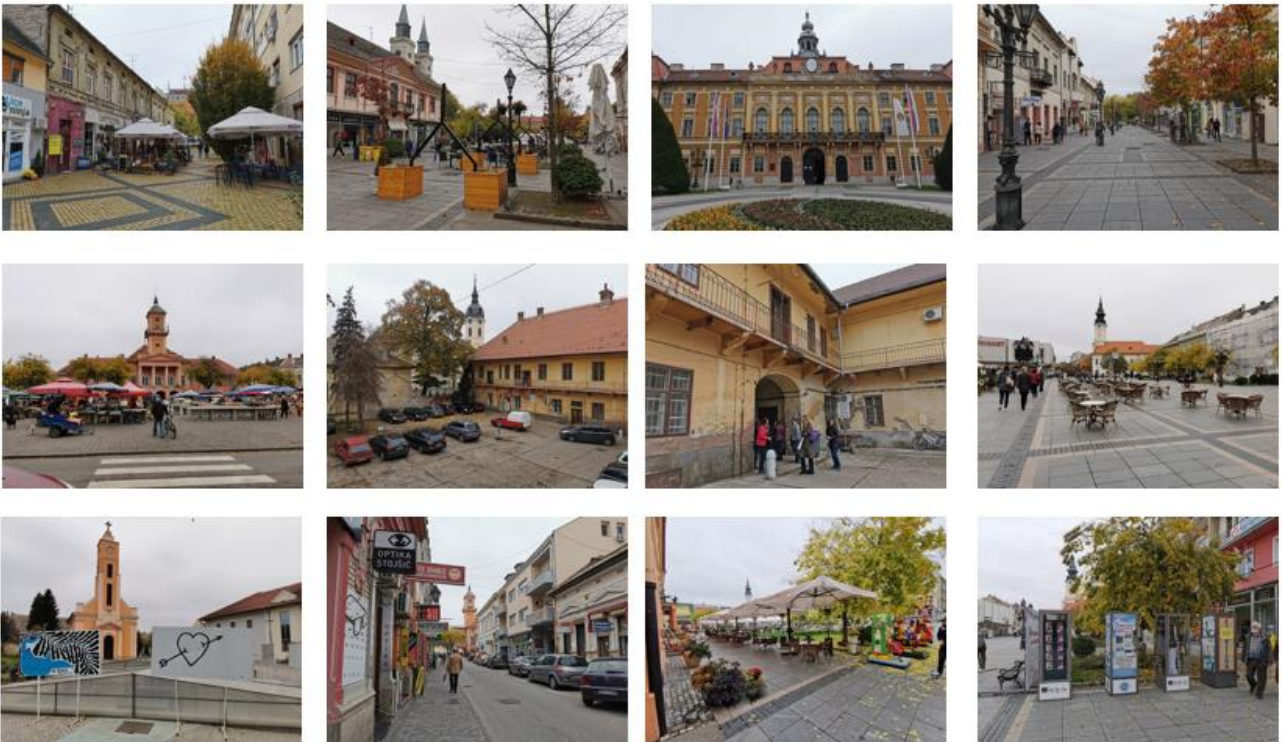


Location Analysis Sombor



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PP 10 CIMA

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1. Purpose of the location analysis

As part of work package 1, CIMA's task is to perform an initial, general location analysis in all CINEMA pilot locations.

The main aspects and objectives of this location analysis can be summarised as following:

- ▶ professional assessment of the economic and urban development structures in the city centres of the 8 pilot locations
- ▶ on-site visits including inspection of the micro pilot locations for creative industries development
- ▶ evaluation of the economic effects and interactions of the creative industry projects on the inner-city structures
- ▶ professional input or comments for the planned pilot model in the creative industries
- ▶ conception of accompanying measures to make inner-city areas more attractive

The site analysis is based on the following insights and results:

- ▶ results of the written surveys by CIMA, CIKE and HDS
- ▶ on-site visit or inspection of the planned micro-location in Sombor for pilot model implementation
- ▶ "city check" - economic and urban development on-site analysis of the city centre on the basis of a 23-part catalogue of criteria
- ▶ "trend check" - evaluation of the city centre of Sombor on the basis of 24 current trends in consumer- and location marketing, retail, gastronomy and residential sectors

- ▶ meetings with local decision-makers from the city politics and administration of Sombor
- ▶ CIMA's many years of experience in the economic and urban development assessment of city centres and corresponding location benchmarks

Due to the overall CINEMA project concept, the financial and time limits, this location analysis is a first orientation guide, but **not a complete** (inner) urban development concept.

The on-site analyses in Sombor were conducted by CIMA from **November 3rd to 6th 2020**.

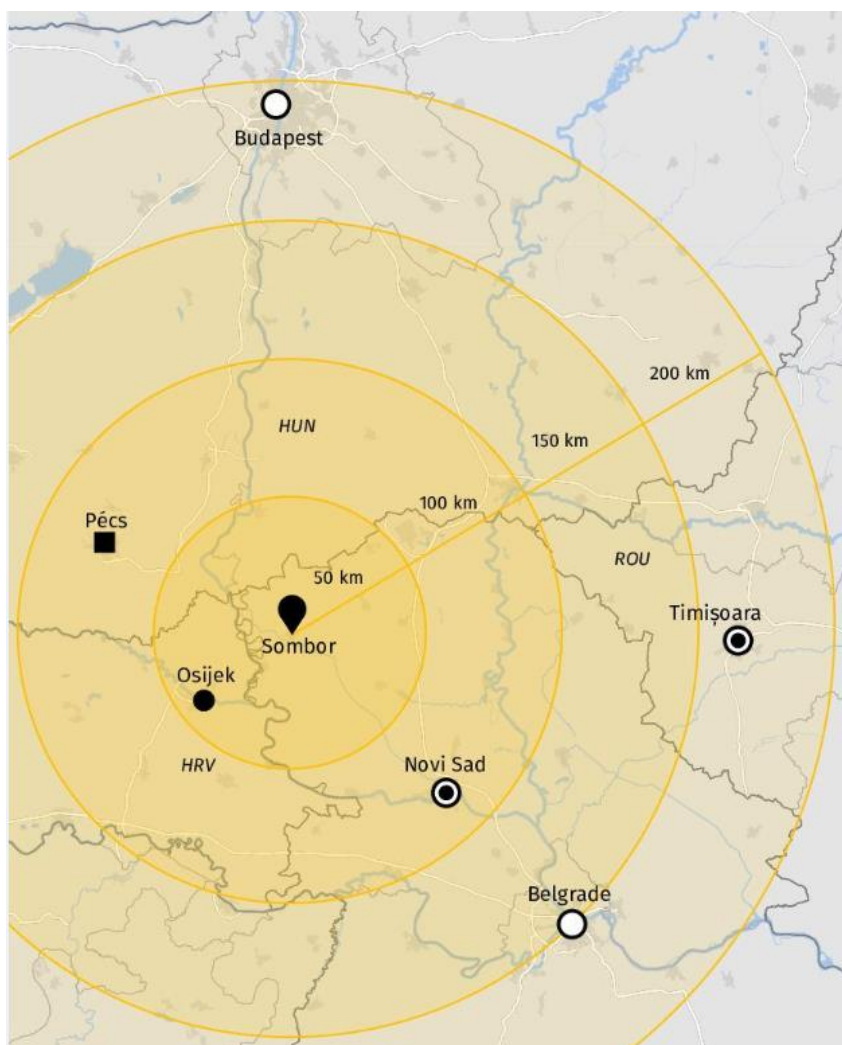


2. Facts and figures about Sombor

2.1. General description

The city of Sombor is located in the northwest of the Republic of Serbia, close to the Croatian and Hungarian border. The city is imbedded between the Teletschka-plateau in the east and the Danube river represents the border to Croatia in the west. Sombor and the 15 rural settlements in the surrounding area have in total about 78,470 inhabitants, about 50 % of them live in the city. The city is ethnically divers, it counts 21 registered nationalities. The city holds the title of the greenest city in Serbia.

The distance from Sombor to the border crossings are 25 km to Croatia and 28 km to Hungary. Subotica as the next bigger city is located 60 km east, Novi Sad 90 km south. The capital Belgrade is 175 km south and Budapest 223 km north.



Source: www.mapz.com, adapted by CIMA, 2020

The main roads of the area are the M17.1 und die M18. Distances to the next highways are 52 km to E75 and 135 km to E70.

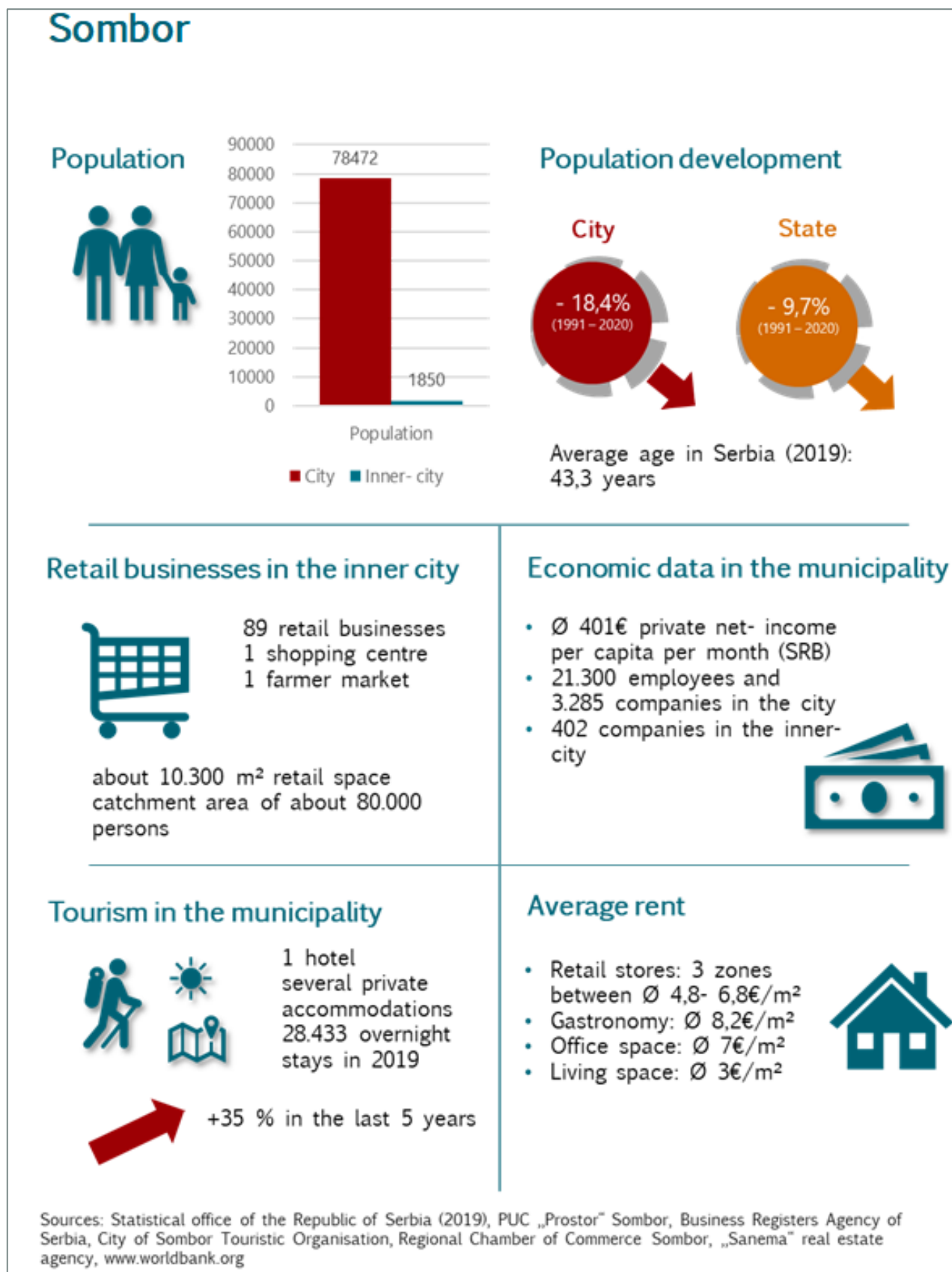
An existing railway network from Sombor to Vrbas and Apatin is predominately not in use. There are five daily train departures from Subotica and Sombor and Bogojevo. In addition there is a direct train connection from Novi Sad to Sombor every four hours during the day.

There are busses to Subotica, Belgrade and Novi Sad as well as to Vukovar and Osijek in Croatia.

At a distance of 7 km from the city is the military airport, which is designated for civil traffic in the master plan of the Ministry of Defense of the Republic of Serbia. The airport has the least number of foggy days in Serbia, so in the future it could play the role of an alternative airport to Belgrade Airport. The airport Osijek in Croatia is 73 km away. On the Danube there is the possibility for shipping traffic.



2.2. General location data

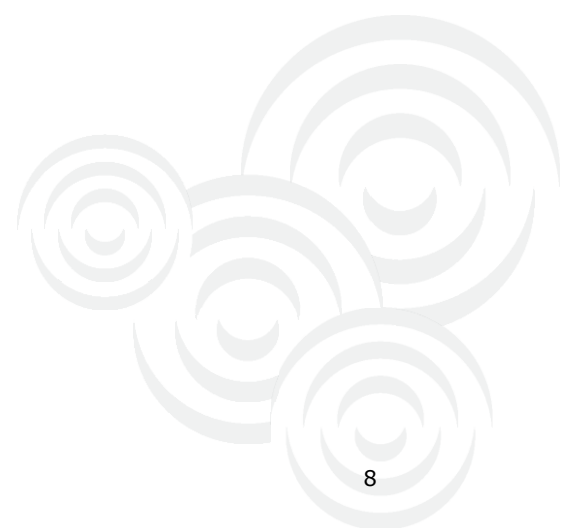


Expert remarks:

The following expert remarks are made on the basis of this data:

- ▶ In contrast to many other CINEMA pilot cities with positive population development in the last 20 years, Sombor has suffered a significant loss of population since 1991, which is twice as high as the population reduction at the national level. This loss of almost 1/5 of the population has also meant a significant decrease in purchasing power potential for the local economy, especially retail and restaurants.
- ▶ Despite favourable residential rents (average 3 €/m²; source: "Sanema" real estate agency/2020), the inner-city core areas of Sombor have only a very low residential density (2.4% of the total city population).
- ▶ The low level of purchasing power per inhabitant is also critical. At 64 %, this value is clearly below the national Serbian level (100 %).
- ▶ The city centre of Sombor has an extremely dense structure of businesses in different economic sectors (402 in total). Compared to cities of similar size in South and South-Eastern Europe, the large number of retail and catering businesses in the city centre of Sombor is particularly noteworthy. The sales area density (CIMA initial estimate of around 10,000 m²) and sector diversity can also be rated as above average.
- ▶ Despite the already emerging negative impact of the COVID19 pandemic, only a small number of empty or unused commercial properties were found in the city centre during the site visits.
- ▶ The average rents for the various economic uses in the city centre can be assessed indifferently. While the rents for retail businesses are quite appropriate for the location, the rents for restaurants and offices are already "above average" for comparable locations.
- ▶ The parking space available in the inner-city area (just under 1200) can be considered generous.

- ▶ Sombor is certainly not a tourist "hot spot" due to its low overnight capacity and the resulting low intensity of overnight stays. Nevertheless, the increase in overnight stays of around 35% within the last 5 years can be considered very high and positive.



2.3. Economic structure

In the province of Vojvodina, agriculture plays an important role and is an important branch of the economy. A bunch of companies are in agribusiness, producing vegetables, meat and dairy products. Most employees work in the textile and footwear manufacturing industry as there are two big companies (Fiorano Doo and Progetti Doo). The city is also known for the metal processing industry.

Tourism is an increasing economic sector in Sombor, as the city is of rich cultural heritage and guardian of ancient traditions. The Eurovelo 6 bike route is attracting sportive travelers. There is one hotel and several private accommodations.

In the city centre, Sombor has **6 cultural institutions** and **29 educational institutions**, so education is another important employment sector.

The city centre holds most public utility companies, schools, kindergardens, university, cultural institutions, retail spaces, supermarkets and various types of services: tourist agencies, architectural studios, language schools, hair and beauty salons, as well as a number of cafés and restaurants.

2.4. Town centre marketing and city centre development

The city administration is the central contact point for city centre development issues, which are usually carried out by the Department for Local Economic Development and Investment Support and other relevant departments (e.g. infrastructure, utilities etc.).

There is no local business/retailer association and also **no professional Town Centre Marketing** organisation.

2.5. Creative industries in Sombor

The CI represent **5%** of the Serbian GDP and employ about **120,000 people** in Serbia. The export of CI products has increased by +47% in the last two years. However, there are only a **few CCIs** in Sombor, which are at the beginning of their activities.

The major sectors of CIs in Sombor are **cultural** and **natural heritage, performance** and **celebration, visual arts** and **crafts, audio-visual** and **interactive media**. The city supports entrepreneurship and SMEs through annual calls for new employment and entrepreneurship and also offers credit lines. Priority is given to traditional crafts in order to preserve the local arts and crafts.

A coworking space called **“Fabrika”** was open for two years and served as a **coworking space** and also organized various workshops, however it has been closed since 2018. There are also no cross-sectoral initiatives, no local HUBs, no shared services, no art/design schools, no artistic residency programme, no internship/apprenticeship programmes and no digital clusters in Sombor.

There are however some forms of initiatives, like the National Creative Industries Council established by the Government of Serbia, the Creative Industries Cluster of Vojvodina or the Stapar weaving colony, which is organized every year by the Ethno network. Ethno network is an umbrella network for organisations in the field of preserving and marketing old handicrafts and original products in Serbia. It also offers networking, sales channels and educational workshops for creatives.

The city of Sombor also gives financial support for old and traditional crafts as well as various festivals and promotes them if they are a sponsor and if they are accessible by the public. Different embassies also support certain cultural events from time to time.

Sombor has a rich cultural offer all year round (e.g. festivals like Sombor Music Festival, Sombor Film Fest, Terminal Fest).

3. “City check” results

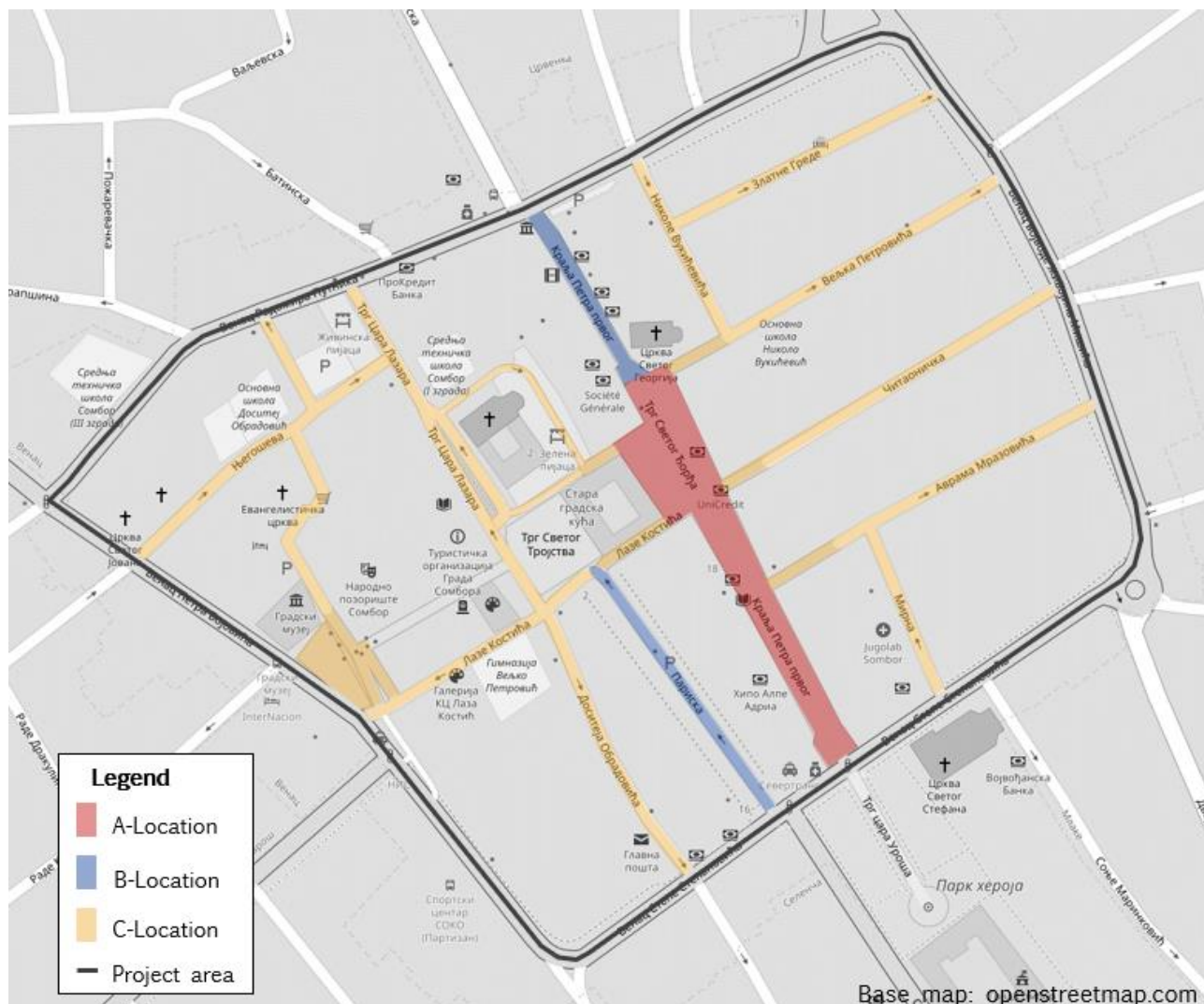
On the following pages you will find the main technical findings of the city check in Sombor, which took place from 3rd to 6th of November 2020. The city check was done by foot on the basis of **23** urbanistic, property and transport criteria.

3.1. Classification of the inner city areas

In a first step, the streets, alleys and squares of the city centre were examined according to the individual property-economic location qualities.

CIMA follows the classification criteria of the real estate industry and divides the city centre of Sombor into the following three location qualities:

location qualities in city centres	description
1A	<ul style="list-style-type: none"> ▶ main shopping area of the city centre ▶ high pedestrian flow ▶ continuous use of the buildings at ground level as commercial space ▶ diversified mix of retail trade, gastronomy and personal services enterprises
1B	<ul style="list-style-type: none"> ▶ significantly lower pedestrian flow ▶ visible gaps of business-oriented ground floor use
1C	<ul style="list-style-type: none"> ▶ low pedestrian flow ▶ frequently accumulation of empty spaces ▶ usually presence of retail companies with special product ranges and high percentage of repeat clients



Source: openstreetmap.com, adapted by CIMA (2021)

The city centre of Sombor was defined as the area between **“Venac Radomira Putnika”**, **“Venac Petra Bojovica”**, **“Venac Stepe Stepanovica”** and **“Venac Zivojina Misica”**. The main pedestrian zone is located in **“Kralja Petra I”** and the main square **“Trg Svetop Dorda”**.

The quality of stay in the city centre is in general **quite high**, there is a lot of pedestrian flow and a good mixture of culture, gastronomy and retail. Even most of the C-locations are in a good structural state and not that deteriorated as in other pilot cities.

The main pedestrian street “Kralja Petra I” goes right through the main square “Trg Svetog Dorda”. The upper part, coming from “Venac Stepe Stepanovica”, has a mix of retail, service providers (e.g. travel agencies) and (outdoor) gastronomy as well as some flexible market stalls (which are partly used for food and flower sale). The retail offers mainly mid-term demand goods like fashion and has in general a good form of presentation and shop window design. It is mainly brand-oriented and owner-led, few franchise stores. There are also several electronic stores, a pharmacy, a drug store (DM) and cell-phone stores. There is only one empty space, which is clearly visible. The gastronomy consists mainly of cafés, restaurants and bars with a well-designed outdoor areas.



The urban building quality is very high with a high quality of stay on this broad boulevard. The surface consists of clinker and washed concrete, there are trees and islands of greenery, flowers and street lanterns (those were probably renewed, as they are not the same as on the main square). It shows a proper and clean condition. The architecture of the buildings is diversified and ranges from the 19th century to the 20th century. Some facades are in more need of renovation than others (plaster, colours etc.), but in general the city in this part gives a good impression.

The above described part of “Kralja Petra I” is a **1A location**.



The second part of “**Kralja Petra I**” between the main square and “Venac Radomira Putnika” has some branch stores for food (similar to “Konzum” in Croatia), the rest of retail stores are small, owner-led shops with mostly mid-term demand goods (boutiques, bag store, mobile phone store, optician etc.). There are a lot of service providers, especially bank institutes. The gastronomy is mostly located in backyards; otherwise there are some fast food stores/take aways available with no outdoor sitting areas.



The houses have mostly one to two storeys with very different urban building quality. There are some historical buildings next to buildings from the 20th century (mainly 1960ies and 1970ies). The surface consists of clinker, there are some islands of greenery, bicycle racks and a continuous street lighting concept with iron-cast lanterns. The cleanliness as well as the shop window design and outside shop areas is rated good.

This part of “**Kralja Petra I**” is rated a **1B-location**.



The large, central square “**Trg Svetog Dorda**” is surrounded by gastronomy, some service providers and retail and the small shopping centre “**Youmart**” is also located there. Behind the shopping centre on “**Selena Pijaza**” there are some metal market stalls where usually the green market is held. Currently, the market was moved to “**Trg Svetog Trojstva**”, in front of the old town hall. About 60-70 concrete stalls accommodate the daily market, which offers mainly vegetables and fruits. It is a non-covered market, but well visited

during opening hours. The square itself is surrounded by many historical buildings, one of which is the pilot location **Grašalković Palace**. The official tourist information is also located at the square. There are some smaller retail shops and fast food/take-away shops as well as small cafés in close proximity. There are only a few parking possibilities directly next to the square.



The urban building quality is still okay, but not as good as in the 1A locations. The house facades and buildings are in a good condition. The cleanliness is okay as well, there are some trees around the square. The surface is a mixture of asphalt and washed concrete plates. The lighting system is outdated from the 80ies. Some improvements could be made with the flower pots and rusted vending machines. The area is rated a **1C location**, besides the market area, which is a **1B location**.

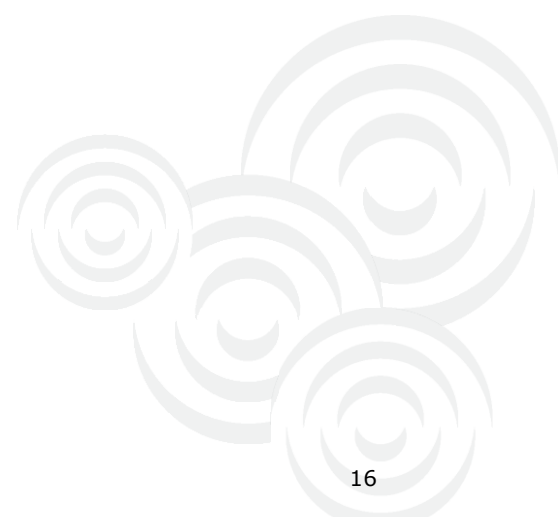


The small passage between “Trg Svetog Trojstva” and “Trg Svetog Dorda” is named “**Laze Kostica**”, which also continues till “Venac Petra Bojovica” and is a 1C location. The urban building quality is decreasing; some of the buildings are in strong need of renovation. There is a pharmacy and some fashion/textile stores. There do not seem to be any living quarters. There are some trees and some greenery on the iron-cast lanterns. The cleanliness is okay.



“**Pariska**” is one of few **1B locations**. It connects the centre with “Venac Stepe Stepanovica” and has some retail stores in the mid-term demand goods sector (e.g. electronics, fashion, shoes and bags) as well as a pharmacy, some smaller food stores, a cinema and some smaller take-aways.

All other streets and squares within the designated city-centre are rated 1C locations.



3.2. Assessment of the inner city quality

Based on the criteria set, CIMA assesses the inner-city qualities in the following way:

“city check” criteria	description
city greening	▶ “islands” of greenery, trees
illumination design	▶ partly illumination design in the inner-city areas ▶ street lamps and some illumination of buildings at night
city furniture	▶ some benches, but could be more (evaluation was during winter)
cleanliness	▶ the central inner-city areas of Sombor are very clean ▶ decreasing cleanliness in the side streets
surface design	▶ different surfaces, like clinker, stone tiles, asphalt
house facades	▶ some houses in the inner-city area need to be renovated, but mainly good condition
barrier free design	▶ partly barrier free ▶ some buildings are not barrier free
pavement width	▶ in general good, in some side streets partly blocked by obstacles (bins, bicycles, trash, cars etc.)
pedestrian safety	▶ main pedestrian zone “Kralja Petra I”, “Trg Svetog Dorda” and parts of “Laze Kostica” ▶ most of the inner-city area is safe for pedestrians (pedestrian zones, broad pavements etc.)
parking facilities	▶ parking primarily along the streets ▶ some small parking areas
traffic and signposting	▶ no guiding system for parking ▶ hardly any signposting
usability for events	▶ generally possible, primarily on the main square and side squares

A final evaluation of the urban development structures of inner-city area shows the following result:

	1	2	3	4	5
overall impression of the city centre ambience		●			
quality and density of retail trade		●			
quality and density of gastronomy		●			
cleanliness		●			
city greening		●			
illumination design			●		
surface design & condition		●			
presence and condition of monuments		●			
house facades and building conditions		●			
density and condition of traffic/signposting					●

(evaluation by school notes: 1 = very good; 5 = very bad)



3.3. Trend check

City centres are - similar to companies - in a multifaceted competition for customers, tourists, investments in private and public infrastructures and projects, as well as companies willing to settle, and much more. Naturally, these inner-city economic areas are also subject to different developments. With regard to the most efficient and sustainable active location marketing and empty space management possible, this chapter of the location analysis highlights the most important current and future 24 European trends relevant to small and medium sized city centres. For the responsible decision makers in Sombor this “trend check” should be a quick and general orientation aid how “trendy” the city centre is.

Sombor’s trend affinity is assessed using a simple traffic light system:

“trend check” colour	description
	<ul style="list-style-type: none"> ▶ no “trend affinity” ▶ (still no trend approaches visible)
	<ul style="list-style-type: none"> ▶ moderate “trend affinity” ▶ first trend approaches visible
	<ul style="list-style-type: none"> ▶ high “trend affinity” ▶ city centre is right on trend



location trends	trend affinity		
Trend 1 - Shopping experience The city as a networked experience shopping location (shopping, culture, gastronomy, services) with emotional stimulation	Green	Yellow	White
Trend 2 - Service as a chance to distinguish yourself Clear profiling of inner city retail via top service and specialist advice	White	Yellow	Red
Trend 3 - New city centre affine target groups Addressing new inner city target groups such as LOHAS, DINKs, silver surfers, etc.	White	Yellow	Red
Trend 4 - Multi- & cross-channel Online and offline multi- and cross-channel strategies of local companies are considered a major competitive advantage of city centres	White	Yellow	White
Trend 5 - New retail city formats e.g.: convenience-shops (products to go) and sustainability-shops (e.g.: repairshops)	White	White	Red
Trend 6 - Worlds of food enjoyment High quality specialist suppliers in the food sector in combination with tastings	White	White	Red
Trend 7 - owner-managed flagships High-quality, interesting products combined with lifestyle and/or feel-good concepts	White	White	Red
Trend 8 - Digitalisation of sales areas Digital technologies and "location based services" determine shop concepts	White	White	Red
Trend 9 - Investment boom for city hotels New city hotel concepts contribute to the offer mix of a city or city centre	White	White	Red
Trend 10 - Alternative accommodation concepts e.g.: albergo diffuso for subsequent use of vacant residential and business units	White	White	Red
Trend 11 - Experience and theme gastronomy Food as an experience by involving the guests in the preparation as well as special catering locations	White	White	Red
Trend 12 - Urban gastronomy concepts Various food concepts such as. Infinite food, spiritual food, etc. reflect the lifestyles of various inner city centre target groups	White	Yellow	White
Trend 13 - Day Tourism - Positioning Clear, day-tourist positioning of city centres as a strategy for additional absorption of purchasing power	Green	White	White
Trend 14 - Leisure structures in the inner city Sports and leisure infrastructures are returning to the city centres such as motor parks, amusement arcades, cinemas, etc.	White	Yellow	White
Trend 15 - Local quality labels Local quality labels strengthen competitiveness and help SMEs to position themselves	White	White	Red
Trend 16 - Co-working Alternative vacancy utilisation through co-working spaces and (ideally) simultaneous promotion of the creative industries	White	White	Red
Trend 17 - Educational institution as impulse generator Schools, nursery schools and universities are increasingly returning to the city centres	Green	White	White
Trend 18 - "one stop shop"- town centre marketing A professionalised town centre marketing with integration of location, tourism and cultural marketing agendas	White	White	Red
Trend 19 - Cultural sites as "landmarks" Architecturally sophisticated event locations or museums become inner-city magnet points	White	Yellow	Red

location trends	trend affinity		
Trend 20 - Image-shaping events The city as a stage or playground for new events in the leisure and cultural sector			
Trend 21 - Media libraries Increased development of municipal libraries in the digital field as a multifunctional educational centre			
Trend 22 - Digital city paths Communicating urban history and culture through "virtual" circular routes			
Trend 23 - Innovative forms of inner-city living New inner-city housing forms for different target groups such as: temporary housing, micro-apartments, modern heritage			
Trend 24 - Attractive "start up" scene The city centre as attractive location for young company founders			

Further comments

Sombor offers a **satisfactory shopping experience**, due to the good mix of retail, gastronomy, service providers and culture, but the shops should work on distinguishing themselves by offering special services, new retail formats or catering to new target groups. Currently, many retailers offer all the same exchangeable products the consumers get in many other Serbian or European cities and a multi or cross-channel approach is just starting. There is also no digitalisation of the sales areas yet.

There are no permanent “worlds of food enjoyment” in Sombor, so far there is only the good structured green market and some food festivals.

Sombor could use some **new city hotels** (with more than 30 rooms or 60 beds) or other forms of alternative accommodation concepts. The demand for that needs to be evaluated - currently, Sombor is positioned as a day tourism destination.

There are very few signs for visitors (guiding system, information etc.) and first tendencies towards the creation of digital city paths.

Regarding the leisure structures in the inner-city area, there is a cinema, theatre and museums available. Some events in the cultural sector complement the offer.

The most potential in Sombor can be determined in new forms of **inner-city living** and an offer for start-ups/creatives, like co-working spaces, an attractive infrastructure and support system. A proper **Town Centre Marketing organisation** could be the first contact partner for establishing a creative/start-up scene and to attract other businesses as well.



4. The Pilot location/project - remarks and comments

As part of the CINEMA project, Sombor is focusing on a local pilot project in the cultural-educational sector, where cost-synergies should be achieved by a deepening cooperation with other museums and institutions. The detailed plans are outlined in the following sub-chapters.

4.1. The pilot location

The **Grašalković Palace** was built from 1750 1763 in the Baroque style and got its current appearance at the end of the 19th century. It is owned by the city of Sombor, and has the status of a cultural monument. In former times it was used as an administrative centre and post office. Nowadays, there are several private and public companies and institutions in its premises but the building is not in the best structurally condition.

It is located in the heart of Sombor, on a 24 acres estate. The building itself consists of a central part and two side arms. The one-storey building, which is built of solid brick, has a total floor space of around 2,047 m². It has a courtyard, which is shared with the children's library and the National Theatre Sombor. Besides those, the pilot location is surrounded by the Holy Trinity Church, the Historical archive and a gallery as well as the old town hall.



1 = Grašalković Palace, 2 = Holy Trinity Church, 3 = Historical archive,
4 = children's library, 5 = Milan Konjovic Gallery, 6 = town hall

4.2. Utilisation ideas for the pilot location

The core idea is to bring an annex of the City Museum of Sombor as well as ongoing exhibitions and galleries. The revitalised palace shall become a **centre** for **cultural** and **educational life** and intensify the cooperation with other Danube region countries. This could be achieved by representing cultural assets of other countries who are historically connected to Sombor. The vision is to confirm the status of Sombor as a regional cultural centre, but also to ensure a leading role in relation with other European communities.



Vision of the finished project: images courtesy of the City of Sombor

4.3. CIMA remarks and comments

On the basis of the results and impressions of the on-site inspections, the data transmitted and the technical know-how of the CIMA, the following remarks can be given:

- ▶ **very good, enlivened city-centre location**

A central objective of the entire CINEMA project is to trigger new (economic) impulses for the city centres through creative industries development. The selected pilot location in Sombor fully meets these requirements. If the individual project components are implemented, CIMA is convinced that Grašalković Palace will become an important cultural magnet and that the (additional) visitors and users of the facilities will also benefit the city centre economy.

► **only indirect thematic reference to the creative industries**

According to the documents submitted, the pilot project primarily aims to develop the Grašković Palace as a regional cultural and educational centre. The factor "creative industries" is hardly mentioned in the conceptual documents and during the on-site visit CIMA could only identify limited spatial capacities for possible creative industries.

However, based on the very informative EU handbook "Creative Heritage" (2014)¹, Sombor should certainly establish a substantive connection between "cultural heritage" and "creative industry". For example, the following "cultural heritage" creative industries could be addressed for the project in Sombor:

- visual and performing arts
- photography
- special heritage services (e.g: conservator, old building construction experts, digitalization experts ...)

Since there is no corresponding or sufficient "creative industry potential" of this kind on site, appropriate specialised personnel should be acquired within the entire Republic of Serbia.

► **strategy development for a "cultural quarter"**



In the vicinity of the Grašković Palace there are a number of sights as well as galleries and museums (e.g. City Museum of Sombor, Sava Stojkov Gallery, Museum of the Danube Swabians, Milan Konjović Gallery...). In order to achieve the broadest possible impact and attractiveness, CIMA recommends that this area be further developed and marketed as a "cultural quarter".

¹ http://www.creative-heritage.eu/creative-heritage.eu/fileadmin/_creative-ch/Downloads/CreativeCH_Handbook_2014.pdf

► Using the trend towards artistic leisure activities

The trend to engage in artistic activities in one's free time or on holiday, or to be guided by experts in this field, is on the rise in Europe. As an interesting additional content component and to further stimulate local tourism, CIMA recommends installing a kind of "cultural leisure academy" in Grašalković Palace, which would offer seasonal (e.g.: summer/winter months) or year-round courses in the cultural or artistic field (e.g.: painting and sculpture courses, photography seminars, etc.).

In the following, three interesting reference examples are given as examples, which can serve as an orientation guide:

<p>„Cultural Academy“ Bad Reichenhall (Germany)</p>  <p>Source: Kunstakademie Bad Reichenhall</p>	<ul style="list-style-type: none"> ➤ a total of 140 courses per year in the old saltworks in the town centre of Bad Reichenhall ➤ courses for all age groups such as: Painting, drawing, graphic work, sculpture, letterpress printing, mixed media art, ... <p>www.bad-reichenhall.de/kunstakademie</p>
<p>„Accademia Riaci“ Florence (Italy)</p>  <p>Source: Accademia Riaci</p>	<ul style="list-style-type: none"> ➤ school for Italian arts and crafts founded in 1983, which also offers temporary courses for interested "amateurs" or hobby craftsmen <p>www.accademiariaci.info</p>

„Education Centre”

Monastery Reichersberg (Austria)



Source: Stift Reichersberg

- one of the first educational centres (founded in the mid-1960s) for cultural and artistic activities in Austria, offering a wide range of courses throughout the year

www.stift-reichersberg.at

- ▶ **active management/marketing as an important factor for sustainable success**
The sustainable and lasting success of such a project also lies in its active management and marketing. In the course of the entire project management, clarity should be created at an early stage as to who will be responsible for the management and marketing of Grašalković Palace and what human and financial resources can be made available.




5. Further measures and proposals for the city centre

A sustainable economic revitalisation of a city centre represents a concentrated development process over several years and is usually based on a combination of different real estate, urban planning and organisational measures.

To support the pilot project in the Grašković Palace, CIMA recommends the following additional accompanying measures in the city centre:

further measures	description
<p>installation of a professional Town Centre Marketing unit</p>	<p>Similar to many other, same structured European cities, it seems to make sense for Sombor to install a professional Town Centre marketing unit, which should focus on location marketing and vacant space management tasks in addition to "classical Town Centre Marketing tasks" (e.g. organising events, developing customer loyalty programmes etc.).</p> <p>Another possible focus of work and at the same time the use of meaningful synergies could be the active management of the new cultural and educational centre in Grašković Palace.</p> <p>Ideally, this Town Centre Marketing organisation should represent a joint body between the city and the local business community.</p>
<p>additional "City Hotel"</p>	<p>Despite the high increase in overnight stays in recent years (+ 35 % since 2015), both the absolute level of overnight stays (around 28,000) and the quality, density and accommodation capacity (especially for larger groups) of the local accommodation establishments can be assessed as increasing.</p> <p>With regard to possible additional visitor flows to the newly designed cultural and educational centre</p>

	<p>Grašković Palace, a (private) investment in a new city hotel should be pushed. If the project idea of a "cultural leisure academy" mentioned in Chapter 4.3. is pursued further, this city hotel could also be partly used as a "boarding house" (= residential flats for longer stays with some hotel services such as e.g. cleaning, laundry service, etc.): cleaning, laundry service, etc.).</p>
<p>"architectural" attractiveness of the market place</p>	<p>Green markets and farmers' markets are important frequency drivers and points of attraction for many city centres.</p> <p>CIMA was able to get a first impression of the market at "Trg Svetog Trojstva" during the on-site visit and found that the market offers a wide range of suppliers and fresh food products.</p> <p>To further increase the attractiveness of the whole market area, for example, a weather protection as well as uniform, easy-to-clean market stalls could be installed.</p> <p>Reference example - partially covered market place in Celje (Slovenia)</p>  <p>Source: publicspace.org</p>