



Past - Present - Future



# “A NEW INDUSTRIAL CULTURE IN CENTRAL EUROPE”

## REGIONAL STRATEGY FOR SISAK-MOSLAVINA COUNTY

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Regional strategy document

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PP 8, Sisak-Moslavina County, Republic of Croatia



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## 0. Abstract

The Regional Strategy of Sisak-Moslavina County "A New Industrial Culture in Central Europe" represents a kind of innovative step forward in a heritage-based regional development planning as it connects the past, the present and the future. Its starting point is the industrial heritage (tradition related to industry and industrial production) that Sisak-Moslavina County unequivocally possesses. The Regional Strategy is being realized within the project "A New Industrial Culture in Central Europe" (InduCult 2.0) supported by the Interreg Central Europe Program 2014-2020.

The Regional Strategy was defined after a series of participatory consultations and workshops with as many relevant stakeholders as possible from defined geographical territory in order to have final results and recommendations in agreement with all who could have a positive impact on its implementation.

The document starts with recognized set of circumstances at the level of the Sisak-Moslavina County related to industrial culture including presentations of its potentials (which are exceptional). By further analysis, but as well through synergy it checks the specific situations and challenges of successful implementation as per proposed priorities. In this context, explicit values have been highlighted, existing activities recognized and, in particular priority actions emphasized the County should target if it intends to achieve developmental potentials based on industrial culture. Specific stress has been put on six key actions / recommendations (5.5.1-5.5.6) which represent the basis of successful regional development and creation of a unique place differing from others and therefore appealing to visitors and investors.

Finally, the document brings key moments of the Action Plan (for the period 2019-2021) and it proposes evaluation methodology including levels of sustainability.

## 1. Defined project context

InduCult2.0 addresses eight Central European regions mono-focused on industrial production. The partnership sets out to discover industry-based culture of these regions for positioning them as appealing places for work, life, and recreation.

InduCult2.0 goes beyond heritage preservation and utilization: past, present and future cultural assets related to industry are combined and jointly utilized as one powerful force. This way, Industrial Culture becomes a living and dynamic concept mirroring the ongoing transformations of industrial economy and actively shaping the cultural sphere of the affected communities.

The InduCult2.0 partnership engages in 4 thematic fields:

- establishing and promoting the concept of Industrial Culture in Central Europe's industrial regions;
- priming Industrial Culture as a unique feature of regional identity;
- deploying Industrial Culture for securing labour force and strengthening the ties of companies;
- fostering pioneer spirit, creativity and innovation in the environment of industry and its remains.

## 2. Industrial Culture of Sisak-Moslavina County

Premises/Background:

Industrial culture of the Sisak-Moslavina County (Croatia) makes an important, necessary component of cultural activity and development of the region. The perception of the County as old-

industrial region is often still negatively connoted and at the same time, the region has a vast potential to use industrial heritage for promoting a positive regional image and as unique selling point related to pioneering spirit, traditions and innovation capability.

Industrial culture of the region can be used for new economic development, sustainable employment at the regional level as well as for touristic, cultural or museum purposes. Industrial sites can become extraordinary living space or working place for the creative industries given their affinity to the old-industrial spirit.

#### Regional characteristics of the Sisak-Moslavina County:

The city of Sisak was an important industrial centre in the past (especially during the 20<sup>th</sup> century) well-known for its exceptional tradition in diverse forms of crafts and industry. Today the City is rich in industrial heritage/culture. The Industrial heritage/culture, by definition of the Project "A New Industrial Culture in Central Europe - InduCult 2.0" do not cover only industrial objects but also industrial landscapes, working settlements, machines, archival materials, degree of development of a particular space and its importance in a particular historical period related to industry etc. Accordingly, and if observed from today's perspective (historical) the development of Sisak is directly marked by its industry, thanks to that it has been an important centre of the Region. Industrial heritage is therefore an integral part of its past, and hence (and most important) determinant of its identity and the future. The same is valid for the Sisak-Moslavina County.

In brief, the industrial culture of the County has tremendous potentials for the regional development, i.e. to put it into a modern function that can provide a new economic momentum (based on a creative and a cultural industries). To do the same it is necessary first and foremost to bring its values closer to the local community, especially younger generations, nearer to contemporary and modern ways of understanding the global, networked world we live in. Further on to make it dynamic, hence to create activities (participative one) that will involve aforementioned in shaping specific cultural-identity of the area where industrial heritage/culture will be the key component of its development (i.e. by creating the unique selling proposition of area which differs from other offers).

Ultimately the overall development potentials of the County have been raised by this approach to a significantly different level and opened up possibilities to achieve additional values which serve as the basis for social and economic progress and inclusive competitiveness of the Sisak-Moslavina County.

### 3. Methodology

#### InduCult2.0 Project's methodology:

In accordance with the Project's principles, the project partners created a transnational learning-based network based on exchanges and joint creativity, thereby creating local while at the same time European network concepts, demonstrated by pilot activities and strategies. In the particular regions organized a focus group on "Living Industrial Culture" which includes stakeholders from all relevant sectors (administrations, museums, companies, schools, creative communities). At transnational and regional levels, the InduCult2.0 Project relied on research and assessment, and a successful implementation of desirable changes.

#### Development of the Regional Strategy = Methodology & Main Criteria:

Applied criteria of the strategic influences (reflected in the program, spatial and representational organizations) of a new industrial culture in Sisak-Moslavina County are as follows:

- **inclusive and participative approach** (i.e. ongoing co-operation with users / consumers)
- **contemporality and relevance** (relevant context of present-day situations and projections for the future)
- **social responsibility** (in all segments of planning and implementation).

Applied methodology principles in progress of the strategy (and related action plans, space usage and interpretation / presentation) aim at achieving the synthesis of a team-defined features into a functional and successful development strategy, here based on industrial culture on territory of the Sisak-Moslavina County. The methodological design criteria are therefore primarily focused on the program (main, sub-main) themes, locations and communication ensembles which are directly derived from the above mentioned basic premises. Protection and promotion = advocacy of users/local community "experience" is the foundation / prerequisite for building any successful heritage/cultural concept, so it is in the Strategy strongly advocated.

The main premise is relevance of following five elements:

**information - interpretation - communication - promotion – visibility**

while the main aims (concerning the local community/communities) are:

**empowerment - stimulation - engagement**

## 4. Goals

The main goals of the Regional strategy are defined as follows:

- to sensitize the public for the values of industrial culture;
- to strengthen the understanding of the County's industrial culture as a key element in shaping regional (and local) identities;
- to propose strategic actions for a systematic use of industrial culture (and its management) within Sisak-Moslavina County;
- to define industrial culture as the base of future development (or one of its key elements) relying on the ideas of sustainability (social, economic, environmental and cultural)
- to bridge the generation gap by including the overall population of the region

## 5. Applied level - implementation

The recommendations included in the Strategy deal with the social, cultural, economic and political context, i.e. possibilities of using (new) industrial culture in the Sisak-Moslavina County, done in accordance with other, interconnected strategical documents.

### 5.1 Existing use of resources

Re-defined use of industrial heritage/culture in the Sisak-Moslavina County toward creating new potentials do already exist where the project "A New Industrial Culture in Central Europe - InduCult 2.0" gives it a new momentum. The County's industrial heritage is systematically studied and promoted in the area of Sisak, especially via activities of the Sisak City Museum as the main museum/heritage institution in the Sisak - Moslavina County.

In addition to the flag-ship project based on industrial culture in the County/City of Sisak (Information and interpretation Centre of Industrial Heritage 'Holland House') it is worth to point out

several other activities carried out in parallel, i.e. independently of the Project "A New Industrial Culture in Central Europe - InduCult 2.0 ", including:

- Industrial Heritage days of the City of Sisak (every year, in September)
- Bicycle tours of industrial heritage in the city of Sisak (throughout the year)
- Arrangement of the bulk cargo ship "Bikovo" as the centre of informal learning
- Plans for reconstruction of former barracks (in the city of Sisak) into a scientific-cultural-educational centre
- Provision of scholarships for pupils / students enrolled in specialised occupations (County level)
- The planned re-construction of a new vocational high school
- Renovation of a former vocational school building and its arrangement for additional accommodation for students (students residence)
- Improving transfer of knowledge (study visits, experts' meetings)
- Organization of various communication-presentation platforms (e.g. exhibitions) and similar activities with various stakeholders involved in the promotion of the County's industrial culture
- Development/positioning of gaming industry at the County level

## 5.2 InduCult 2.0 industrial culture activities

In addition to the activities mentioned under 5.1 there are further independent or partially independent activities connected to the project "New Industrial Culture in Central Europe - InduCult 2.0" in Sisak-Moslavina County. These are:

- creation of digital informative points of industrial heritage / culture within the County (in the form of info kiosks, at least on four different places)
- organization of "Sisak Metal-Fest", the event aiming at promotion and sensitization toward industrial heritage of the County and its potentials, primarily on a metal industry
- an exhibition of industrial heritage via old photographs
- creation of the industrial heritage/culture map of the Sisak-Moslavina County with (at least) 16 significant industrial locations
- development of various educational programs (informal and formal learning) with a number of stakeholders from the County (topics include: 3D technology, entrepreneurship, etc.)
- organizing study visits to carefully picked locations of an industrial culture in the County, but also to comparative examples of good practice elsewhere
- development of vocational activities handbook/guide with a list of occupations related to the industry and associated careers (employment and entrepreneurship promotion)
- promotion of a street art and similar forms of creative expressions.

## 5.3 Values promoted by the Regional Strategy

Positive values (premises/ideas) about an industrial culture (including past, present and future) within this Strategy refers to:

- (developing) key segments of local / regional identity
- creating self-confidence based on the previous
- creating ability to achieve unity / collective inter-connectivity among people
- possibility to create unique (new) offers
- reacting here and now (i.e. transformation of former industries into new, creative and cultural)
- openness, and tolerance to difference

## 5.4 Industrial Culture influence on regional development: priorities

The potentials of the Sisak-Moslavina County industrial culture - which makes it unique in relation to its environment, are exceptional. In other words, the industrial culture of the County has potential toward greater utilization, improvements and implementing it. The primary goal is to bring its values closer to younger generations (as a primary target population), and closer to a modern way of living with intention to (re)define and to create activities that will precisely activate this group, move them toward shaping (regional) present and future. An ideal link here could, and should be present and former workers associated with industrial plants in the County. This is an important task, as it could bridge the generational gap that is often present (sort of) obstructive element in building coherent visions of future development. Accordingly, it is important to motivate wider public, especially youth, cultural and other heritage institutions and all other local stakeholders to be actively involved in creating activities which will valorise potentials of rich industrial culture/heritage of the Sisak-Moslavina county.

The key priorities concerning the County area are therefore:

- defining (branding) industrial culture as a unique feature of the Region
- promoting industrial culture as a key element of empowering local / regional identity
- positioning industrial culture as perceptible contribution to the attractiveness of locations and Sisak-Moslavina County in general
- communication about different ideas/relations that industrial culture/heritage implies
- creating content, more precisely formatting industrial culture as a form of education and learning (so-called edutainment = educational entertainment)
- empower the potential of industrial culture contributing to the development of additional services
- industrial culture as a basis for promoting economic activities of the region based on innovation and creativity

## 5.5 Recommendations toward implementations of the Regional strategy based on industrial culture in the Sisak Moslavina County

In light of the above mentioned potentials for regional development based on industrial culture the following distinctive elements have been crystallized as crucial:

- development of cultural/heritage tourism (especially industrial) tourism, and overall services related to the same
- improvement and development of modern small and medium-sized entrepreneurship (cultural and creative industries), which provide links to the former important industries in the Region
- developing international connectivity and networking (especially within the European Union, which is/was the legacy of industrial productions of the Sisak-Moslavina County in the past)
- importance of further/additional education.

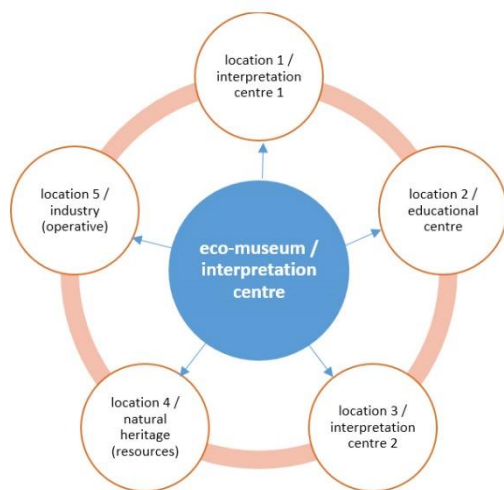
Coming out of all above mentioned following priority actions arise (taking into account realities = economic and social):

- realization / implementation of eco-museum / scattered interpretation centre of industrial culture of the Sisak-Moslavina County. This implies defining a central institution which systematically co-ordinates,

promotes and communicates ideas and potentials of industrial culture within overall territory of the County (ideally projected as "Information and interpretation Centre of Industrial Heritage 'Holland House'" or other County's heritage based institutions, e.g. "Interpretation Centre of Banovina" or indeed creation of a new heritage related institution)

- realization of (at least one) outstanding heritage interpretation route (e. g. ideally 'Sisak and Banovina Iron Culture Route' which is already partly elaborated)
- transformation of the ship/vessel 'Biokovo' into a creative centre of informal education
- programming at least one institution, ideally nationally attractive one based on industrial culture (e.g. "Experience Centre for Science and Industry")
- development of entrepreneurship based on industrial culture
- educational enlargement and exchange of experience (in various forms) related to the concept of industrial culture of the Sisak-Moslavina County
- in all activities, current and future European dimension, relations to European similarities and common (regional) goals must be included.

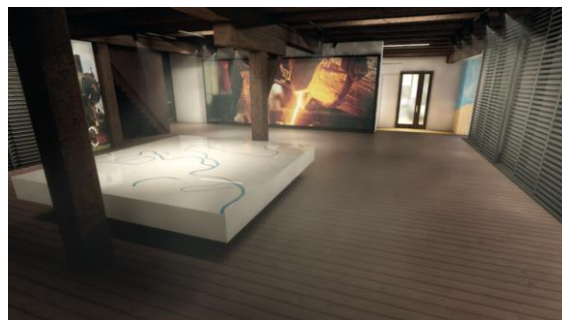
### 5.5.1 eco-museum or decentral interpretation centre of industrial culture of the County



Decentral (heritage) centre of industrial culture in the area of Sisak-Moslavina County, which would represent an innovation at national but also regional (SE Europe) level, certainly should be an ultimate priority.

The concept of decentral eco-museum / interpretation centre relies on idea of equally valued totality of (local) heritage without its material manifestations being transmitted to the principal location. However, the main institution (here projected "Information and interpretation Centre of Industrial Heritage 'Holland House'") holds crucial care, coordinating, promotional and communication roles. The necessity of participative approach and

user/consumer focus is self-understandable.



*Image above: Operation scheme of decentral (heritage) institution.*

*Image below: 3D visualisation of one (possible) space within a central institution.*



### 5.5.2 implementation of regional industrial culture route

Similarly to the previous activity the realization of at least one outstanding heritage interpretation route (e.g. ideally 'Sisak and Banovina Iron Culture Route' which is already partly elaborated) is necessary in order to achieve the goals set by the Strategy. Creating two or three additional interpretation trails of industrial culture in Sisak-Moslavina County is highly recommended. Intensive use of new technologies (virtual & augmented reality) in creating the interpretation trails is self-understandable as well as its multi-modal by bicycle, public transport, foot (Nordic walking).



*Image: illustration of one location within industrial culture trail.*

### 5.5.3 programming of (nationally relevant) institution based on values of industrial culture

It is planned to initiate at least one institution, ideally national grounded with strong focus on industrial culture. This may be, for example "Experience Centre for Science and Industry" as a kind and ideal combination of hybrid entrepreneurial, educational and cultural institutions. Remains of building of the Petrinja Electric Power Station, built by the Czech entrepreneur František Krizic in 1908 located on banks of Petrinjčica river, near Petrinja city centre represents perfect location for proposed "Experience Centre" (relatively central geographical location within Sisak Moslavina County, displaced from the main administrative centre – the City of Sisak, close to Zagreb and its nearly one million inhabitants) and guarantee the Centre could operate successfully (assuming it will be planned in a innovative and creative way and by the highest European standards for similar institutions). The Strategic development plan based on industrial culture set as minimum goal to initiate the aforementioned Centre, as well defines its main research and interpretation/communication concept.

### 5.5.4 development of entrepreneurship anchored in industrial culture

Entrepreneurship expansion based on industrial culture unconditionally must be one of the most important aspects of a cohesion measures in Sisak Moslavina County. This implies, first and foremost, a clear intention to improve and cultivate small and medium-sized entrepreneurs (cultural and creative industries) which will, ideally, make links to existing and the former industry of the County. The County as a former strong industrial area has undergone/is going through the final stage of transition as a result of global economic processes (especially de-industrialization) and is forced to make a solid makeover considering future (sustainable) economic activities in its area. The development of small and medium-sized enterprises based on application of information and communication technologies and services related activities (e.g. gaming industry, tourism) with aim of overall revitalization of the County seems to be obligatory.

Due to the demanding economic situation in Sisak-Moslavina County, comprehensive and synergistic impact of all stakeholders linked to industry and industrial production (industrial culture) is

necessary, including a series of programs to encourage the start of small and medium-sized enterprises as precondition for creating and securing favourable and positive overall environment.

### 5.5.5 educational development and experiences exchanges (various forms) related to industrial culture

The starting point of this measure relates to the fact that until the early 1990s the Sisak-Moslavina County was a strong industrial centre (based mostly on heavy industry) employing extremely large percent of its population. The changed economic and social circumstances, i.e. decadence of many big companies followed hand in hand with intense overall de-industrialization, as usual in similar situations resulted with disorientation of people and difficulties to recognise and use (i.e. opt for) new economic opportunities. In order to change this and point toward different/new possibilities (employability and revival of labour market) the following measures are proposed:

- strengthening capacities of local population (related to the concept of industrial culture)
- improving ex-industrial labour market through various actions.

The main tool to achieve desired change is/are series of educational activities, i.e. diversified activities of knowledge and experience exchanges (as study visits, expert meetings, events as career days, publishing of manuals etc.) by which the tipping point (changes in understanding and behaviour of a larger group = local/regional community) will be reached. A significant feature of this measure is that each of activities can (and desirably will) be carried out as an integral part of another segments/actions outlined in the Regional Strategy.

### 5.5.6 presence at European / International level

The integration of a European and wider international dimension of all activities related to "InduCult 2.0", and even more activities which will follow on (future sustainability) are of great importance for success of all aims/goals discussed in the Strategy here.

This European/international presence must be achieved in two directions (two-ways), on the one hand by regular study visits and presentations of the representatives of the Sisak-Moslavina County to European comparative examples/case-studies and on the other hand by successfully communicating qualities of the County which could attract Europeans, and others to the County (in various forms = like fairs, gatherings and other events).

## 6. Proposed Action Plan 2019-2021 (Key Elements)

2019	<ul style="list-style-type: none"> <li>• formal adoption of the Strategy</li> <li>• start of implementing recommendations from the Strategy</li> <li>• initial communication about the Strategy</li> <li>• analysis and mapping of localities of the County's industrial culture (start)</li> <li>• preliminary elaboration of scattered interpretation centre of industrial culture</li> </ul>
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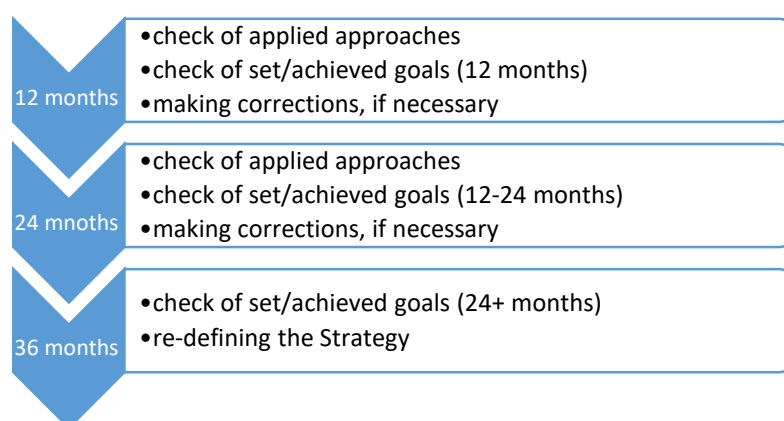
	<ul style="list-style-type: none"> <li>• initial development of entrepreneurship based on industrial culture (communication, first plans and their implementation)</li> <li>• beginning of programming of heritage interpretation route of industrial culture</li> <li>• developing a European dimension = visibility and partnerships</li> <li>• regular activities (e.g. Industrial Heritage Days, thematic and traveling exhibitions, educational programs related to the labour market, study visits and exchange of experiences, organization of professional meetings, career days, various workshops)</li> </ul>
<b>2020</b>	<ul style="list-style-type: none"> <li>• further implementation of recommendations from the Strategy</li> <li>• enhanced communication about the Strategy</li> <li>• visual identity development and communication based on industrial culture + brand strategy development</li> <li>• analysis and mapping of localities of the County's industrial culture (advanced)</li> <li>• detailed elaboration of scattered interpretation centre of industrial culture</li> <li>• active development of entrepreneurship based on industrial culture (communication, first new investments)</li> <li>• manual for development and implementation of employment policy related to (new) industries published</li> <li>• transformation of the ship/vessel 'Biokovo' into a creative centre of informal education</li> <li>• development of heritage interpretation route of industrial culture</li> <li>• elaboration of interpretation paths of Nordic walking and cycling routes of industrial culture</li> <li>• amplification of industrial heritage sites of the Sisak-Moslavina County through virtual reality glasses</li> <li>• virtual portal development - a gate with a view on the past, at the entrance to a particular industrial objects/complexes (within interpretation paths)</li> <li>• promotion and development of expanded tourism potentials based on industrial culture</li> <li>• programming of new, nationally relevant institution based on values of industrial culture ("Experience Centre for Science and Industry")</li> <li>• further development of European dimension = visibility and partnerships</li> <li>• regular activities (e.g. Industrial Heritage Days, thematic and traveling exhibitions, educational programs related to the labour market, study visits and exchange of experiences, organization of professional meetings, career days, various workshops)</li> </ul>
<b>2021</b>	<ul style="list-style-type: none"> <li>• advanced implementation of recommendations from the Strategy (Revision of the Strategy)</li> <li>• enriched communication about the Strategy</li> <li>• scattered interpretation centre of industrial culture of the Sisak-Moslavina County is operational</li> <li>• the scattered Centre is proposed for relevant European award(s)</li> <li>• expanded development of entrepreneurship based on industrial culture (significant investments secured)</li> <li>• Sisak-Moslavina County is becoming the regional centre of 'gaming industry'</li> <li>• 'Biokovo' ship, as a creative informal education centre is recognized by relevant institutions (e.g. Ministry of Education, European Commission)</li> <li>• heritage interpretation route of industrial culture of Sisak Moslavina County realized in full scale (innovative segments = virtual and augmented realities 100% incorporated)</li> <li>• interpretive trails of Nordic walking and cycling routes of industrial culture of Sisak Moslavina County fully realized</li> </ul>

	<ul style="list-style-type: none"> <li>• 'views' of industrial heritage sites of the Sisak-Moslavina County through virtual reality glasses realised</li> <li>• virtual portal - gates with a view of the past, at the entrance to a particular industrial objects/complexes accomplished</li> <li>• additional promotion and development of tourist potentials based on industrial culture = special events organized with significant national and international resonance</li> <li>• contemporary image (based on) industrial heritage realized through project(s) of painting city surfaces in Sisak, Petrinja and Kutina</li> <li>• beginning of constructing nationally relevant institution based on values of industrial culture ("Experience Centre for Science and Industry")</li> <li>• systematic development of European dimension = visibility and partnerships where Sisak Moslavina County is now recognized as leader in fields of presentation and use of industrial culture as base for new development of territory</li> <li>• regular activities (e.g. Industrial Heritage Days, thematic and traveling exhibitions, educational programs related to the labour market, study visits and exchange of experiences, organization of professional meetings, career days, various workshops)</li> </ul>
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## 7. Evaluation

The Regional Strategy of the Sisak Moslavina County based on new industrial culture is finalized in January 2019, further updated in March 2019 and confirmed by key stakeholders and focus groups which expressed clear intention to include recommendations from the Strategy into (any) other strategic documents and considerations when relevant, and contribute to its suggested actions thus enabling the Strategy to reach its goals.

The Strategy will be regularly checked, evaluated (by SMART: Specific - Measurable - Available - Relevant - Timely method) and revision done, when and if necessary. The Strategy defines realistic control points for verification of successfully, or less successfully implemented actions according to those projected. These are:



## 8. Sustainability and possible risks

The Strategy respects all four pillars (social, economic, environmental, cultural) of sustainability. Possible risks are:

- social sustainability = insufficient communication about strategic priorities and what they want to achieve for the local/regional community, which consequently (if fails) does not create desirable cohesion and identity pride
- economic sustainability = insufficient or unsuccessful distribution of adequate programs of encouragements for small and medium-sized entrepreneurs; limited financial resources for realization of eco-museum/scattered Centre, regional interpretation route(s) of industrial culture, Biokovo ship, diverse educational activities and/or Experience Centre for Science and Industry
- environmental sustainability = potential risk of unintentional attraction of non-ethical investments
- cultural sustainability = similar to the first (social sustainability) the main risk is possible non-recognition of local/regional community and its (non) identification with set priorities if they are not communicated well and transparently

Practically all risks are relatively small and can be successfully managed. The only medium-level risk is on economic sustainability if proposed and adopted priorities do not gain support from all relevant stakeholders.

## 9. Annex

1. Regional Strategy (full text, 43 pages in Croatian)