



Past - Present - Future

STRATEGY ON »NEW INDUSTRIAL CULTURE« IN GORENJSKA REGION

Strategic derivations for promoting
Industrial Culture in CE

02 2019



Deliverable T1.5.1 Regional strategies on “New Industrial Culture”



Reporting Period [6]



PP7, BSC Kranj, Regional development agency of Gorenjska



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Kranj, January 2019

Content

1. Abstract	3
2. Introduction.....	4
2.1. Basic idea and concept of „New Industrial Culture “	4
2.2. Purpose of this strategy paper	5
2.3. Overall Approach	6
3. Regional status-quo. Steps taken so far	6
3.1. Short Analysis on status quo regarding “Industrial Culture” in Gorenjska	6
3.2. Short overview of the implemented InduCult2.0 actions	7
3.3. Main findings up till now	9
4. Vision and strategic targets.....	10
4.1. Mission and Vision	10
4.2. Strategic goals.....	11
4.3. Strategic plan	12
4.3.1. Governance of new industrial culture.....	13
4.4. Milestones for reaching the strategic targets	15
5. Strategic Fields of Action.....	16
6. Conclusion	18
7. Context InduCult2.0	19

Pictures

Figure 1: Basic concept of the development of new industrial culture in Gorenjska region	5
Figure 2: Action plans with priority areas	8
Figure 3: Development model of new industrial culture in Gorenjska.....	13
Figure 4: Governance model of new industrial culture in Gorenjska	14
Figure 5: Summary of Action plan: Promoting a regional identity with new industrial culture	16
Figure 6: Summary of Action plan: Promoting new industrial culture as an opportunity for jobs creation and strengthening competencies and knowledge to work in modern industry	17
Figure 7: Summary of Action plan: Improving creativity and innovation in industry and its tradition.....	17

1. Abstract

The Strategy for the development of a new industrial culture in Gorenjska is a fundamental strategic document by which the Gorenjska region aims to link the efforts and activities of stakeholders to a coherent and sustainable approach to the development of a new industrial culture in Gorenjska. It builds on the lessons learned and results of the InduCult2.0 project, the first project in the region, which in a systematic way, in cooperation with partners from Central Europe, tried to find optimal ways for the revival and development of a new industrial culture in the Gorenjska region.

On the basis of the analysis on the status-quo, the Strategy defines the mission, vision and main strategic goals, while defining and promoting the value of the new industrial culture in Gorenjska as an opportunity for regional development and its promotion as a unique identification element and characteristics of regional identity as a fundamental strategic goal.

The strategic plan comprises the two main pillars of action, namely:

→ **Establishment of regional governance model for new industrial culture**, which will ensure the efficient management and implementation of joint projects in the region, joint promotion of new industrial culture among the local population and favourable environment for development and marketing of creative products. The development agency BSC d.o.o. Kranj will take over the role of the regional manager and coordinator for the development of the new industrial culture in Gorenjska. It has knowledge and experience in managing projects related to industrial culture.

→ **3 strategic fields of action:**

- strengthening regional identity through the development of a new industrial culture,
- promoting the employment of young people in the industry and strengthening competencies for working in industrial enterprises, and
- promoting the cooperation of creative individuals with industrial companies and the revival of traditional industrial knowledge and skills.

The Strategy defines concrete projects and activities that will be carried out over a period of five years until 2023 in close cooperation with stakeholders in the region, namely: Gorenjska museums, technical schools, industrial companies, local communities, and local tourist organizations. The projects and activities are defined in detail in 3 action plans, which are attached to the Strategy.

2. Introduction

2.1. Basic idea and concept of „New Industrial Culture “

In the last two centuries, industrialization radically transformed the living space and environment. It influenced social life. Intensive construction has changed the architectural and urban landscape of industrial regions. Along with these processes, a special culture - industrial culture - began to develop as a system of knowledge, customs, values, attitudes, and beliefs shared by people from industrial areas. At the end of the industrial era at the end of the 20th century, a rich industrial heritage remains. Despite some attempts for the preservation of industrial heritage, many industrial areas disappear slowly. At the same time, knowledge, customs, values, relationships, and beliefs that have shaped industrial culture are changing.

In Europe, "people began to realize that today a factory from the 19th century is rarer than the medieval church" (P. Nijhof, Industriële Monumenten, 1989)¹. Therefore, in several industrial regions of Europe, they seek solutions on how to preserve the industrial heritage for future generations, to connect it with modern technologies and the economy, and to integrate it into modern life. These are the main issues also for Gorenjska region.

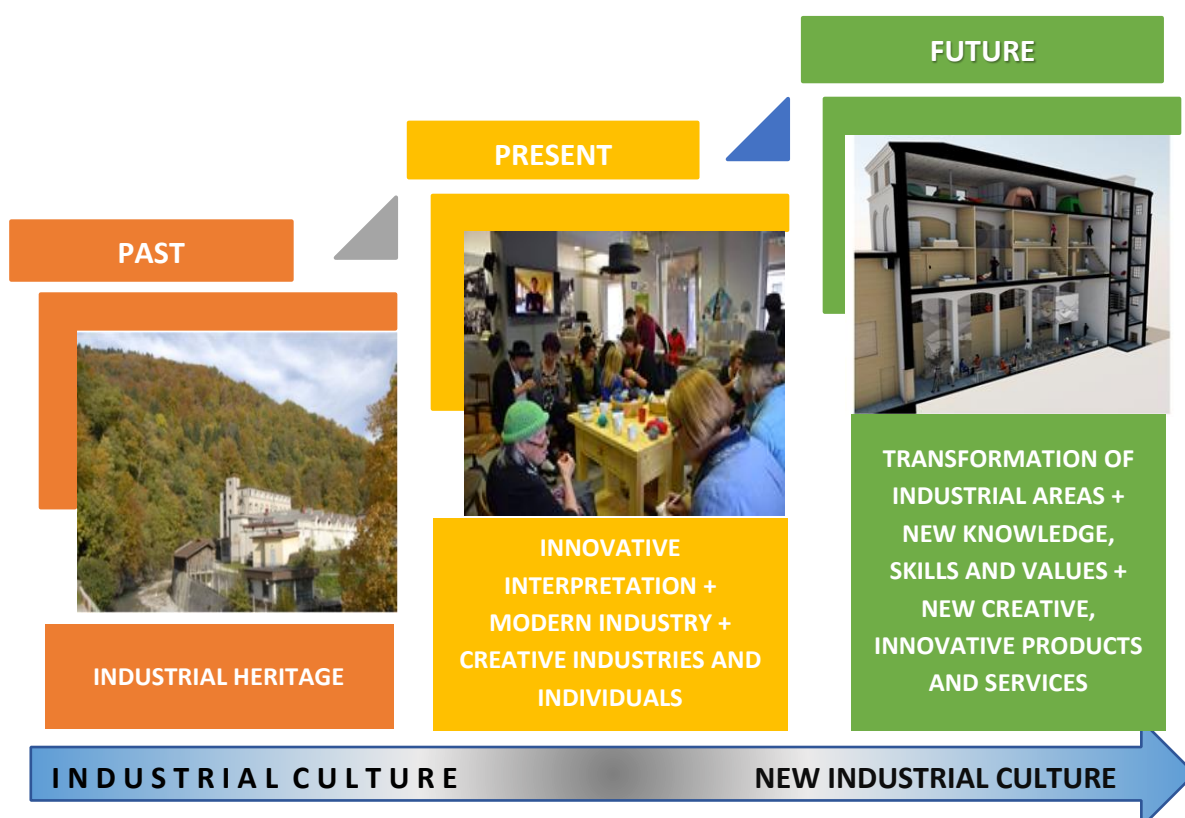
With the development of a new industrial culture as the overarching goal of this strategy we want to:

- contribute to the preservation of the rich tangible and intangible industrial heritage,
- give new content to industrial areas using creative industries in particular, in accordance with the needs of the modern economy and society, and
- create a new industrial culture, as a unique identification element, according to which Gorenjska will differ from others and will be recognizable in the wider international community.

The basic concept of the development of new industrial culture in Gorenjska is presented in Figure 1.

¹ Summarized after the presentation by Sonja Ifko, University of Ljubljana, Faculty of Architecture: Industrial heritage / Culture as an opportunity - examples of good practices. Workshop within the Inducult2.0 project, Škofja Loka, 4.1.2018.

Figure 1: Basic concept of the development of new industrial culture in Gorenjska region



Source: Author; Pictures: InduCult2.0

2.2. Purpose of this strategy paper

The Strategy on “New Industrial Culture” in Gorenjska region represents the first step towards a systematic and harmonized approach to the development of a new industrial culture in the region.

The main purpose is to create a common vision and strategic goals for the development of a new industrial culture by all interested partners in the region, thus providing a basis for a coordinated approach to planning and implementing projects and activities that will yield the best possible result and ensure optimum utilization of limited human, financial and other resources.

Therefore, the main goal of the strategy is to link the stakeholders of the public and private sector and non-governmental organizations (NGOs) for a coordinated and sustainable approach to the development of a new industrial culture in the Gorenjska region.

The Strategy of the “New Industrial Culture” in Gorenjska will also serve as the basis for a more visible inclusion of this topic in the main development strategy papers at the national, regional and local level, such as the Smart Specialization Strategy, the Operational Programme for Regional Development, the Regional Development Program for Gorenjska, local development programs, etc.

2.3. Overall Approach

The Strategy has a visionary character, linking achievements and lessons learned during the InduCult2.0 project with the plans and ambitions of the main stakeholders in the region to develop a new industrial culture. On this basis, it defines the main strategic objectives and priority fields of activity for the future.

Focus groups with key stakeholders in the field of industrial culture in Gorenjska region (museums, educational institutions, industrial companies, creative individuals, municipalities, local tourist organizations) were the main methodological tool for designing the strategy, setting up strategic goals and priority fields of activities.

An important source for the preparation of strategy was the **exchange of experiences and good practices in workshops and meetings with project partners of InduCult2.0 from Central Europe**.

An online survey was conducted among key stakeholders in order to identify:

- the main obstacles and opportunities for the development of new industrial culture in Gorenjska,
- the needs of key stakeholders for successful planning and implementation of future projects and actions aimed at promoting and developing a new industrial culture in the region;
- on-going or planned projects in the field of new industrial culture of individual stakeholders;
- on-going activities and future plans of local authorities in the field of promotion and development of new industrial culture in order to identify the possibilities of financing the investments and projects in the field of new industrial culture, and other means of support from local authorities in the region.

An analysis of the main findings has been prepared on this base that was further upgraded with the lessons learned by preparing and implementing the project actions within the InduCult2.0 project.

3. Regional status-quo. Steps taken so far

3.1. Short Analysis on status quo regarding “Industrial Culture” in Gorenjska

The life of today's Gorenjska largely defines its industrial past. The industry, which began to develop rapidly with the construction of the railway in 1870, was the carrier of not only the economic but overall development of the Gorenjska region in the past century. Traditional crafts in villages and towns were replaced by factories that transformed the agricultural areas of Gorenjska into an industrial landscape. After World War II, Gorenjska was one of the most developed industrial regions in the country with a diversified industry (iron, textile, metalwork, machine, electrical, leather and wood industry).

At the end of the 20th century, a large part of the economy of Gorenjska was still based on large industrial companies, and at the same time, it increasingly turned into service activities. With the decline of the industrial era, there were many abandoned industrial areas in Gorenjska which represent the industrial heritage of the region. On the other hand, there are many development-oriented industrial companies that have been successfully restructured. These companies maintain an industrial spirit and co-create the modern industrial culture of the region. Today, Gorenjska is dominated by the production of electrical machines and appliances, the production of finished wood products and the metal processing industry.

An analysis of the situation in the field of industrial culture in Gorenjska, prepared in the framework of the InduCult2.0 project, shows that in Slovenia the process of revitalization of industrial areas is very slow. Industrial sites are often seen as a cost rather than a capital and development opportunity for the region. This also applies to Gorenjska, since apart from some minor renovations of industrial areas and premises, we cannot speak of an actual development of new industrial culture². There are several individual stakeholders in the region who are trying to revive industrial culture. However, their activities are individual. The level of cooperation among them is rather low. There is no common strategy in place that would link their efforts, thus generating synergy effects.

Therefore, weak cooperation among key stakeholders seems to be one of the key obstacles for a more successful and efficient development of new industrial culture. In addition, the key stakeholders identified several challenges that need to be addressed in future in order to take advantage of the opportunities offered by the new industrial culture development. The main identified challenges are:

- Weak awareness of the local population about the importance of industrial tradition and heritage for the preservation of regional identity, as well as about the possibilities and opportunities of combining rich industrial tradition with modern, state of the art technologies, innovations, and creativity;
- Missing institutional framework for promotion and development of new industrial culture, including regional institution/organization that will manage and coordinate the regional industrial culture projects;
- Lack of knowledge how to bring innovative and creative solutions and products related to new industrial culture on the market (no business model developed);
- Lack of funding possibilities for new industrial culture projects and actions;
- The risk of losing industrial knowledge (technologies, work procedures, workers' stories);
- Development of new industrial culture is not properly integrated into local and regional strategies³.

3.2. Short overview of the implemented InduCult2.0 actions

² Argumentation paper for Gorenjska region, BSC Kranj, 2017

³ Source: Online Survey among the key stakeholders, Focus group discussion, November 2018.

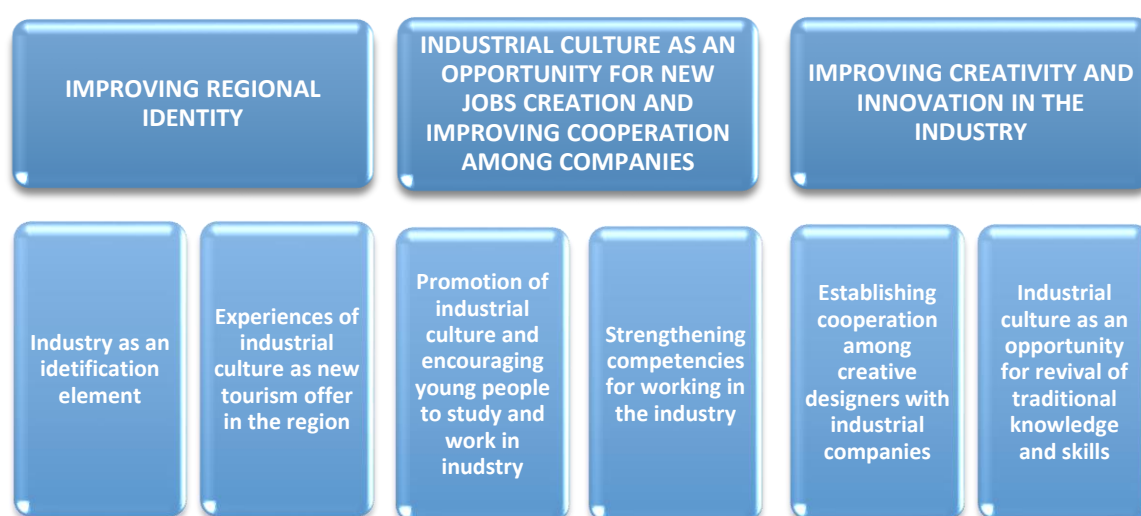
The InduCult2.0 project is the first project in Gorenjska, which in a systematic way, in cooperation with partners from Central Europe, approaches to the development of a new industrial culture in Gorenjska. The implemented activities and achievements of this project represent the basis for the creation of this strategy paper.

The main basis for the implementation of the InduCult2.0 project was the preparation of a **Regional Argumentation paper for the Gorenjska region**. It was prepared in close cooperation with interested main stakeholders dealing with industrial heritage in the region: museums, local tourist organizations, municipalities, educational institutions, art groups, industrial companies, and individuals. It presents the situation in the field of the industrial heritage of Gorenjska and defines six priority areas for the revival and development of industrial culture in Gorenjska as follow:

1. Industry as an identification element for cities and region
2. Experiences of industrial culture as a new tourist offer in the region
3. Promoting industrial culture and encouraging young people to work in industries
4. Recruitment of competent and professional employees
5. Connecting creative designers with innovations in industrial production
6. Industrial culture as an opportunity to preserve and revive traditional knowledge.

For each of these priority areas, some of the first pilot projects and activities were prepared and implemented in the framework of the InduCult2.0 project in order to determine which activities and projects are appropriate, bring positive effects and can contribute to the development of a new industrial culture in the Gorenjska region. **3 draft Action plans** have been prepared for the implementation of pilot projects and activities (*Figure 2*).

Figure 2: Action plans with priority areas



Source: Regional argumentation paper, Draft Action plans

After the implementation of the pilot projects and activities, the **second focus group with key stakeholders** was organized in November 2018 in order to evaluate the work done so far and to identify the priority areas of actions beyond the InduCult2.0 project. The results of this focus group represent the basis for preparation of the **final 3 Action plans**, which include future projects and activities for the development of new industrial culture in the region. The final action plans are part of this strategy paper.

3.3. Main findings up till now

Gorenjska has a rich industrial heritage that is intertwined with the modern industry. An analysis of the situation in the field of industrial culture in Gorenjska has shown that industrial culture is not yet recognized as a development opportunity. However, high motivation of the key stakeholders, who have participated in the pilot projects and activities within the InduCult2.0 project, creates a good basis for the continuation of activities and projects in the development of a new industrial culture after the completion of the InduCult 2.0 project.

All pilot projects and activities have proven to be suitable ways to develop a new industrial culture in the region. They can be used in other cities that did not participate in the InduCult2.0 project. The following projects have proved to be the most effective ways of reviving and developing a new industrial culture in the region:

- Establishment of the **creative centre “Kreativnice” in Škofja Loka** and
- Implementation of two **creative challenges**, namely the use of traditional blueprint technique on modern designed apron, which can be used as a tourist souvenir, and the use of waste material of a spinning mill for the production of home furnishing. The first creative challenge was implemented in cooperation with the Faculty for Design Ljubljana, the Museum of Škofja Loka and the company Odeja Škofja Loka. The second was implemented in cooperation of the creative designers of “Kreativnice” and the spinning mill company Gorenjska predilnica.

The main lessons learned from these two pilot projects are that strong cooperation of all involved stakeholders and listening to the needs of the local community is very important. Further on, the openness of the centre for all who want to participate in this creative hub, offering them support by developing their creative solutions and building trust among them, are fundamental conditions for the successful development of a creative centre.

The elimination of identified obstacles and barriers (i.e. missing regional coordination body, missing business model for launching innovative and creative products to the market, lack of funding possibilities, integration of industrial culture in the national and regional strategies and policies) would contribute to faster and more successful development of new industrial culture in the future. Raising awareness among the local population about the difference between industrial heritage and industrial culture, and on the opportunities of linking

industrial heritage with culture for improving the well-being of the local population, has proved to be the most important task for the future.

The cooperation with InduCult2.0 project partners for common solutions and the exchange of experiences and good practice examples has contributed to new insights on which projects and activities contribute most effectively to the development of a new industrial culture. The pilot project of arranging temporary accommodation in an abandoned industrial site in Tržič, the organisation of an industrial festival and the development of industrial tourism routes were the best cases of exchange with the InduCult2.0 project partner Municipality of Leoben.

4. Vision and strategic targets

4.1. Mission and Vision

According to the regional status-quo and main findings of the implemented actions up till now the mission and vision of the new industrial culture development in Gorenjska is as follow:

The mission of all stakeholders in Gorenjska, who in any way are connected with the industrial heritage and industrial culture in the region, is to develop and strengthen a new industrial culture through cooperation and partnership that gives the region and cities its own and recognizable identity, revives the pioneering spirit and creativity and creates an atmosphere of a positive and attractive environment.

Each of them contributes in its own way to the preservation of industrial heritage and the development of a new industrial culture as well as to the integration of industrial heritage into modern industry. They aim at creating innovative products and tourist experiences that contribute to the image and visibility of the region in the international community.

In doing so, the stakeholders follow the concept of sustainable development, which contributes to the social and economic well-being of people by providing quality living and creating opportunities for employment and entrepreneurship.

The vision for the development of new industrial culture in Gorenjska is:

Gorenjska will become recognized as a region with a rich industrial heritage and contemporary creative industries in green surroundings, where visitors can learn about the industrial heritage through unique experiences.

Gorenjska is a region where the pioneering spirit continues to live in young and creative people. It is a region where people are aware that industrial heritage is a part of the cultural heritage that needs to be known, preserved and developed. Gorenjska is a region that has been able to preserve and exploit the industrial heritage for a better life of its inhabitants.

4.2. Strategic goals

The **main strategic goal** is to promote and increase the value of the new industrial culture in Gorenjska as an opportunity for regional development and promote it as a unique identification element and characteristic of regional identity, according to which Gorenjska will be different from other regions and will be recognizable in the world.

The main strategic goal will be achieved:

- with an innovative interpretation of the industrial heritage in connection with the modern industry of the region,
- by creating opportunities to experience industrial culture for the visitors,
- by nudging young people to study technical professions and work in industrial companies,
- by reviving pioneering spirit and creativity in the region.

The short term objectives are:

- ➔ **Establish a regional coordinating body - a regional coordinator** for the development of a new industrial culture, which will take over the management, organization and coordination of the implementation of agreed projects and activities. This goal is the most important short term objective and is essentially a prerequisite for successful achievement of other objectives.
- ➔ **Raise awareness of the local population** about the importance of industrial culture for the identity of the region and cities and on the development opportunities brought about by combining a rich industrial tradition with modern technologies, creativity and innovation;
- ➔ **Encourage the cooperation of regional key stakeholders in the public and private sector and non-governmental organizations in the field of industrial culture;**
- ➔ **Increase the interest of young people to learn about an industrial culture and encourage them to study technical professions and work in modern industrial companies,** thereby contributing to a sufficient level of competent, skilled personnel to work in the region;

- ➔ **Establish favourable conditions for the promotion of creativity and innovation by integrating industrial tradition and knowledge with modern production and technologies**, thereby creating business opportunities for businesses and creative individuals, while at the same time preserving traditional industrial knowledge, technologies, processes, and stories about the lives of workers at that time.
- ➔ **Develop a business model for transferring creative solutions (products) to the market** as a condition for ensuring the sustainable development of a new industrial culture;
- ➔ **Encourage the development of industrial cultural tourism** through the development of innovative and unique experiences of Gorenjska industrial culture for tourists:
- ➔ **Create favourable conditions for potential investors to revitalize abandoned industrial sites** using creative and innovative ideas and proposals of creative individuals and stakeholders in the region;
- ➔ **Linking the industrial culture of the region with related European regions** with the goal of exchanging experience and knowledge and creating common project ideas and solutions for the development of a new industrial culture in Europe.

4.3. Strategic plan

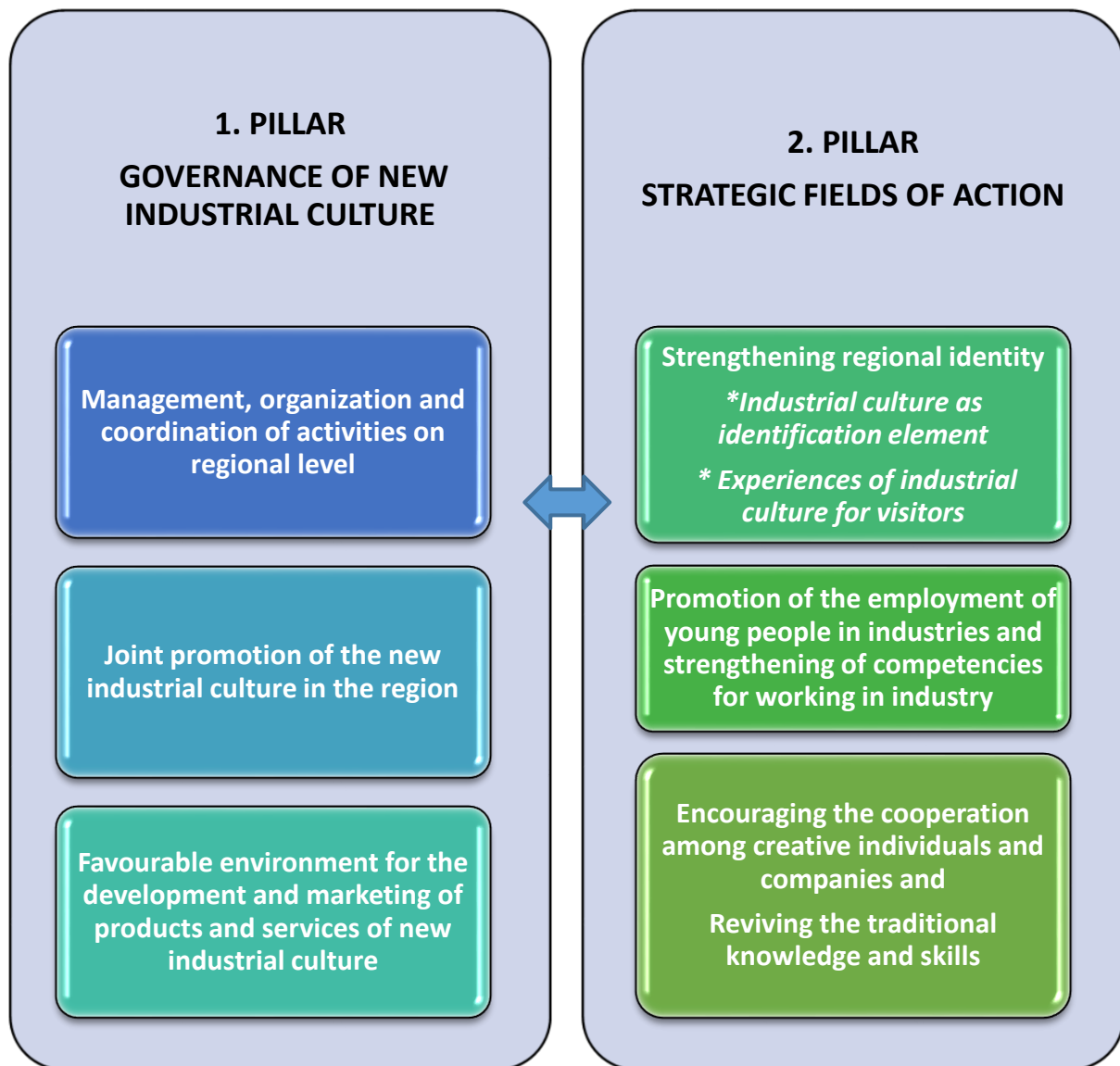
The model of the development of a new industrial culture in Gorenjska comprises two main pillars of activity:

1. PILLAR: GOVERNANCE OF NEW INDUSTRIAL CULTURE, which establishes a model of management, organization and coordination of activities in the field of a new industrial culture in Gorenjska, joint promotion of the new industrial culture, and creates a favourable environment for the development and marketing of products and services that will be developed within the context of the strategic fields of action.

2. PILLAR: STRATEGIC FIELDS OF ACTION, which define directions, concrete projects and activities for achieving the operational goals of the strategy in the jointly defined priority areas of activity:

- ➔ strengthening regional identity through the development of a new industrial culture,
- ➔ promoting the employment of young people in the industry, and strengthening competencies for working in industrial companies, and
- ➔ encouraging the cooperation among the creative individuals and industrial companies, and the reviving traditional knowledge and skills.

Figure 3: Development model of new industrial culture in Gorenjska



Source: Author

4.3.1. Governance of new industrial culture

Effective governance of industrial culture is a fundamental precondition for the successful implementation of strategic goals. Therefore, the establishment of a governance model is a short term activity. It will ensure the effective management and implementation of joint activities. It is based on the cooperation and the active role of stakeholders in the region, open to the interested public, and takes into account the principle of sustainability.

The role of the Regional manager and coordinator of the development of the new industrial culture will be taken over by **the Development Agency BSC d.o.o. Kranj**. It has the knowledge and experience of working in the field of regional development and management of projects.

It has adequate material resources, and experience with the management of the InduCult2.0 project. The Regional manager and coordinator will take over the overall management of the development of new industrial culture in the region, coordination of joint projects and activities, as well as monitoring the achievements and results. In addition, it will take care of joint promotion of new culture in the region and establishment of a favourable environment for launching creative products of “New Industrial Culture” on the market. Further on, it will **be member within the foreseen Central European network of coordinators.**

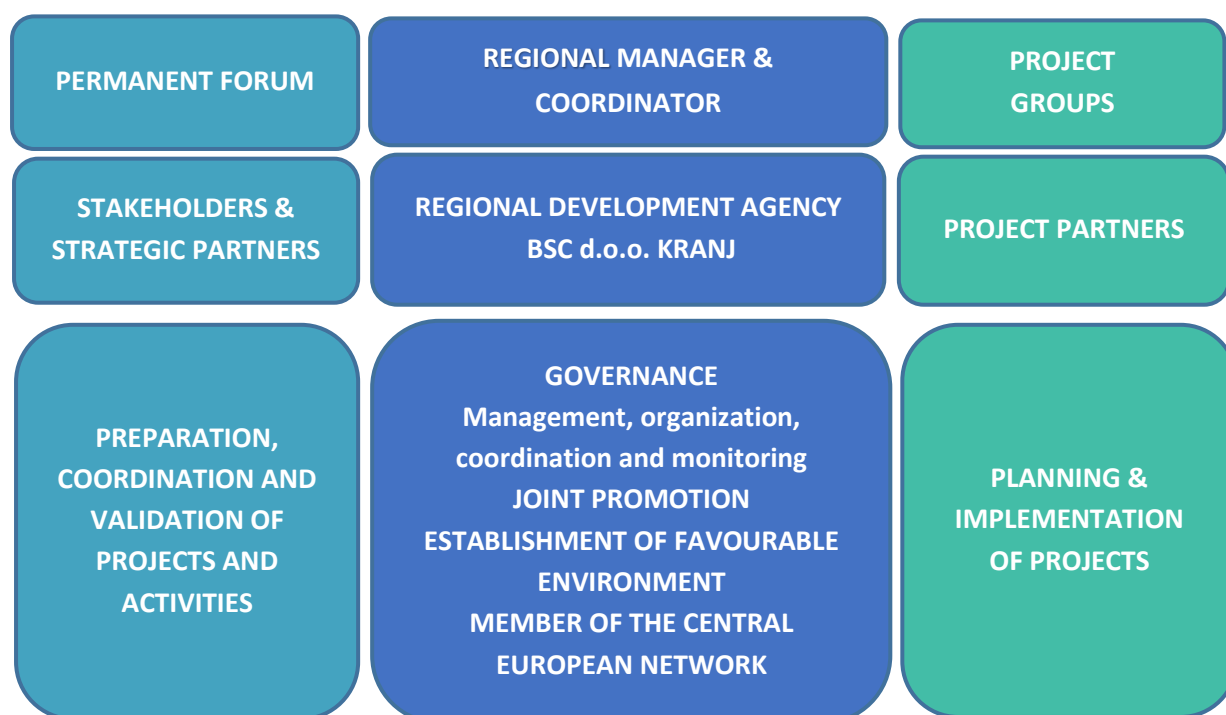
The key stakeholders are: municipalities, development agencies in the region, museums, educational institutions (technical professions, tourism), Institution for preservation of cultural and natural heritage of Gorenjska region, companies, craftsmen and their associations, local tourist organizations, creative individuals, professionals from the field of industrial heritage, cultural, tourist and other NGOs in the region.

Strategic partners are: Ministries responsible for culture, tourism and economy, Slovenian Tourist Board, related associations and organizations at national or regional level in Slovenia, and related associations and organizations in the Europe and worldwide.

Interested stakeholders will be members of the **Permanent Forum for the Development of a New Industrial Culture in the Gorenjska region.** The main role of the Forum will be to design, coordinate and validate jointly agreed projects and activities of developing new industrial culture. Membership in the Forum is voluntary and open to all stakeholders from the public and private sectors and NGOs.

For the preparation and implementation of individual projects and activities, **project groups** will be formed. They will be made up of partners of each project.

Figure 4: Governance model of new industrial culture in Gorenjska (Source: Author)



The municipalities and key stakeholders who participated in the InduCult2.0 focus group discussions, have already confirmed their interest for future cooperation. The others will be invited to join the group by the BSC Kranj.

4.4. Milestones for reaching the strategic targets

Developing a governance model for new industrial culture is a long-term process that requires specific human, material and financial resources. Therefore, its development is envisaged in two phases.

In the first phase (the period from 2019 to 2020), BSC d.o.o. Kranj will focus its activities on establishing and facilitating active cooperation among stakeholders, and in this regard on managing, organization and coordination of projects and activities, defined in the strategic fields of action (See Chapter 5). Joint promotional activities will be implemented within these projects. Supporting creative individuals by development and launching their innovative products on the market will be organized within the already established means of support, available in BSC Kranj and in a wider entrepreneurship community in Slovenia, such as Startup Initiative⁴, Centre for Creativity of Slovenia⁵, etc.

In the second phase (the period from 2021 to 2023), activities will be upgraded with the development and implementation of a joint program for promotion of new industrial culture in Gorenjska that will link promotional activities of stakeholders and upgrade them with joint promotional activities, thus ensuring optimum utilization of limited funds. In addition, the business model for marketing creative products of “new industrial culture” and the basis for the development of a brand of New Industrial Culture of Gorenjska will be prepared.

The activities of the second phase require the recruitment of new staff and financial resources. Their preparation and implementation therefore depends on how quickly a sufficient amount of resources can be obtained. Therefore, their implementation depends on availability of sufficient amount of resources. In this regard, BSC Kranj will intensify its activities for inclusion of new industrial culture in the main strategies on national and regional level, such as Smart Specialization Strategy, Operational Program for Regional Development 2021 – 2027, Regional Development Programme for Gorenjska 2021 – 2027, and others. In addition, it will strive to integrate projects in the field of new industrial culture into other appropriate programs such as LEADER, transnational programs, etc.

⁴ More info available on: <http://www.startupinitiative.com/en/index.html>

⁵ More info available on: https://www.culture.si/en/Centre_for_Creativity

5. Strategic Fields of Action

The Strategic fields of action are:

1. Promoting a regional identity with new industrial culture
2. Industrial culture as an opportunity to create new jobs and develop competent staff to work in the modern industry
3. Improving creativity and innovation in industry and its tradition.

The planned projects and activities in this strategic period upgrade the implemented pilot projects and activities of the InduCult2.0 project and complement them with new content that was created during the implementation of the pilot activities. The main partners of the projects are stakeholders, who have already actively participated in the implementation of the projects and activities within the InduCult2.0 project.

A brief overview of projects and activities are presented below. They are presented in more detail in 3 Action plans in the attachment.

Figure 5: Summary of Action plan: Promoting a regional identity with new industrial culture

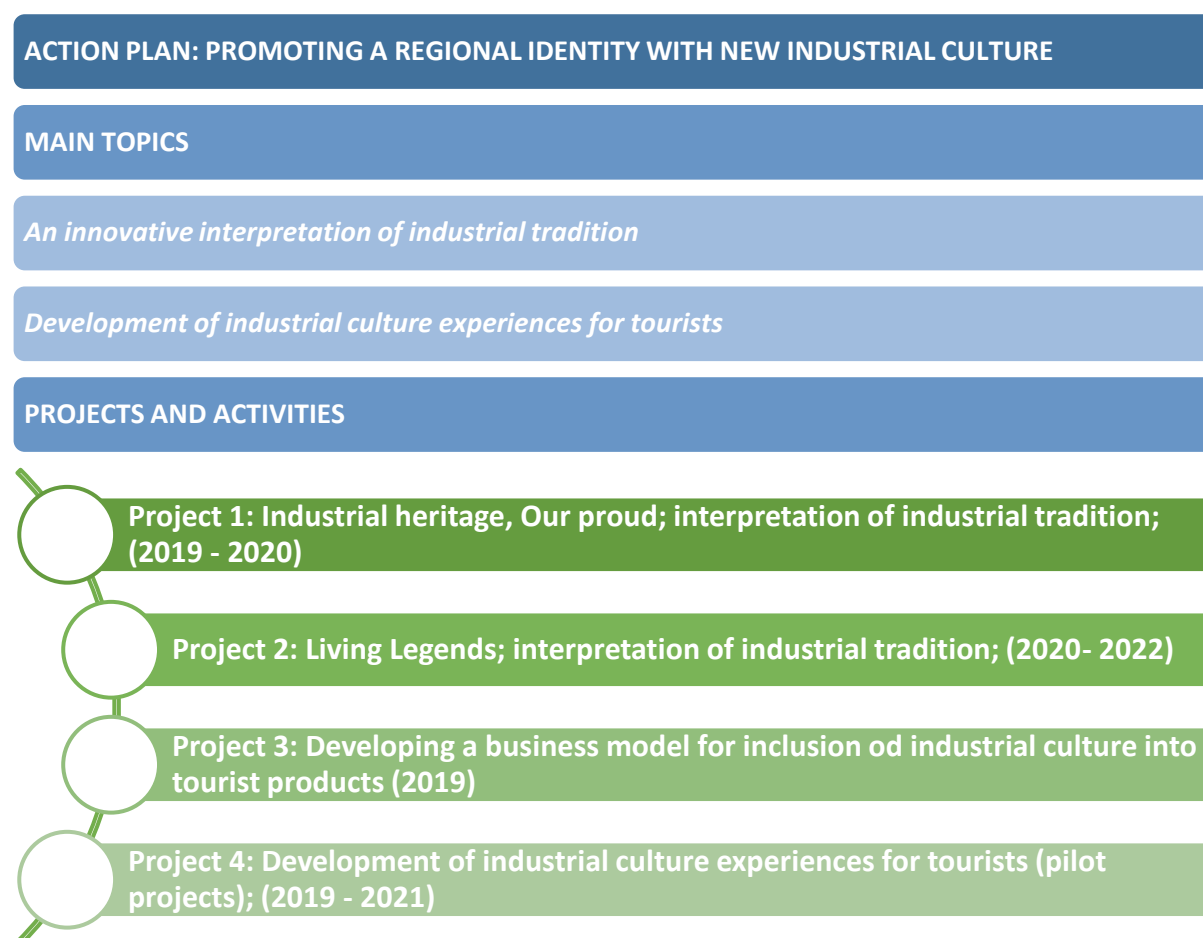


Figure 6: Summary of Action plan: Promoting new industrial culture as an opportunity for jobs creation and strengthening competencies and knowledge to work in modern industry

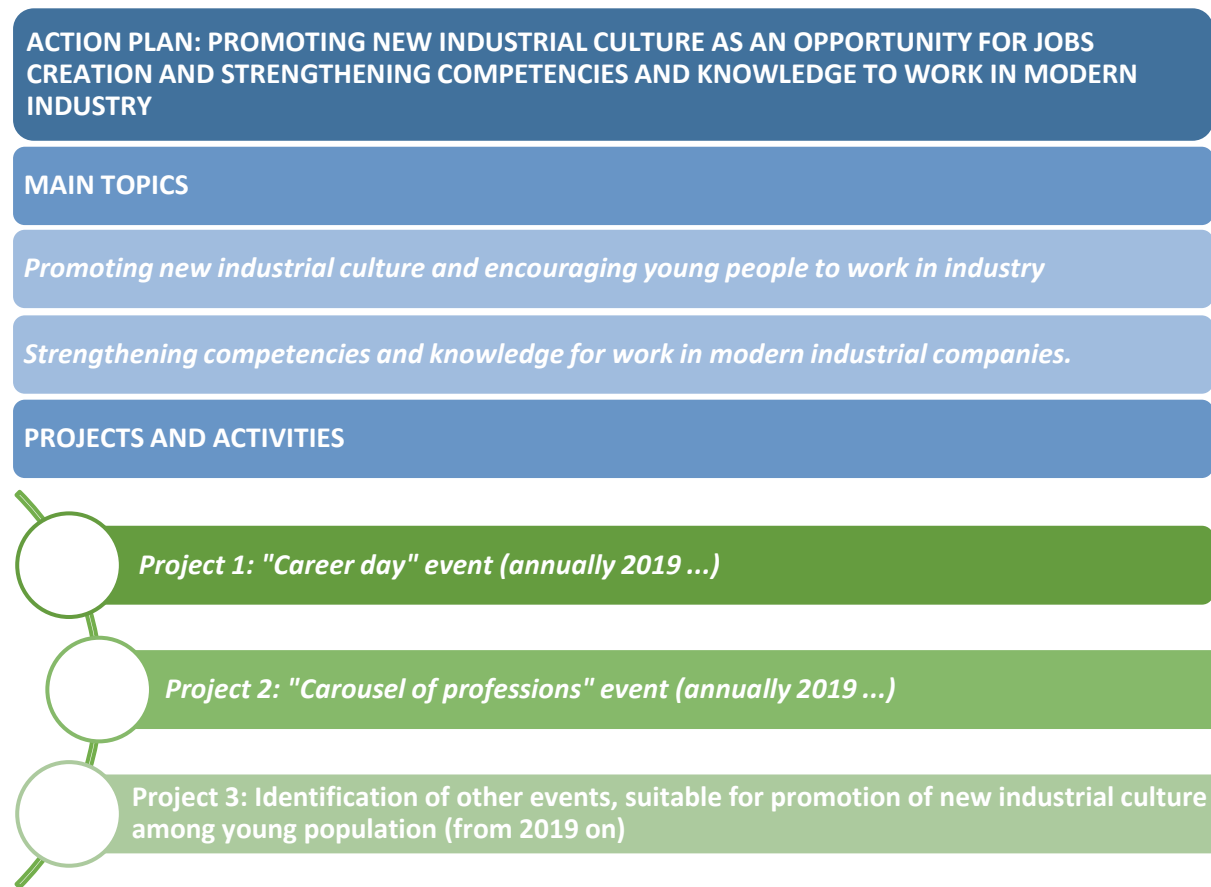
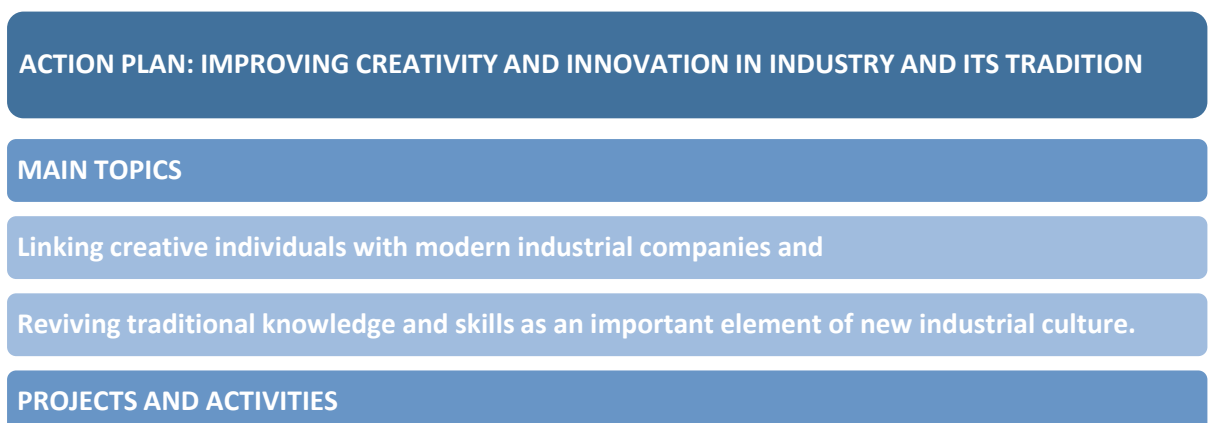


Figure 7: Summary of Action plan: Improving creativity and innovation in industry and its tradition





6. Conclusion

The Strategy of "New industrial culture" in Gorenjska was prepared in cooperation with stakeholders in Gorenjska. It builds on results and lessons learned of the InduCult2.0 project. Accordingly, it sets out strategic goals that eliminate the identified obstacles to the development of a new industrial culture in the region and encourages its development.

It includes those strategic fields of action for which there is an interest among stakeholders and for which development funds can be acquired. Establishing a governance model of new industrial culture in Gorenjska and nominating the regional manager and coordinator for new industrial culture (Development Agency BSC Kranj) is a good basis for successful implementation of the jointly planned projects and activities. The results will contribute not only to the preservation of the rich industrial heritage of the region but also to the generation of new business opportunities in industry and tourism, as well as to the well-being of the people.

The Strategy has been approved by the Council of Gorenjska Region on 13 February 2019.

7. Context InduCult2.0

The project partnership establishes the idea of Living Industrial Culture in Central Europe and reveals, strengthens and utilizes the unique cultural spirit of industrial regions. They jointly set out to discover their industry-based culture for positioning themselves as appealing places for work, life and recreation. Past, present and future cultural assets related to industry are used as one powerful force. Industrial Culture becomes a dynamic concept mirroring earlier and ongoing transformations of industrial economy and actively shaping the cultural sphere of the affected communities⁶.

Project partners rediscover and create positive elements of industrial communities in close cooperation with local stakeholders. Their activities are focused on:

- Establishing the idea of Industrial Culture in Central Europe and promote it as a unique feature of regional identity;
- Raising interest in Industrial Culture among young people, showing them work options in productive industry and binding workforce and companies through industrial culture;
- Fostering creativity and innovation through a distinct interaction of creative communities and productive industry⁷.

⁶ Source: <https://www.interreg-central.eu/Content.Node/InduCult2.0.html>

⁷ Regional Argumentation Paper, Gorenjska Region, BSC Kranj, 2017