

RESTART_4Danube
LOCAL ACTION PLAN
D.T2.1.3 LAP3 - Transit-oriented development
MUNICIPALITY OF MARIBOR
MARIBOR
DECEMBER 2021

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1 PART I

1.1 General information

Project: RESTART_4Danube

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2 PART II

Background and Policy Context



2.1 Background

The city of Maribor is the largest city (96.211 inhabitants only the city, and the municipality 112.682 inhabitants in January 2020) and the most important economic center of the Podravje region and the whole of northeastern Slovenia. With 2.170 km², the Podravje region covers more than a tenth (10.7%) of Slovenian territory and is the fifth largest Slovenian region. The region lies in the northeast of Slovenia and borders the Carinthia and Savinja regions in the west, and the Pomurje region in the east. It is bordered on the north by the neighboring country of Austria and on the south by Croatia.



City of Maribor/Source: <https://www.visitmaribor.si/si/odkrij/maribor/>

The Podravje region is generally characterized by a very low level of innovation in existing companies, lack of innovative companies with their own final products and services (especially in activities with high development potential), lack of large, high-tech, successful companies with high added value and low level of innovation and entrepreneurship culture. Despite the presence of the University of Maribor, the Podravje region is relatively weak in terms of investments in research and development, which speaks volumes about the research and development weakness of the economy.

Since 2008, we have been following the constant growth of the cultural and creative sector in all Slovenian regions. In 2008, the share of units in Cultural and creative industries (CCI) among all units in the Podravje region was 7.3%, and in 2017 it was already 9.0%. The creative economy in Slovenia employs 7% of all employees. Among economic entities, 8.4% of all active enterprises in the Slovenian economy belong to the cultural and creative sector. In 2017, the entire cultural and creative sector generated 2.7% of sales revenues generated in the entire Slovenian economy. In generating revenues, CCI was more successful than the chemical

industry, and at the same time the share of generated sales revenues in CCI is comparable to the revenues generated by the electrical manufacturing industry this year. The largest share of CCI sales revenues in 2017 was generated by the following industries: books and printing (27%), software and games (19%), advertising (17%) and performing arts and artistic creation (8%). In 2017, companies operating in CCI contributed 3.5% to the total gross value added (GVA) in Slovenia. After growth in the field of CCI, the software and games industry and the profession of software developer stand out. In the period 2008-2017, the number of companies in this industry doubled. One of the main characteristics of CCI companies is their small size. 97% of companies from CCI in Slovenia employ up to 9 employees, while 80% of companies employ only 1 person. This feature is not only a Slovenian specialty, but a situation that is completely comparable to the EU.



Awakening the sleeping giant/Photo: Saša Huzjak

According to a study conducted within the CRE.RE¹ - Creative Regions (INTERREG IV) project taken from the Local Programme for Culture 2015-2020, around 400 companies in the field of cultural and creative industries are expected to operate in the Municipality of Maribor. They employ around 2,000 people, which is only one quarter of those employed in the field of cultural and creative industries in Ljubljana, the capital of Slovenia. In 2009, of the total revenue of these activities in the amount of almost one and a half billion euros, 69% fell on the Central Slovenian region and only around 10% on the Podravje region.

¹ RRA Podravje, <https://rra-podravje.si/projekti/crea-re>, information about the study and key data from it are taken from the Local Programme for Culture 2015-2020
<https://www.maribor.si/dokument.aspx?id=28091>

The main problem in the Municipality of Maribor is that the operators of cultural and creative industries are not connected and do not act in an organized way, and they are also not taken into account in the preparation of development strategies of the city. Many people move their business to Ljubljana or abroad, which is additionally problematic because most of them are young people. At the same time, the connection between public cultural institutions and CCIs is poor. This stems from the belief that public cultural institutions are the cultural core and CCIs are the cultural periphery. The Slovenian specialty is the self-employed in culture, which according to the above study in the Podravje region around 200, perform more than 40 different professions in culture, but they cannot automatically be equated with cultural industries, although they represent potential for their development.

University of Maribor with about 13000 students and 17 faculties, UM has left its mark on the past and continues to contribute to the future development of the cultural landscape in the region. It is involved in various fields within the cultural and creative industries through its R&D activities (e.g. software for 3D scanning of heritage monuments, industrial design...), exhibitions and other creative projects.



University of Maribor/Photo: Maribor24.com

The Municipality of Maribor is preserving the traditions of diverse festivals in the city as well as adding new culture and creative events in the agenda of the events. This is also an important step towards introduction of culture and creativity to the citizens and tourists. Since creativity and culture always found its place in every city and town, the same is in Maribor. In many places and societies, we can meet with young, older, new, modern, digital, “old school” or industrial

CCI's in Maribor. Every location is diverse and has their own history of development, but also works together on connected topics and festivals.

Cultural and creative industries play an important role in the development of the city of Maribor and the entire development region Podravje, but unfortunately we do not have a strategy or program based exclusively on CCIs in the Municipality of Maribor and in the development region Podravje. Also, we do not have such a strategy for the entire country of Slovenia. However, we have strategies and programs that involve cultural and creative industries in various ways. The National Program for Culture (NPC) is considered in Slovenia to be a key strategic document that determines the development of culture and art in the period for which it was adopted. Slovenia does not currently have a valid NPC, the last one was adopted for the period 2014-2017. A new National Program for Culture is being prepared. The last valid National Program for Culture 2014-2017 included CCIs, but in two separate chapters entitled "Cultural industries as an opportunity for greater accessibility and democracy of culture" and "Creative industries for the new economy and creating new market opportunities". As a creative industry, NPC considered architecture and design, which integrate creative elements into sub-sectors such as graphic and fashion design and advertising. The main objective of the country in the field of creative industries in the period 2014-2017 was to create conditions for the development of the market of creative industries, and more attention was paid to design, which should stand out among creative industries in terms of added value and represent a key area or the intersection of technological and market factors of competitiveness. The Ministry of Culture, the Ministry of Economic Development and Technology, the Ministry of Science and Sport, the Public Agency SPIRIT Slovenia and local communities were in charge of implementing measures in the field of cultural and creative industries within the National Program for Culture. There is no publicly available data on the effectiveness of the implementation of the individual measures mentioned above, but some key measures have been successfully implemented. The disadvantage of this program is that it did not have a short-term action plan, which would determine the amount and source of funding, the approximate deadline for implementation and the responsible body for each measure. The key mechanism at the national level for non-refundable financial incentives for the development of innovative projects and companies in the field of CCIs and for encouraging stronger cooperation of these industries with the economy was in 2019 and 2020 the Public tender for the selection of operations "Promotion of creative cultural industries - Centre for Creativity 2019 or 2020-2021". Operations under this call are co-financed by the European Union from the European Regional Development Fund and the Republic of Slovenia within the Operational Program for the Implementation of European Cohesion Policy in the period 2014-2020. At the local level, Local Programme for Culture are strategic documents in the field of culture. Thus, in February 2015 the Local Programme for Culture 2015-2020 was adopted in the Municipality of Maribor. It is a strategic and integral plan for the use of cultural resources for the development of the city of Maribor. It places culture on an equal position with other stakeholders in the development of Maribor. In the Sustainable Urban Strategy entitled "Maribor has opportunities" and in the implementation plan of this strategy, the development guidelines for CCIs are not particularly highlighted. They are hidden among the measures of the fourth pillar of development, called "Urban Maribor", which concern the complete renovation of urban space with the help of open offices for urban renewal. The Regional Development Program (RDP) of the Podravje Development Region 2014-2020 is a basic strategic document at the regional level, in which the development potentials of the Podravje

region were identified, regional priorities in the field of economic, social, spatial, environmental and cultural development were determined.

In the Danubian Baseline Study previously developed within DTP RESTART_4Danube project, the main characteristics of the cultural and creative sector in 10 Danube countries were identified. Study reveals that innovativeness is not embodied, it is not visible, innovations are not supported enough to be able to be developed. University surprises us one in a while, but before innovation reaches the market it gets lost. Systemic barriers but also mental barriers, there is not enough energy and will to be implemented. This is maybe also as the relict of a past system. Lack of funding is an obstacle. Fear of failure in terms of entrepreneurial fail, the region has faced the past of economic difficulties and the fear remains. However, Slovenian CCIs sector has good connections internationally, also due to favorable geographical position (Maribor and Nova Gorica). University is aware of constant change in the field of creativity. Also, the University has developed several programs and also the program for visual arts, very specialized and also aware that graduates also need to be able to sell their work. Programs of the university to broaden and empower to function on all levels of the society, including reflection of own work in terms of accepting criticism as constructive. Municipality has supported tertiary education, also financially in the past years. The municipality implemented the Urban strategy outlining the development of Smart specialization, it includes CCIs, but only indirectly through indirect goals. The Strategy is in process of updating, there is cooperation through project applications (European Capital of Culture). Youth strategy will give more impacts to the sector – is in preparation. While preparing the candidacy for European capital of culture much connections and awareness was raised on the importance of CCIs. The identity of the municipality is understood as a cultural and creative city. Aim to involve CCIs in other strategies, also within the strategy for elderly, emphasis on cross fertilization of sectors.

Together with the University of Maribor, we organized the Policivil workshop with a total of 30 stakeholders who attended the event. The participants had diverse backgrounds with the majority coming from business support organizations and higher education institutions. However, local and national public authorities and SME's also attended the workshop. During the event participants got acquainted with the Restart_4Danube project and the Danubian baseline study along with the preliminary local action plan ideas for the city of Maribor, Slovenia. The possibilities and advantages of the Enterprise Europe Network with specific focus on the creative and cultural industries were presented as well. In cooperation with the Municipality of Maribor and the Centre for creative industries two group discussions were organized. The first discussion focused on the local action plan and the actions which could be implemented. The second discussion followed a presentation by The Centre for creative industries which focused on the state of the creative sector in Slovenia and stakeholders were encouraged to express their views on the topic. The aim of the discussion was to encourage future collaboration between participants. The Municipality of Maribor has some experience with the implementation of projects in the field of cultural and creative industries. In the past, it has participated in the following European projects:

- URBACT III: 2nd Chance – Waking up the “sleeping giants”
- URBACT III: Creative spirits,
- URBACT I: Cultural activities and creative industries - a driving force for urban regeneration”.

In the opening part of the presentation we provided a short introduction to the concept of transit-oriented development. We explained the strategy for its implementation in the Municipality of Maribor, and pilot projects which might be implemented to achieve the desired objectives. Presented suggestions included the urban regeneration of the public area along Mlinska Street near the main bus station and the urban regeneration of a small part of Boris Kidrič Square in front of the main railway station with creative and innovative solutions.

With the suggestions of participants in the Policivil workshop we created three different ideas for implementing LAP into our society. The ideas suggested were organizing street music, interactive playgrounds, art exhibitions, the inclusion of gamification-based benefits, improvement of stops (e.g. bicycle parking,). Multiple attendees also suggested including more creative designs in 'art thinking' into the creation of the stops in the first place. The participants listed multiple solutions which might increase the attractiveness of public transportation such as a more modern marketing approach, environmentally friendly modes of transportation (e.g., electric), improving the punctuality and frequency, creating a better atmosphere (e.g., more pleasant, and interactive interiors, better music selection) and put more emphasis on the relationship of school children with the system.



Bus stops in Maribor today

2.2 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Smaller city that is connected with public transport and local bicycle paths ● Alternative transport options (bike, scooters, electric scooters, bus, Majster – small electric bus, that is free of charge and available all year round), walking ● Public company Marprom as a part of Maribor Holding is in charge for public transport ● In terms of connection of public transport, the things are getting better ● E-mobility is being implemented in all types of transports ● Public transport is available in terms of affordability ● More people can be more mobile at the same time 	<ul style="list-style-type: none"> ● Not enough resources for improving public transport ● Ideas are not unified from stakeholders but widespread ● Some parts of public transport are not covered, so you have to use other alternative transport (car, taxi, bike) ● Delays on public transport (the transport timelines are only informative) ● Time spent traveling depends on number of passengers and time of the day ● A lot of people are still using cars for their daily transport
Opportunities	Threats
<ul style="list-style-type: none"> ● Opportunity to evolve public transport ● Possibility for new projects and financial resources ● Implementing new practices that are already a good practice ● Finding new partners and opportunities for other projects ● Bringing closer and making better public transport even closer and better for our community ● The use of public transport will result in less road congestion ● Creating a better atmosphere (e.g., more pleasant, and interactive interiors, better music selection ● organizing street music, interactive playgrounds, art exhibitions, the inclusion of gamification-based benefits, improvement of stops (e.g. bicycle parking,) 	<ul style="list-style-type: none"> ● Cars are still the main and easiest source of transport; younger generations are declining of using public transport is important and are using bikes (ecological point of view) ● Some modern types of transport can substitute public transport (e-bikes, e-scooters, etc.) ● Less investment can have effect on quality, logistics and development in public transport system ● Other alternatives of work and education may affect the use of public transport (working from home changed during pandemic of COVID-19 has reduced the use of public transport)

2.3 Policy context

Policy instrument addressed

Yearly plan for Culture (strategic document from MOM)
 Sustainable Regional development plan of Maribor 2030
 Sustainable urban strategy Maribor 2030

Impact and contribution of the action plan towards the improvement of policy instruments

The amendment to the Sustainable Urban Strategy for Maribor refers to the harmonization of the basic document of development planning of the Municipality of Maribor, its potentials or opportunities that Maribor has in creating a modern, circular and self-sufficient community that puts the quality of life at the centre. The elaboration of sustainable urban strategies of urban municipalities for the implementation of integrated territorial investments is intended to prepare for the absorption of funds from the programming period 2021-2027, with the aim of the highest quality and comprehensive preparation and thus ensuring the best possible absorption of funds. Cohesion policy continues to support local authorities in developing strategies and managing cohesion funds during this period. Under cohesion policy, as much as 6% of the European Regional Development Fund is dedicated to sustainable urban development. Furthermore, the European Commission promotes networking and strengthening the skills of urban authorities in the framework of the European Urban Initiative.

The city of Maribor is the centre for the development of the cultural destination of the Eastern Cohesion Region, which it is developing in cooperation with other development cities of Eastern Cohesion than with partners in the wider European and global space (interregional and polycentric action). Already during the European Capital of Culture (2012), it turned out that the program, despite the above-average financial public sector participation is relatively highly efficient when comparing the ratio between the number of events and their resources. Culture is part of sustainable regional development (new jobs, long - term urban development and rural areas, higher economic growth, higher competitiveness of the region, creative use of modern information and communication technologies, renewable energy sources and sustainable operation). Culture defines and establishes local identity (influences the awareness of the population, accessibility of cultural goods, development of local artists), cooperation between political actors and the establishment of the information society) while promoting European cultural cooperation, contributes to the international recognition of Maribor.

Along with artistic creation and re-creation (program components), the renewal of cultural and industrial heritage and the fulfilment of more than ten-year expectations (establishment of the Cultural-Educational centre Rotovž: Rotovška library, City gallery, Art cinema, art galleries, renovation of real estate heritage in the city centre...), which in turn contributes to the new tourist, recreational and transport infrastructure.

From the point of view of transport itself, the field of mobility in MOM is already very well addressed in the adopted Integrated Transport Strategy of the City of Maribor (June 2015). The proposed measures are in line with EU calibration in the field of mobility, in particular the recommendations of the European Low-Emission Mobility Strategy, but in the context of the circular economy and its development in the city, this area needs to be further linked to other

areas covered by the Strategy. With our LAP we will contribute to some activities which relate to these strategies such as increasing the attractiveness of public transport by supporting innovative approaches and solutions. Moreover, by supporting the stakeholder engagement we also intend to explore and encourage a more creative approach to the development of solutions in the field of transit-oriented development.

3 PART III

ACTION PLAN



3.1 Local Action Plan

Action	Time Frame
Collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor	January 2022- June 2022
Smart city co-creation events	March 2022- June 2022
Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure”.	May 2022- June 2022

3.1.1 Action I: Piloting a collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor

3.1.1.1 Background

Cities and regions are increasingly moving towards innovation at global level, incorporating digitalisation and the Internet of Things (IoT) into all aspects of human and business life. This movement is inspiring new ways of incorporating these technologies into solutions aiming to resolve urban challenges while maintaining a higher quality of life for residents. Smart jobs also attract new knowledge, talent, creativity, high value-added jobs and investments. Cities which are able to attract and retain talent can further their economic development, while those that cannot follow the trend or do not want to support such changes can risk losing key demographics which can lead to economic, environmental and even social decline. In an increasingly digital economy and technological age, cities need to look for new approaches, innovative technologies, and smart infrastructure to create an environment that supports community and economic growth.

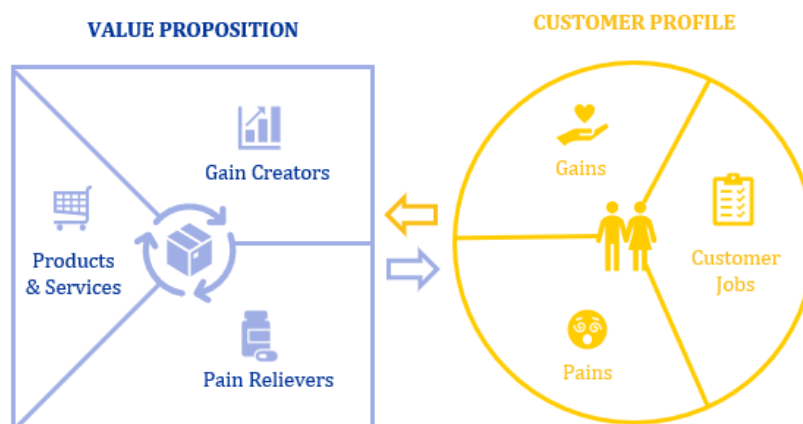
The aspect of digitalization and inclusion of digital technologies was mentioned during the Policivil workshop in Maribor as well. Although sustainability related issues were at the forefront of the debate, digitalization and gamification were mentioned as possible solutions to increase the attractiveness of public transport. Moreover, similar considerations regarding the inclusion of new technologies and features were discussed in Policivil workshops organized by other project partners which will be implementing local action plans. While the action does not focus on the inclusion of digital solutions into means of transportation it is inspired by the discussions that took place. For the realization of the Smart city of Maribor, it is necessary to combine two paradigms: digital and non-digital. The most optimal result for Maribor as a whole can only be created by including both dimensions. Creating a balance between the digital economy and results that benefit non-digital communities while including culture-based with creative components is key.

This pilot action will focus on Transit oriented development and the Smart City's strategic priority area "Mobility". The core of the pilot action is the creation of a collaborative platform for Creative industries players to contribute to more attractive public and green transport in the city of Maribor. It represents a digital solution that will contribute to the inclusion of CCIs in the creation of the Smart city Maribor strategy and action plan for the strategic area of Mobility. Should the pilot action be a success, this will be firstly transferred to other strategic areas of the smart city initiative and later to other cities in Slovenia and abroad. Post-project the collaborative platform (if successful) would also be used as a model for increasing the involvement of CCI actors in other strategic areas of smart cities and transferred abroad as a best-practice example.

3.1.1.2 Stakeholders

Name of Organization	Allocated Tasks
Municipality of Maribor	1. Planning, administration, and collaboration in the Smart city creative collaborative platform 2. Agreement with MARPROM 3. Promoting the use of the platform among CCI actors in Maribor
University of Maribor	1. Planning, administration, and collaboration in the Smart city creative collaborative platform 2. Promoting the use of the platform among Researchers and students from University of Maribor 3. Coordination of the process
CCI companies and freelancers	Participation in Smart city creative collaborative platform
Creative individuals – natural persons	Participation in Smart city creative collaborative platform
CCI Intermediary institution	Promotion of the Collaborative platform to reach as many CCI actors
Media	Promotion of the Collaborative platform to reach general public

3.1.1.3 Value Proposition Canvas



CUSTOMER PROFILE	
Gains	<ul style="list-style-type: none"> Smart city action plan and measures in line with citizen expectations

	<ul style="list-style-type: none"> Enhanced trust between general public and the municipality
Pains	<ul style="list-style-type: none"> Services and products not aligned with needs of citizens Citizens do not participate in measures taken by municipality
Customer Jobs	<ul style="list-style-type: none"> Involved in co-creation process, expressing their needs

VALUE PROPOSITION	
Gain Creators	<ul style="list-style-type: none"> Ability for citizens to participate and feel heard Overview of ideas across the city map
Pain Relievers	<ul style="list-style-type: none"> Providing a seamless service in terms of informing Municipality about problems / ideas
Products & Services	<ul style="list-style-type: none"> Collaborative platform

3.1.1.4 Objectives

The objective is to create a collaborative platform for Creative industries players to contribute to more attractive public and green transport in the city of Maribor. The platform will be open for collaboration to all interested stakeholders, but there will be some measures taken in consideration to avoid general public spam.

The platform will offer two-fold content:

2. Firstly, designated creative industry actors (such as University Library, Slovenian National theatre in Maribor, Art galleries, Museums and others) will be invited to identify paths (particular parts of their websites) with their interesting content (art, paintings, event photos, quotes, personalities, etc.). We will use advanced web technologies to extract/scrap and aggregate this content. Thus the platform will automatically collect and show new, fresh and accurate data from the field of CCI in Maribor to the citizens without any manual input. The data will be displayed randomly on unique and specific links, allowing the user to see only one "entry" at a time (the entry will have an active link for referral to original content). If the user wants to see another entry, they will have to "refresh" the page. The platform will also allow the viewers to "like" certain content and will enable the basic analytics, visits and clicks on links and other statistics to be available to institutions for feedback on which content citizens respond very well to.
3. Secondly, creative individuals (including students, high school students, creative natural persons, freelancers and academy and industry players) will have the opportunity to "improve the city" with their creative ideas and collaborate in creative experiment showcase section of the platform, thus gaining visibility among general public of Maribor city, potential investors, future employers, etc. These creative solutions will also be included in the "Recommendations for the preparation of the

Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure.

The content on the platform, generated by these different creative industries actors from above two sections will be linked to QR codes. These QR codes will be applied in a form of a sticker to seats on the bus lines, bus stations, train station, e-bike stations and info points around Maribor with an intriguing and creative inscription above the QR code "What is cultural today?", "Even if there is no coffee, there is a culture.☞"; "Hungry for culture?"; "This is the quickest way to culture." etc. to stimulate and foster citizen engagement in culture and mobility usage and participatory governance of the city.



3.1.1.5 Activities

This pilot action will be executed through:

1. Finding a suitable external expert from local creative industries community for the platform creation
2. Planning for a collaborative platform. This task will define clear cut vision, mission and objective about what will be achieved, in how much time, identification of the right resources and constraints.
3. Creating a platform within DIH UM or MOM website, closed to registered creative industries actors and individuals collaborating with the city on the topic.
4. Testing phase with selected quadruple helix actors (preferably, actors already involved in Policivil workshop Maribor)

5. Website audit and analysis. The chosen platform will be fully capable of being customizable, and various functionalities will be carefully thought over based on the industry/ audience being targeted.
6. Official launch of the platform together with Pilot action 2.
5. Creation of QR codes and its application to designated areas.

3.1.1.6 Timeframe

The pilot action will be executed within 9 months – First 3 months will be dedicated to the planning and establishment of the virtual platform / extension for DIH UM website, and the identification of additional stakeholders needed to execute the action. The next 6 months will be dedicated to testing and optimization of the platform and creating and applying appropriate QR codes.

3.1.1.7 Cost estimation and funding sources

The first pilot action is extensive and foresees expert assistance in creation of the virtual environment, testing and its optimisation. Minimum of 6000 € will be dedicated to the platform creation. Another 2000 € will be dedicated to creation, printing and application of the QR codes. UM and MOM staff will be devoted to executing this action in line with the AF budget foreseen for this part. The External expertise expenses will be covered from UM budget – External expertise foreseen for this cause (5000 €) and an extra amount of 3000 € will be transferred from BL Travel, not used due to COVID-19.

3.1.2 Action 2: Smart city co-creation events

3.1.2.1 Background

The goal of pilot actions is to create Smart city Maribor with creative transit-oriented solutions. To achieve this, it is necessary to build strong foundations for the development of a sustainable and future oriented city of Maribor. Securing the engagement of a variety of different stakeholders who will co-create this future vision can only be accomplished with extensive efforts in the communication of the project, its goals, progress and processes. The communication has to be clear and exciting in order to reach an audience as diverse as the city itself.

Our focus will be on engaging with the pre-existing networks and communities; -ones that we are already familiar with from earlier collaborations (e.g.m Policivil workshop, EEN Sector Group CCI). These networks and communities already have a great deal of trust and confidence in the partners. In other words, this approach will enable us to establish a solid “fan-base” and create solid online content before we extend our network. The approach that will be used to truly engage the community will be based on a concept called “OrganiCity”, developed under the H2020 project with the same name. Its main engagement principles are:

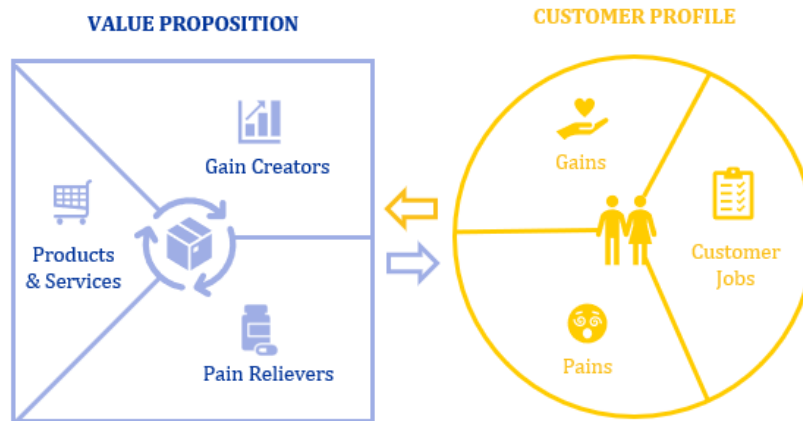
- Principle 1. Empower adjacent communities and champion advocates
- Principle 2. Design for trust, especially around change
- Principle 3. Facilitate personal & community ownership
- Principle 4. Debate and co-create across comfort zones
- Principle 5. Use challenge areas as catalysts for innovation
- Principle 6. Respect the value of venue: the right space at the right time
- Principle 7. Provide a clear journey for participation and value visibility

These will be the foundation for exploring ways in which stakeholders (e.g., businesses, local authorities, citizens) can work together and help create new solutions. More information on the principles and the OrganiCity approach is available [here](#).

3.1.2.2 Stakeholders

Name of Organization	Allocated Tasks
University of Maribor	Organization of dedicated series of events
Municipality of Maribor	Co-organization of dedicated series of events
CCI companies and freelancers	Participation in dedicated series of events
General public	Participation in dedicated series of events
CCI External expert	Creative and technical support for events organization

3.1.2.3 Value Proposition Canvas



CUSTOMER PROFILE	
Residents of Municipality of Maribor and CCI	
Gains	<ul style="list-style-type: none"> Having a stakeholder centered approach in which different interested groups can feel heard.
Pains	<ul style="list-style-type: none"> CCIs and general public is usually not included. Finding opportunities to include CCI outputs in mobility focused projects.
Customer Jobs	<ul style="list-style-type: none"> Overcoming mobility challenges in the city when traveling from point A to point B. Engaging in mobility projects.

VALUE PROPOSITION	
Gain Creators	<ul style="list-style-type: none"> Evolving already established and tested concept which has good results will create more trust.
Pain Relievers	<ul style="list-style-type: none"> Providing an easy way to interact and be heard before new actions are implemented.
Products & Services	<ul style="list-style-type: none"> Creative transit-oriented solutions to kick-start Collaborative platform for Smart City.

3.1.2.4 Objectives

The objective is to explore how citizens, businesses and city authorities can work together to ideate creative digital solutions to urban mobility challenges. The series of smart-city co-creation events will kick-start the operational part of the Collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor, with the ultimate aim to gather creative and digital ideas for Smart city Maribor in the strategic area of Mobility.

3.1.2.5 Activities

The action will be implemented in order to kick-start the operational part of the Collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor. For this purpose, 3 informal events will be organized, each with different specific focus:

- 1st event will be organized in a form of a “Light and fun” brainstorming workshop in an informal environment. The participants will have 2 interesting tasks: Firstly, to test the first version of the collaborative platform, offering suggestions for improvement and secondly to think about creative digital solutions and insert them in the platform as the trial solutions. Main stakeholders invited: municipality, general public, Creative industries actors from academia and industry.
- 2nd event will be organized with the same approach as previous one, with different focus – participants will discuss different theoretical approaches and best practice use cases from other Smart cities and will also discuss the feasibility of proposed solutions to be piloted in real life experiments. Main stakeholders invited: municipality, general public, Creative industries actors from academia and industry.
- 3rd event will be organized in a more formal manner and UM will conduct a general session, presenting the results of previous events in order to harmonize the expectations and needs among smart city stakeholders.

3.1.2.6 Timeframe

The pilot action will be executed within 3 months with 1 event taking place per month (between April 2022 and July 2022).

3.1.2.7 Cost estimation and funding sources

The pilot action is extensive and foresees an expert assistance in creative and technical conduct of the workshops. External expertise in the amount of 3.000 EUR is foreseen for the above actions. UM and MOM staff will be devoted to executing this action in line with the AF budget foreseen for this part. The External expertise expenses will be covered from MOM budget – dedicated BL External expertise.

3.1.3 Action 3: Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure

3.1.3.1 Background

The Smart City Maribor Initiative (SCMI) was launched to spark sustainable development of a smart city environment, to pursue innovation in the city of Maribor, and to develop pilot projects that will enable the provision of smart city activities (in the field of smart services, technology and products). Its aim is the implementation of advanced projects that will improve the quality of life in Maribor and the surrounding areas, and encourage technological, social, and organizational innovation. By launching the Smart City Initiative, the city of Maribor joined other advanced urban environments which have recognized the advantages of intensive collaboration between the municipality, research institutions, and industries to ensure high quality living standards and technological development.

The formation of the Smart City Maribor Initiative is based on a "triple-helix" partnership, and represents a regional partnership between the Municipality of Maribor, the University of Maribor, other development institutions and the economy. The partnership was formalized by signing a Memorandum of Understanding, which turned the R&D cluster into a network of partner organizations. The Smart City Maribor Initiative network will seek to address urban challenges in the following areas of activity:

- Competitiveness & Research - promoting innovation and setting up a regional R&D center;
- Health and quality of life - new technologies and services as a response to demographic changes in the region;
- Environment - waste, water, air quality, and green areas management with a particular focus on user-oriented solutions and the latest ICT solutions;
- Mobility - sustainable multimodal mobility based on alternative fuels and ICT solutions;
- Energy - substantial reduction of energy consumption in cities, including public buildings, public utility services, public transport and industry with a strong integration of ICT solutions;
- Smart governance - transparent governance, based on open innovation principles and modern ICT e-governance solutions;
- Education & Creativity - setting-up an open space for creativity and new forms of education at all levels;
- Internationalization of the city and the SCMI stakeholders through cooperation with Smart City clusters in the EU and worldwide.

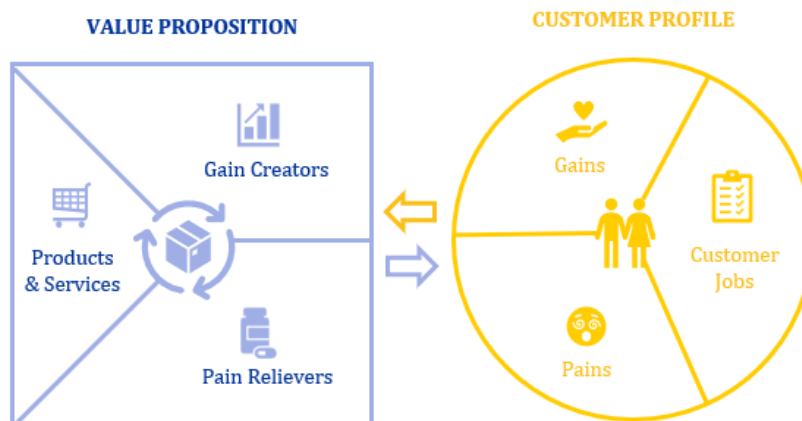
This pilot action will contribute with "Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure" to be included in "Mobility" vertical of the Smart city Maribor. Moreover, the recommendations will aim to go beyond the triple helix predicted in the abovementioned strategy to consider the quadruple helix prioritized by the RESTART_4Danube project. This

will be realized through the active engagement of the public, particularly within ACTION II which is inspired by the OrganiCity approach.

3.1.3.2 Stakeholders

Name of Organization	Allocated Tasks
University of Maribor	Providing input for recommendations
Municipality of Maribor	Providing input for recommendations
CCI External expert	Preparation of the recommendations

3.1.3.3 Value Proposition Canvas



CUSTOMER PROFILE Local Authorities	
Gains	<ul style="list-style-type: none"> Stakeholders from cross-section of mobility, creative industries and smart infrastructure
Pains	<ul style="list-style-type: none"> Inputs from the collaborative platform and the series of events from previous actions can be in conflict and change.
Customer Jobs	<ul style="list-style-type: none"> Implementing advanced projects that will improve the quality of life in Maribor and its broader region, and encourage technological, social, and organizational innovation

VALUE PROPOSITION

Gain Creators	<ul style="list-style-type: none"> ● Addressing urban challenges ● Recommendations will be presented to responsible departments and adequate strategic levels at Municipality of Maribor
Pain Relievers	<ul style="list-style-type: none"> ● Providing a comprehensive and clear way forward that is easy to understand.
Products & Services	<ul style="list-style-type: none"> ● Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure” to be included in “Mobility”

3.1.3.4 Objectives

The objective is to create a “Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure” and to ensure the Maribor community has been acknowledged in the process, therefore, taking the quadruple helix approach stressed by RESTART_4Danube into consideration as well.

3.1.3.5 Activities

UM and MOM will provide inputs from the collaborative platform and the series of events from previous actions and external experts will be responsible for full preparation of “Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure”.

The above-mentioned recommendations will be presented to responsible departments and adequate strategic levels at Municipality of Maribor.

3.1.3.6 Timeframe

The pilot action will be taking place within 2 months, between July 2022 and September 2022.

3.1.3.7 Cost estimation and funding sources

The pilot action is extensive and foresees expert assistance in drafting Smart city recommendations. External expertise in the amount of 2.000 EUR is foreseen for the above actions. UM and MOM staff will be devoted to executing this action in line with the AF budget foreseen for this part. The External expertise expenses will be covered from MOM budget – dedicated BL External expertise.