open-air space by the people since the complex is fenced. The exceptions are the sports and recreational facilities situated in the north-eastern part of the complex and the south facade containing services for public use (post office, several small shops, catering facilities and the large furniture salon). Another reason is a relative distance to the majority of public transport stations on circumferential roads, thus partially impeding arrival to the complex, with the exception of trams along the south main entrance.

In the past 20 years, the City districts New Zagreb - East and New Zagreb - West have shown a slow change of function, i.e. the introduction of new functions. At the time when new neighborhoods were being built in these districts and during the first decades of their use, they were considered as Zagreb "dormitory" having a prominent residential function and the working functions limited to the supply of the local population. The lack of "contents" other than housing has always been viewed as the major disadvantage of New Zagreb, as opposed to the indisputable quality of this successfully planned housing project, which is continually confirmed when compared to other urban residential districts, both from the past and even more from the present. Over the years the residents of new Zagreb have fully embraced their settlement, where the amount of green surfaces and the sun are treated as an advantage, despite the lack of urban facilities. However, the "City" in the full sense of the word has always remained on the northern bank of the Sava River.

The transition period led to a greater decentralization and suburbanization of trade and business activities. In 2007 in the immediate vicinity of the Zagreb Fair the first shopping center in this part of town, Avenue Mall, was opened, thus initiating a revival of the area especially by attracting young users. The expansion of business functions was facilitated by opening up of a number of companies in the business zone Buzin which is only a 10-minute drive away from the Zagreb Fair complex on the way to the airport. Also, in the City district New Zagreb - East there are some state institutions such as the Croatian Tax Administration, as well as some City of Zagreb administrative offices. Furthermore, several higher education institutions and secondary schools have strengthened the educational functions. The cultural function has been reinforced by the opening of the Museum of Contemporary Art, which has also contributed to the decentralization of cultural activities in the City. Launching of the residential-commercial complex Bundek, located to the east of the Zagreb Fair, will bring new users (apartments, hotels, offices).

BUNDEK CENTRE



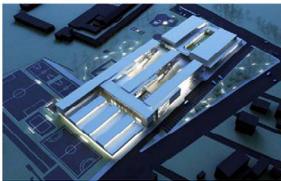
- 87,500 m2 total area
- 20,000 m2 of office space
- 4,500 m2 commercial and service purposes
- 515 parking spaces for users of office space
- 227 apartments

Major changes are going to happen in the area west of Zagreb Fair with realisation of several new projects that have been planned:

Kajzerica – area under transformation



SCHOOL & KINDERGARTEN AT KAJZERICA



Competition in 2008.

1st prize: Vedran Pedišić, Emil Špirić, Erick Velasco Ferrera, Juan Jose Nunez Andrade



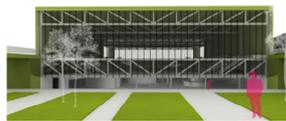
The complex has a total of 15 000m2 usable area which includes:
- Primary and secondary school, a sports hall with seating for 400 people and on the other side nursery.

URIHO - HOME FOR THE DISABLED AND COMPLEX FOR PRODUCTION & REHABILITATION



Competition in 2008.

1st : prize Ivan Galić (NOP Studio), author team: Ante Senjanović, Tomislav Matušin, Bojana Benić, Anja Mraković



3.3 ha plot area
- production and Rehabilitation Complex, which consists of three parts: administrative, productive and part for rehabilitation
- sports hall
- A home for people with disabilities

TRAFFIC ROADS



The roads (north – south and east – west) have location permit

- planned in 2013. – building permit and construction

CRAFTSMANSHIP CENTRE

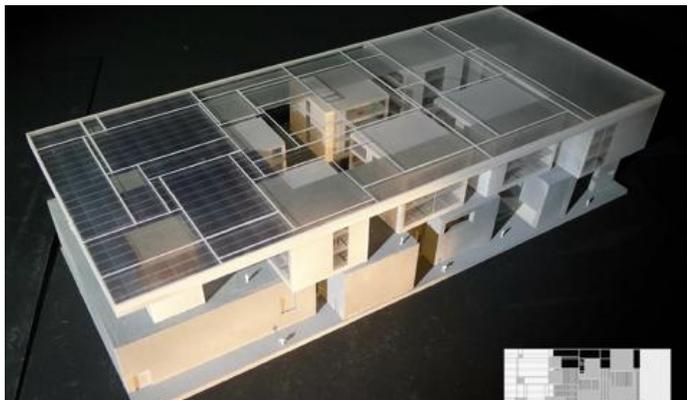
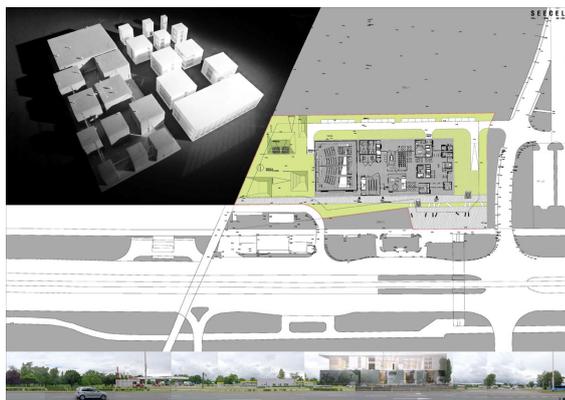


Competition ended in April 2013.
1st prize:
Ivan Galić, dia. NOP STUDIO d.o.o., author
Team:
Arhitektura: Ivan Galić, d.i.a.
Kristina Martinec, d.i.a.
Marija Beg, d.i.a.
Tamara Barešić, d.i.a.
Goran Mraović, d.i.a.

1,66 ha – plot area

- Craftsmen Association and the Chamber of Crafts with multipurpose hall
- Exhibition and sales area 3rd
- Crafts College
- Hotel

SEECEL_SOUTH EAST EUROPEAN CENTRE FOR ENTREPRENEURIAL LEARNING



Both City districts of New Zagreb have a distinct recreational function due to the location of the park and park - recreational area of Bundek Lake along the Sava River, east of the Zagreb Fair, where a series of events are held throught the year: Flora Art, Summer at Bundek, BundekFest etc. There are also several sports fields, the racetrack and the recreational swimming pool Utrina. The Zagreb Fair greatly contributes to the enrichment of the sports function with a considerable number of sports activities.

The lack of an articulated central area - the center of New Zagreb, was a challenge to urban planners and architects almost from the beginning, but there has never been any uncertainty about its location at the intersection of two main axes. The original studies and plans were connected to the eastern edge of the Zagreb Fair, which is logical given the importance and the role of the fair for the development of New Zagreb. However, despite numerous calls for proposals and projects, the city has never found the strength to build this much needed center. Instead, the necessities of life imposed the use of the simplest and the most economically advantageous method – the interpolation of new complementary facilities along the main longitudinal axis, the Dubrovnik City Avenue (some of them are listed in this section).

More details on New Zagreb development: www.iiinstitute.nl “Awakening of New Zagreb”, Djivo Dražić, BArch, 2013

2.4. Main questions in general sense. Does the area need new functions?

Zagreb Fair has built its identity as a meeting point of economically and politically opposing blocs, the East and the West. With the disappearance of this division a part of the identity of the Zagreb Fair was lost.

1. How to develop a new recognizability and a new identity of the Zagreb Fair?
2. Should the new identity be based on the old, the combination of old and new, or should the long road of building a completely new identity be chosen?
3. How to reduce two major costs that burden the business operation of the Zagreb Fair: utility charges and depreciation, since all other operating expenses subject to rationalization have been reduced to a sustainable minimum?

4. How to find new sources of income through a redesign of the existing space?
5. What are the new challenges for the Zagreb Fair upon Croatia's EU accession? New boundaries create new jobs, especially in contact with the non-member SEE countries. The increased competition requires the use of marketing communication tools such as trade fair activities, not only for the market leaders, but also for small and medium businesses.
6. Interrelation of new development at the edges of the Zagreb Fair grounds and how could this development influence the renewal of the fairgrounds?
7. How could the Zagreb Fair grounds be renovated and maintained without using additional budget of the City of Zagreb?
8. What kind of functions can be combined at the Zagreb Fair grounds that may become new attractions for developers and city residents?
9. How will redevelopment of the Zagreb Fair grounds influence the society in terms of sociological, economic and cultural aspects?
10. How to make the most of the Fair grounds in terms of the already abundantly present sports and recreational facilities etc.?

2.5. Main actors/stakeholders in the area and how are they working?

Management and ownership_Zagreb Fair functions as a subsidiary of and is 100% owned by Zagreb Holding Ltd. that is 100% owned by the City of Zagreb. The acceptance of development programs by the Board of Zagreb Holding and the Zagreb City Assembly, as the owner of the Zagreb Fair, and its execution represent a threshold of development not only of the Zagreb Fair, but also of the overall fair activities in Croatia.

The role of the City_Trade fairs have a huge positive impact on the economy in the region, showing that the City of Zagreb and Croatia require quality trade fair infrastructure.

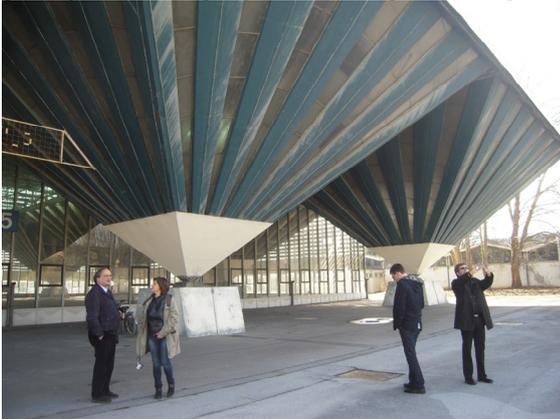
Zagreb Fair has been is an important link of Zagreb with the world since its foundation back in 1909, as well as the continuous synonym of growth and significance of Zagreb. Through the centuries Zagreb has by its geographic location and economic potentials always remained an unavoidable center of this part of Europe. This constant effected the overall development of the city and marked the progress of the Zagreb Fair, which has become a world famous fair center. The historic breakthrough of the City happened in 1956 with the Zagreb Fair, which moved to the right bank of the Sava River despite the opposition of the federal government of that time, to a wide area that was to allow extensive development and full expansion. Zagreb, the capital of the independent state of Croatia, develops into a modern European metropolis connected with the world, and one of the most important links of Zagreb and the world is the Zagreb Fair. Therefore, the constant policy of the City of Zagreb, as the owner of the Zagreb Fair, has always been to help the Zagreb Fair to increase its importance among the European and world fairs, to support programs aimed at development of the Zagreb Fair and strengthening of infrastructure and thus the links with the world. The plans of spatial reuse to certain extent and enrichment with new cultural, urban and leisure facilities aimed at achieving equality of New Zagreb with the old part of the City in terms of dynamics of business, cultural and entertainment life, show the interest of the City of Zagreb to invest into the future of the Zagreb Fair i.e. into its own prosperity.

The role of the State_Although there are 11 regional and local trade fair organizers in Croatia, the Zagreb Fair is a venue for more than 90% of trade fair activities in the country and is considered the "gateway to the Croatian economy." Apart from the Zagreb Fair there are no institutions in Croatia able to offer a complete mix of trade fair services combined with a wide range of offers related to organizational and technical services to exhibitors.

It is in the interests of the Croatian economy and society in general to support the Zagreb Fair in its development and further affirmation. It is known that the development and the importance of a trade fair center do not only depend on the regional economic potentials, but also on the market, which the trade fair is active on.

Therefore the internationalization of trade fairs is of special importance for the Croatian economy, which best illustrates the structure of the Croatian economic exchange with the world. According to statistics the most represented foreign economies are those of Germany, Austria, Italy and Slovenia.

Owing to the reputation and recognition of the Zagreb Fair in economic circles of Croatia and foreign countries as well as to the long-term business cooperation with the Croatian Chamber of Economy and the branch associations, since 1980 the Zagreb Fair has been the organizer of the appearances of Croatian business people abroad, with more than a hundred of group and individual exhibitions. With the establishment of the independent Republic of Croatia, the Zagreb Fair has taken the leading role in this segment and has become the bridge between the Croatian economy and trade fairs in Taipei, Teheran, Nizhny Novgorod, Izmir and all leading European trade fairs. The manner of its presentation contributes greatly to creating a positive image in foreign countries.



From the significant international congresses the Zagreb Fair organized the World Congress of UFI (3 congresses) and SKAL World Congress. Zagreb Fair is a member of ICCA, the International Congress and Convention Association with over 850 members from 85 countries worldwide.

Activities of the Zagreb Fair also comprise providing of services to exhibitors related to the organization of the appearance of Croatian business people abroad. The Zagreb Fair was annually organizing, either independently or in cooperation with the Croatian Chamber of Economy and other business organizations, some 8-9 group exhibitions of Croatian companies in the countries of Europe, Asia and Africa (Iran, Egypt, Libya, Russia, Germany, Austria, Italy, Great Britain, Japan, Hungary, Poland, Romania, Bulgaria, Turkey, Albania, United Arab Emirates, etc.).

Zagreb Fair has for years continuously cooperated with the Croatian National Tourist Board in arranging its exhibition space at tourism fairs in Europe. The international references of the Zagreb Fair were confirmed by the realization of the Croatian presentation at the 1998 World Exposition in Lisbon EXPO 98, which is considered as the most successful so far and for which the Zagreb Fair received numerous awards in Croatia and abroad.

Another representative example was the decision of the Croatian Government to assign the Zagreb Fair with the organization of the Forum of Central European Initiative (CEI), where Croatia as the chair country had the opportunity to present its economic and other potentials. Zagreb Fair has proven worthy of confidence and has demonstrated flexibility to engage in various projects.

By decision of the professional business community in 2008 the Zagreb Fair was awarded the title of Croatian Superbrand and the President Stjepan Mesić presented the Zagreb Fair with the Charter of the Republic of Croatia for the outstanding contribution in the promotion of the economy.

Perspectives

- By joining the European Union, the Republic of Croatia and Zagreb will become the first trade fair center in contact with the non-member countries in SEE and the first meeting and presentation venue for business people from the region;
- The location of the Zagreb Fair should be considered within the exhibition environment of Europe, primarily of the Central and SEE region, and special treatment should be given to transitional countries;



- The issue of foreign competition to Zagreb Fair should be observed in relation to the overall position of the Croatian economy within the European context, especially in the context of the European regions, such as:
 - a) Central,
 - b) Southeastern Europe,
 - c) Alpine-Adriatic,
 - d) Mediterranean;
- The Central European Fair in the interest zone of the Zagreb Fair is Budapest;
- By using its positive historic legacy, the Zagreb Fair has all the prerequisites to be the generator of new economic relations and communications in this region and the absolute leader in the exhibition industry of SEE;
- One of the limiting factors is certainly the old infrastructure of the Zagreb Fair, which does not meet the requirements of modern exhibition industry and requires serious investments. Zagreb as a trade fair city can maintain or improve its position in the Republic of Croatia and Europe only with appropriate investments aimed at achieving the necessary competitive criteria that others trade fair cities have;
- Like other successful world organizers of trade fairs and exhibitions, transitional countries have in recent years invested heavily into the expansion and modernization of trade fair premises. Development of the fair infrastructure in almost all transitional countries is based on modern investment principles: through investment banking, joint venture of cities, provinces and organizers;
- The cost-effectiveness of investments is measured solely through multiplier effects on the development of the City, region and the state.

Location and premises of the Zagreb Fair—The present location of the Zagreb Fair is one of the most valuable resources in maintaining the value of the Zagreb Fair, because the existing roads, routes connectivity, accessibility, shortest connections with the arterial roads and the airport, public transportation, but also the public interest of Zagreb (economic, commercial and financial, cultural and others) prefer this location.

The significance of this location for the Zagreb Fair is crucial:

- simple and easy direct connection with the exhibitors and visitors,
- the easiest access to the network of highways, railways, close to the airport,
- located along the main axis of Zagreb - north-south tangent,

- located on the main road - Dubrovnik City Avenue, tangent-east west,
- access to local roads, many entry gates from all 4 sides of the fair (E, N, S,W),
- the availability of public transport network (tram and bus lines),
- urban complex preserved and valuable,
- historical value of some pavilions.

Due to the need for defining the strategic development plans, which are imposed because of the necessity to adjust to the changes in the Croatian economy and conditions abroad, the need for rationalization of fair business and the necessary modernization of the infrastructure, it is essential to propose a restructuring program of the Zagreb Fair.

Speaking of the core function of Zagreb fair development plans should envisage reorganization of the fair grounds for more efficient operations and achievement of optimal conditions for maintaining fairs to the highest standards of modern exhibition industry in Europe and worldwide.

This "excess" space is actually a real potential for financing of investment projects, taking into account that it is a building plot with the infrastructure (electricity, water, drainage and sewage, gas, roads, telephones, etc.) and that its minimum potential market value is approximately 114 million euros ($750\text{EUR}/\text{m}^2 = \text{land} + \text{infrastructure}$).

The area within the boundaries of the Zagreb Fair is defined by the Master Plan Zagreb as an area of "protection and preparation of integral complexes", where it is possible to introduce new purposes that do not alter the quality and organization of the complex as an urban and architectural unity. The whole Zagreb fair area and within it eight pavilions are protected as cultural heritage.

Zagreb Fair activities In line with its current market status the Zagreb Fair annually organizes 25 international trade fairs in 10 – 12 terms. Due to the recession the number of exhibitors has nearly halved from 6,000 and the number of visitors has dropped from over 600,000 to one third. In the last three years the number of direct exhibitors has stagnated at some 2,500 - 3,000 exhibitors from 50 countries.

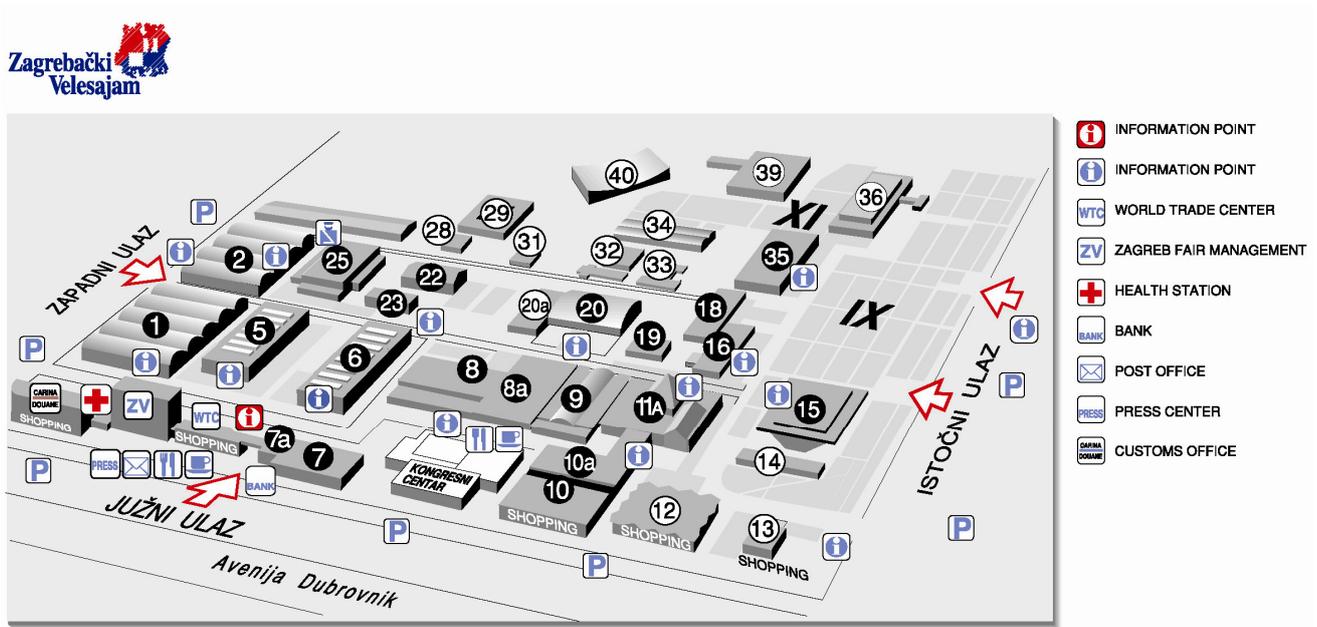
For its congress activities the Zagreb Fair uses a number of congress halls with a capacity 40 -1,200 – totalling at 5,000 seats. The investment into renewal of the largest congress hall in 2009 was intended to enable the Zagreb Fair to provide complete services at the level of requirements and standards of the world congress activities.

Apart from trade fairs, the Zagreb Fair held around 200 different gatherings per year, meetings attended by over 50,000 participants. Services and facilities of the Congress Centre are used by exhibitors, scientific, educational and cultural institutions, Chambers of economy, professional associations, businesses and entrepreneurs. Zagreb Fair Congress Center is intended for unfolding of various types of meetings and other events: congresses, conferences, symposia; business meetings, panel discussions; marketing presentation of products and services; press conferences; get-togethers, parties, receptions; cultural and entertainment events, concerts, festivals, theater performances; fashion shows; sports events.

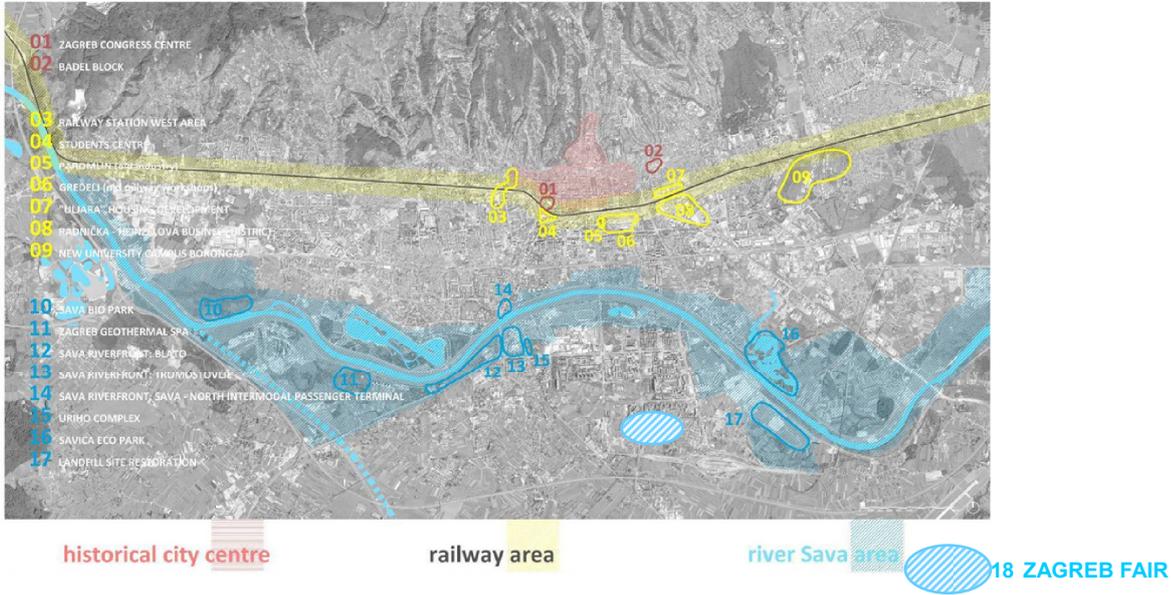
The facts (business experience) proves that Zagreb Fair is able to organize (or offer) gatherings at the level of congresses with maximum quality and meet such demands for up to 400 participants (with additional use of some external services, primarily of technical nature), but as regards the infrastructure the Zagreb Fair needs further efforts in order to meet the needs of organizing larger and more important conferences.



During the recession, the congress activity has been mostly related to Croatian partners and orientated towards accompanying events like presentations or show programmes in the pavilion space – so as to concentrate all visitors at a place where something is happening (i.e. without separation) – to achieve occupancy and trade fair experience. In order to make the Zagreb Fair competitive at the very demanding congress market, regardless of professionalism and know how, investments into congress facilities are needed.



Major topics related to spatial qualities and functions improvement



3. CASE STUDY – ANALYSES

IDENTITY

Zagreb has a long tradition of trade fairs. The 13th Century Golden Bull of King Bela IV gave Gradec, among other things, the right to trade and fairs. The first fair was held in 1864 at the today's inner city center (now Marshal Tito Square). After several changes of location, in 1956 the Zagreb Fair moved to its present venue.

In the second half of the 20th century development of Zagreb was marked by the expansion of New Zagreb, which was designed as the model and the concept of a new socialist society. Growing along with the new part of the city - New Zagreb, the Zagreb Fair has become a component of its urban fabric, while successfully building its image as one of the most important trade fairs in Europe, but with a very distinctive role in communication between several political blocks (East, West, nonaligned countries).

With the fall of the Iron Curtain and the disappearance of traditional divisions a part of the identity of the Zagreb Fair was lost too. All attempts so far to profile the Zagreb Fair into a distinctive regional fair were lacking a "new" identity, on which to build a new recognizability.

CRITICAL MASS

Zagreb Fair is located in New Zagreb, which according to 2011 census had 117,158 inhabitants (New Zagreb - West and New Zagreb - East). But the catchment area of the Zagreb Fair is much wider. The immediate one includes the City of Zagreb and the Zagreb region with more than 1.1 million inhabitants. The wider, but depending on trade fairs, primarily comprises Croatia, but also the wider region of the Central and Southeastern Europe. Depending on the future use of the complex and the strength of its facilities an increase or decrease of necessary critical mass can be expected.

Given the socio-economic and functional structure of the immediate catchment area of New Zagreb, there is a corresponding critical mass for the processes of partial conversion / upgrade with facilities needed for the area.

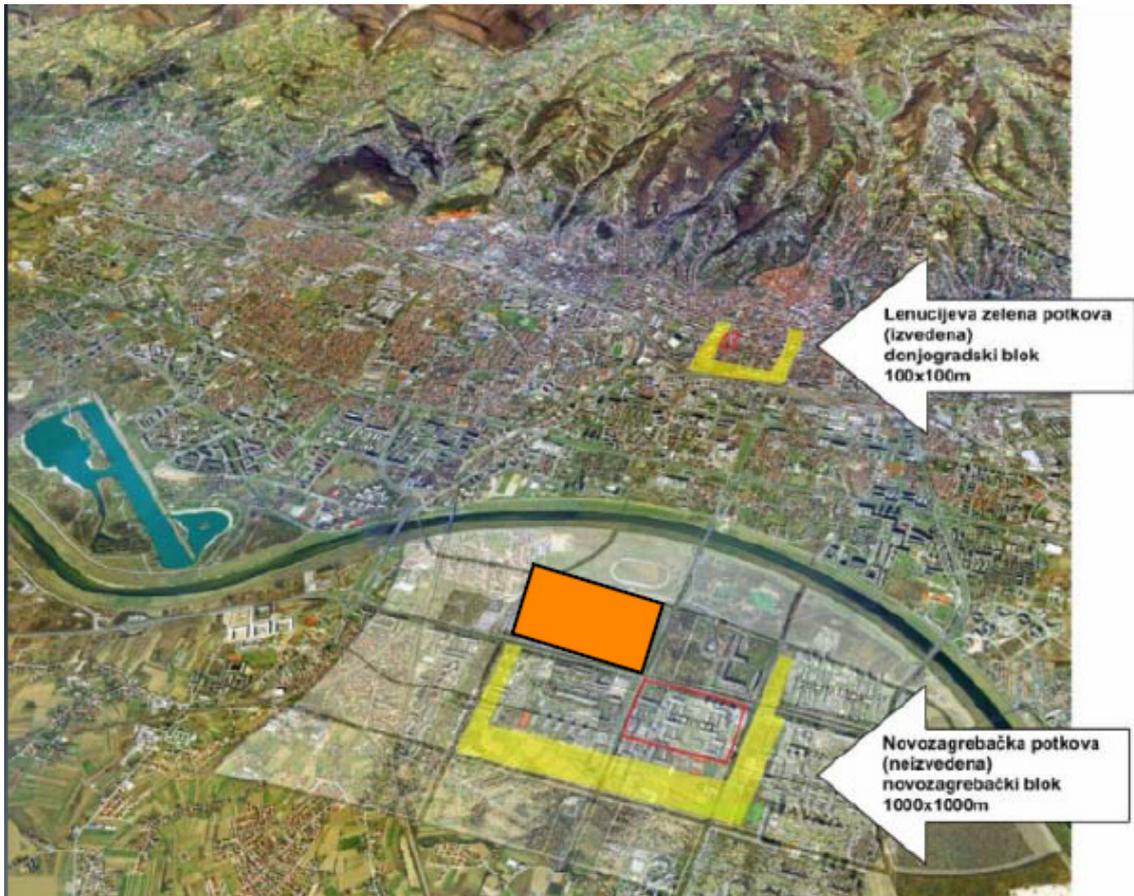
CONNECTIONS

The connectivity can be viewed from the aspect of transportation connections and accessibility of the Zagreb Fair complex and of its visual connectivity.

Zagreb Fair is located on the "main axis" from the center of the city towards New Zagreb as the secondary city center. The Zagreb Fair complex was conceived as some kind of an entrance to the never completed complex of the New Zagreb horseshoe.

Built within the same period as the majority of urban neighborhoods in New Zagreb, the Zagreb Fair complex with its morphological structure fits into the neighborhoods, thus constituting a unity.

Zagreb Fair is characterized by a favorable traffic position. Located at the crossroads of two major Zagreb avenues, the Dubrovnik City Avenue (East-West) and the Većeslav Holjevac Avenue (North-South), it is well connected with the highway system, with the airport (South) and the main train station (North).



New Zagreb and green areas concept (Zagreb Fair and the planned but not completed New Zagreb horseshoe (Source: Zagreb fair Grounds – Rethinking of New Zagreb, prof.dr.sc. T. Jukić)

Due to the size of the complex, connections by public transport differ at the southern, eastern, western and northern entrances with respect to the relative distance of some public transportation stations and duration of travel, e.g. to the city centre.

The visual connection of the complex is different in various parts of the fair grounds. The southern facade of the complex is recognizable and visually quite completed. The northern, eastern and western facades are not recognizable.

BETTER HUMAN SCALE

The urban design sought to integrate the complex with the entire area of New Zagreb. Zagreb Fair was conceived as some kind of an entrance into the complex of the planned “New Zagreb horseshoe”. But the complex has never been completed.

Although there are a significant number of buildings of great architectural value, their poor maintenance impedes their appropriate use. In order to achieve a better utilization of the space it is necessary to carry out renovation of some buildings.

PROMOTION & MARKETING

Promotional activities are directed towards increase of visits (trade visitors and general public), promotion through all channels of communication and presentation in the neighbouring countries.

3.1. Describing past and current situation in relation to the 6 considerations

3.1.1. Identity



Zagreb Fair site

In the mid-20th century the construction and the expansion of New Zagreb began. Powerful incentives were building the Bridge of freedom in 1959 (central city bridge), the Naval Institute (South of Zagreb Fair) and the Zagreb Fair. The construction of the Zagreb Fair complex contributed to the faster urbanization of the area through the construction of infrastructure and access roads that were used for the development of the entire city south of the Sava River.

The construction of the Zagreb Fair was supposed to demonstrate the economic power of Zagreb, as the second largest city in the state and the largest industrial center of that time. The aim was to create a strong international fair in Southeastern Europe. At the same time during the Cold War, the Zagreb Fair was building its identity as the meeting place of the East and the West.

With the fall of the Iron Curtain and the disappearance of traditional divisions a part of the identity of the Zagreb Fair was lost too. All attempts so far to profile the Zagreb Fair into a distinctive and leading regional fair in the Central and Southeaster Europe were lacking a "new" identity, on which to build a new recognizability.

Due to the emerging economic and political situation there was a change of business activities at the Zagreb Fair. General fairs, such as the Zagreb International Autumn Fair (which was the brand of the Zagreb Fair) were replaced by specialized fairs or groups of specialized fairs such as Interliber, Sports and Boat, Intergrafika, Ambienta etc. Launching of various specialized fairs resulted in the need for developing a new common identity, because some fairs, e.g. Interliber, have already become brands but they cannot be single carriers of identity like the Zagreb International Autumn Fair and they do not contribute significantly to the identity and recognizability of the City of Zagreb and Croatia.

Zagreb Fair with the existing Congress Center is strategically positioned as a business meeting and communication point and is therefore of particular importance for the City of Zagreb and the entire Croatian

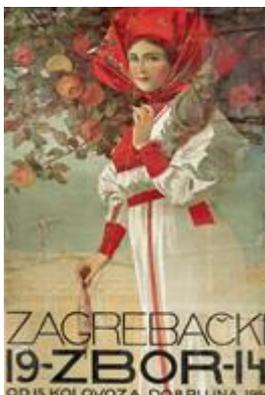
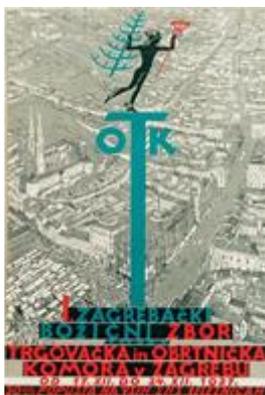
economy. In the period of the largest business volume the activities of the Zagreb Fair activated the annual average of 2,080 jobs in the City and 5.3% of the total number of jobs in hospitality, catering, transport, retail and publicity, so that each kuna of Zagreb Fair's income generated 11.7 kuna in the revenue of the City of Zagreb. (Source: The study: "Economic impact of Zagreb Fair activities on the economy and the revenues of the City of Zagreb, Infratest Burke, 1998). Unfortunately, today's data are far from those levels.

Zagreb Fair is involved in the exports of the Republic of Croatia in two ways: directly - as an economic entity that generates foreign exchange earnings by selling trade fair services to foreign customers, and indirectly - in its mission as the promoter of the Croatian economy and by creating business opportunities through meetings of Croatian and foreign business people.

A part of the identity and value of the Zagreb Fair can be attributed also to the collection of posters and works of art. Zagreb Fair was among the first to use the quality of postes in this way, so the development and the rich history of the Zagreb Fair over the last 104 years can be traced through these advertisement posters. Many of the hand-designed posters depicting the Zagreb Fair are copyright works of well-known graphic designers, artists and painters (Vladimir and Zvonimir Miroslavljević, Božidar Kocmut, Ljubo Babić, Nikola Tučan, Emil Vičić, Maksimilian Vanka, Zdenka Sertić and others) and the oldest specimen dates back in 1909.

For years the Zagreb Fair has been helping many cultural events as sponzor and donor. Numerous exhibitions of Croatian artists and other significant cultural events were held with its support. Also, for many the Zagreb Fair has been buying paintings and sculptures to create its own Art collection, which now comprises almost 200 works of art, among them those by Ljubo Babić, Jerolim Miše, Miljenko Stančić, Ljudevit Šestić, Mladen Veža, Dubravka Babić, Edo Murtić, Zlatko Prica etc. The collection has been presented to the general public on many occasions.

Posters_examples





3.1.2. Critical mass

The catchment area of the Zagreb Fair can be seen in the narrow and broad sense and will primarily depend on the new (old) functions and their strength. Should the process of partial space conversion and/or rental for sports, cultural and other events continue, the immediate catchment area is to include primarily City districts (New Zagreb – West, New Zagreb - East and Trnje). Although the last inter-census period showed a decrease in the inhabitants number in City districts Trnje and New Zagreb - East, and the district New Zagreb - West marked an increase by 18.6%, the overall critical mass of the immediate catchment area is large enough (159,449 inhabitants) to further strengthen the sports, cultural and service functions within the complex. However, the users of these facilities come from the wider catchment area covering the entire City of Zagreb and the Zagreb region.

The catchment area of the trade fair function of the Zagreb Fair depends primarily on the type of trade fairs, their significance, competitiveness and market communication. The trend of specialization of fairs resulted in the expansion of the catchment area, which now includes Croatia and the wider region of the Central and Eastern Europe.

Depending on the future use of the complex the necessary critical mass can be expected to increase or decrease.

3.1.3. Connections

Construction of utilities and transport infrastructure of the Zagreb Fair in 1950 was an important drive for building of New Zagreb. Today the Zagreb Fair is characterized by its favorable traffic position. The complex is located at the intersection of two major city avenues. The Večeslav Holjevac Avenue is one of the main

links connecting the southern parts of the city and the center. The Dubrovnik City Avenue connects the east and the west of the city. In the immediate vicinity of the complex there are several public parking lots in the charge zones 2 and 4. Very close by there is a car park of the shopping center Avenue Mall, which is also frequently used by visitors to the complex.

The availability of public transport depends on the location of each entry gate and pavilion within the complex. The complex has four entry gates. The main entrance is on the south side of the complex. Its dominant role is that of the main entrance for visitors, but it also offers some additional facilities available to users in the off-fair period as well. It has also got the best transport connections since it is close to the tram and bus station on the Dubrovnik City Avenue. Other public transport (bus) stations are within the range of 400 meters or more.

3.1.4. Human scale

The human scale can be considered from the point of view of service users (stay within the complex) or of "passers-by" outside the complex. The space within the complex is a well laid out network of "avenues" with a resting area and green surfaces that contribute to the feeling of cosiness. The urban design of the complex and architectural solutions also add to its attractiveness.

However, if the complex is viewed from the aspect of "passers-by" at circumferential roads, the current morphological structure of the Zagreb Fair (a complex separated by buildings or surrounded by a high fence) prevents its interaction with the surrounding space and restricts free movement and stay of passers-by. The visual communication with the complex interior is possible where the fence is transparent and enables a deeper look into the space, but the visual experience is different due to the quality of space and/or facilities that are in the vista.

If the future intention is to introduce new facilities primarily intended for the local population, it would require a freer access to the complex. Within the complex there are "public" open spaces designed as promenades, but they can be used only during the events. In order to achieve a better interaction between the fair complex and the local population it is necessary to introduce new facilities and make spaces available for public use.

3.1.5. Promotion and Marketing

Promotional activities are directed towards increase of visits (trade visitors and general public), promotion through all channels of communication and presentation in the neighbouring countries. Exhibitors can use the information center, the press center and other supporting services. Zagreb Fair associates provide users with marketing services for their appearance, design solutions, exhibition space arrangement services, access to and use of advertising media.

At the Zagreb Fair grounds there are commercial television and radio stations to support the exhibitors and their marketing needs during the run of the fairs. Exhibitors can also use the Business Center, which is through the WTC connected to a network of trade centers, enabling a quick flow of business information.

The internationalization of business activities is a long-term strategic goal. There are development plans for a network of agents and representatives in countries - potential partners and also at the domestic market with the task to attract foreign partners and exhibitors. Membership in many international organizations such as the Global Association of the Exhibition Industry (UFI), the World Trade Centers Association (WTCA), the International Congress and Convention Association (ICCA), etc. certainly contributes to the promotion of the Zagreb Fair.

3.1.6. Process

Processes currently taking place within the Zagreb Fair complex can be divided into two basic groups. The first would comprise "core business", i.e. the organization of trade fair activities. In this segment 25



specialized fairs are organized, taking place throughout the year. In the upcoming period the management will strive to find ways to achieve cohesion of separate trade fairs so as to create an organized system.

The second group consists of additional functions and additional business operations of the Zagreb Fair, which is reflected in space rental service. Currently this business segment delivers significant profits.

In the next period, it would be desirable to design and develop an organized system for space rental and for giving space to use, as well as to determine target groups of users. In this way the Zagreb Fair could build its own identity through business subjects - users as e.g. "the Zagreb Fair - a new sports center of Zagreb" or "Zagreb Fair and the multimedia" (Sonar Festival) etc.



4. MAIN QUESTIONS ON THE 6 CONSIDERATIONS

Consideration_Identity

1. Based on what and how to develop (new) recognizability and (new) identity of the Zagreb Fair?
2. Should the "new" identity be based on the old, the combination of old and new, or should the long road of building a completely new identity be chosen?

Consideration_Critical mass

1. How to provide sufficient critical mass for the existing and new trade fair activities?
2. In case of opening the Zagreb Fair grounds to local citizens/residents of the City/Zagreb region, which user groups should the new facilities be developed and intended for?
3. How to reconcile the constraints posed by the protection of cultural heritage with modern needs, such as energy efficiency of protected original structures?

Consideration_Connections

1. How to increase the visual connectivity of the eastern, western and northern fronts?
2. How to facilitate orientation within the complex?
3. How to use and promote the considerable architectural and urban heritage?

Consideration_Human Scale

1. What could development at the edges of the Zagreb Fair grounds look like and how could this development influence the renewal of the fairgrounds?
2. Which functions can be combined at the Zagreb Fair grounds that may become new attractions for developers, city residents and other users?
3. How will redevelopment of the Zagreb Fair grounds influence the society in terms of sociological, economic and cultural aspects?
4. How to make the most of the Fair grounds in terms of the already abundantly present sports and recreational facilities etc.?

Consideration_Promotion and Marketing

1. Which functions can be combined at the Zagreb Fair grounds that may become new attractions for developers, city residents and other users?
2. How to connect separate specialized fairs into a single recognizable unity/ unities?

Consideration_Process

1. How could the Zagreb Fair Grounds be renovated and maintained without using the additional budget of the City of Zagreb?
2. Which functions can be combined at the Zagreb Fair grounds that may become new attractions for developers and city residents?
3. How to make the most of the Fair grounds in terms of the already abundantly present sports and recreational facilities etc.?
4. How to use and promote the considerable cultural heritage?

