

Urban Regeneration Agenda City Of Zenica



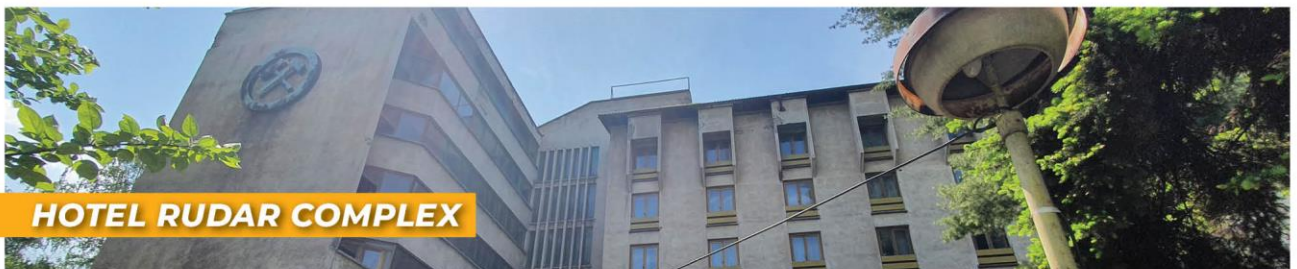
ANNEX B



KINDERGARTEN KANARINAC



PAPER MILL



HOTEL RUDAR COMPLEX

AGORA is a DTP project that takes place in 10 different cities developing a policy learning platform for urban voids regeneration.
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urban voids to urban potentials: **AGORA**
an Interreg Danube Project

Project co-funded by European Union funds (ERDF, IPA, ENI)
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URBAN REGENERATION AGENDA CITY OF ZENICA

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Glossary of AGORA terms

AGORA

Advanced coGeneration Options for Reintegrating local Assets

Thematic clusters

Categories created on the basis of a preliminary analysis of the potential of abandoned/ unused areas. Clustering offers the possibility to compare and reflect on the local state-of-play analysis in each city, from the point of view of planning/ urban environment, social, economic, cultural, institutional, administrative, and environmental challenges. The three categories are the following:

- UNUSED/ UNDERUSED AREAS as public spaces' potential (Valuation of unused public spaces, open and built, as social, educational and/or cultural service hubs; etc.)
- UNUSED/ UNDERUSED AREAS (buildings) (Matchmaking between vacant commercial / business spaces in the city and potential users;)
- LARGE-SCALE (post-) INDUSTRIAL AREAS (Recovery and economic valorization of large-scale post-industrial heritage in private or public property).

AGORA areas

Neglected or disused areas selected by the ten cities involved in the AGORA project that are in need of regeneration strategies to be reintegrated into the productive value chain of the city.

AGORA communities

Multiple-stakeholder communities created in each of the cities on the basis of the quadruple helix approach that actively contributed to the project's activities for the creation of the URAs and the further implementation of the identified solutions.

Policy instruments

Governance instruments to help unlock and valorize public and private unused spaces.

Co-creation workshops

Workshops organized by the ten cities involved in the project together with the members of the AGORA communities to co-create governance solutions to enable the recovery of abandoned/ derelict/ unused urban areas and buildings.

Urban Regeneration Agenda (URA)

A document expressing the vision, objectives, and actions to be implemented at the local level to trigger the redevelopment of a derelict, or underused urban site.

The URA can serve as:

- support documentation when developing/ improving local policy instruments, availing the implementation of identified urban regeneration projects.
- an instrument for strengthening the participatory approach of the AGORA project – by building trust and cooperation among different stakeholder groups;
- a best practice example regarding the process of developing URA and involving stakeholders in a co-creation process
- an expert study for Spatial/Urban Development Plans, Integrated Spatial Development Plans and/or Detailed Spatial development Plans
- an expert study for Sustainable Urban Development Strategies (larger cities) – ITI (Integrated Territorial Investment) financial mechanism
- support documentation when applying with project proposals for other financial mechanisms at national level
- for programming the city/municipal budget (short/long term)
- an inspiration for developing similar development strategies on different topics.

Memorandum of Understanding

The URAs are adopted at the local level through memorandums of understanding signed by the members of the local communities, through which the communities agree and acknowledge the objectives expressed in the document.

Flagship Project

A co-creation event, organized by the cities on the pilot area, that helps validate the co-development of policy instruments, responding to specific, identified challenges. Examples of flagship projects could be: Thinkshops, hackathons, technology festivals, hands-on temporary public space redevelopment, citizen panels for tendering/ contest requirements definition, service design and prototyping, community voting /participatory budgeting of small-scale vacant or underdeveloped building and plot redevelopment, etc.

Business Plans

Plans supporting the implementation of the policy instruments and development of services in the pilot area, from the point of view of funding, strategies, and sustainability.

Pilot Project

Urban Regeneration Agenda implemented on a selected AGORA Area

0. Introduction

Urban regeneration agenda of City of Zenica represents a document created through a co-creation process through active participation of a wide group of stakeholders within the AGORA project. AGORA project aims at achieving substantial change in the process and workflow of public administrations at local and regional level, enhancing their capacities to become credible and active leaders of local regeneration through the development, testing and embedding of innovative and operational policy instruments for urban asset's revaluation and recovery. AGORA is a part of the Danube Transnational Programme whose result is the intensity of cooperation of institutional actors and other stakeholders in the program area in order to tackle major societal challenges.

The project intends to build institutional bridges and capacities, tackling constraints of existing legal and regulatory systems and implementation norms for cooperative or public-private-people partnerships. In this sense, the project will foster the creation, exchange and ultimately consolidation of a holistic instrument package, which will be embedded in the transnational policy learning and exchange platform of the project.

The aim of Agenda is to define concrete actions for chosen areas which will lead to their reactivation. However, co-creation process can be replicated and applied on other underused objects owned and operated by the city but also it can be a new approach to improve existing processes. Cities have to become key players which are able to catalyse a critical mass of interest groups, by creating local partnerships/communities, around the broader goal of socio-economic development. Inclusive and participatory approach ensured through co-creation process with adequate stakeholders can deploy new creative governance instruments and that needs to become an integral part of the city's work as well of other public administrations across the country.

This document will be integrated in the Local Development Strategy for the period 2022-2027 and will serve as a support document for external financing.

The Urban Regeneration Agenda is developed in the framework of the AGORA project, implemented under the INTERREG Danube program, and is co-financed by the European Union funds (ERDF, IPA II)

1. City's context and identification of target areas (AGORA Areas)

1.1 City context

Geographical location and climate

Zenica is located in the central part of Bosnia and Herzegovina, about 70 kilometres northwest of the capital city Sarajevo, and whose border includes villages and small settlements in the hills of the Dinaric Alps which are closed by a river valley. It is the fourth largest city in the country, after Sarajevo, Banja Luka and Tuzla with approximately 116.000 inhabitants.

Zenica is the administrative centre of Zenica-Doboj Canton and makes up about 30% of the total 430,000 inhabitants of the canton. The city covers the area of approximately 550 km². It is located in the river Bosna valley, which has its spring in Ilidža near Sarajevo, it is surrounded by mountain ranges, which affects air flows and can worsen the effects of air pollution in the valley. The mountains have limited and shaped the city's urban development into an extended zone of development on both sides of the Bosna River.

The city has a mid-continental climate, characterized by warm summers and cold winters. Moderate wind speeds and calm weather tend to prevent the spread of pollutant emissions from local industry, energy production and vehicle traffic. Global climate changes from human activities also affect the City. Climate change projections for Zenica-Doboj Canton indicate significant warming in the coming decades, with significant reductions in precipitation, especially in the summer months.

Population

The urban area of Zenica is mainly characterized by mixed use, residential core in the south and industrial zone in the north. The industrial zone is dominated by ArcelorMittal plants. Residential zones are located on and around the outskirts of the city.

Zenica is a city with a low population density as a whole (200 inhabitants/km²), although it has a densely populated urban core (2,000 inhabitants/km²).

The Spatial Plan aims to improve the provision of public and retail services by consolidating the number of separate local communities and to improve transport and communication links from remote communities to the urban city centre. The spatial plan of the city supports the polycentric system of settlements in the area, which aims to prevent excessive merging of settlements or fragmentation of local communities. Urban development takes place on existing urban land. There are two localities defined as special purpose areas in the narrower urban area. This refers to the site of the Garrison with a total area of 16.24 ha and the site of the Penitentiary-Correctional Institution of 18.46 ha and the Economy of the Penitentiary-Correctional Institution of 20.10 ha. These sites with associated facilities are planned to remain in existing locations until the adoption of a new Urban Plan for the central city area (primary centre) which will plan relocation to other locations outside the central area of Zenica with the consent of the owner. The city of Zenica has a tendency to expand due to the deficit of available urban space, thus it is necessary to plan the relocation of these complexes, with the consent of the owner. The future purpose of these spaces will certainly result from a detailed analysis of the wider space.

Also, the city has a significant number of previously built but unused buildings that have been empty for many years. By changing the purpose of buildings, at least for those owned by the city, it is possible to at least partially compensate for the lack of construction land in the urban part of the city, but also to preserve the memory of places from earlier times.

Social movements

Zenica has two key social concerns, the first of which is the aging of the city's population. This is a common trend in countries across Europe, including Bosnia and Herzegovina and other countries in the region. In 2017, only 15.7% of the population was aged 15 or under, while the percentage of people over 65 was 13.9% of the city's population. The working age population in the City makes up 70.5% of the total population, which is more than in other urban areas (Sarajevo 68.8%, Mostar 68.6%, Tuzla 69.2%), while the FB&H (Federation Bosnia-Herzegovina) average is 70.4%.

Zenica is losing its most skilled workforce. On an annual basis, registered migration from Zenica makes up about 0.8% of the total population of the City.

Although this value may not seem alarming, it is worth noting that in most cases highly qualified young people migrate from Zenica to Sarajevo (including daily commuting). However, the majority of the population who travel to work every day

still remains registered with residence in Zenica. Therefore, this phenomenon is not covered by official statistics. At the same time, migration to EU countries such as Germany is an increasingly common problem, and the scale of this phenomenon is very noticeable.

Young people who migrate to other places for work tend to get better employment opportunities and conditions (service industry, IT sector, financial institutions, embassies and international organizations) and better access to social benefits and health services. Poor supply of quality jobs at the local level and lucrative offers in Sarajevo attract young highly qualified professionals to work in the capital and weaken demand in the local labour market (despite the fact that unemployment figures nominally represent a large number of unemployed people with higher education).

On the other hand, the City administration is aware of the potential of a strong diaspora and the fact that connecting with the diaspora, strengthening diaspora trust in local government, can launch numerous cooperation projects, both in the field of diaspora investment (financial capital), connecting with local economy or public administration. In the receiving country (social capital), as well as in the transfer of knowledge and practices acquired abroad (human capital). Therefore, part of the strategic direction of the City is to strengthen ties with the diaspora originating from the territory of the City of Zenica.

1.2. Current situation in relation to the thematic cluster

Bosnia and Herzegovina is one of the few countries in Western Balkans which does not have legislative framework for resolving restitution claims. That of course results in legal uncertainty because individual and joints restitution claims are resolved on ad hoc basis.

After the fall of communism and socialistic domination dramatic changes in the ownership of material and financial assets occurred in the countries of Central and Southeast Europe. The introduction of democracy in the social system and capitalism as well as market guided economy shifted these countries attention to privatization and denationalization, but also to the issue of state property, especially which property remains in state ownership, who manages and disposes it, on the basis of which principles and with what common goals.

Lack of law on restitution represents a major issue which needs to be resolved. Overall, this created a problem of neglected and unvalued as well as unused and/or underused property. Therefore, in order to increase economical operation and

usability of neglected property and ensure competitiveness of the city we need to solve one of the biggest problems that is still unresolved, and that is property legal relations.

Recently, there have been a few initiatives within the country, mostly on the local level, to reuse unvalued physical assets/buildings which have been either abandoned and destroyed or unused and underused. On one hand, bankruptcy proceedings of the former industrial giants are not yet finished so there are many locked assets which deteriorate over the years. On the other hand, overlap in jurisdictions between state, entity, cantonal and local levels pose severe challenges in valorising existing unused buildings and in some cases the entire former industrial areas. Most of this burden lies on the local level governments where most of the actual needs of citizens are met and in which all these assets/buildings are located.

Given that the issue of state property is socially and politically extremely important and very current in Bosnia and Herzegovina, the status and management of state assets/buildings has been a top issue in Bosnia and Herzegovina for many years.

Before starting any reconstruction of any area, we first need to resolve all property and legal relations of the property. Resolved property-legal relations are a precondition for obtaining certain other permits in the overall procedure of approving the construction, of which the most important is the building permit, without which the actual construction cannot begin. Resolving the issue of property and legal relations has barriers of inadequate legislation and somewhat outdated regulations. Also, some parts of areas of interest are in combined ownership or in ownership of companies that are bankrupt. This complicates procedures, but it can be managed via Declaration of determining public interest through decision adopted by the City Council, which has its own procedures.

City of Zenica of has chosen a second thematic cluster within Agora project (unused/underused objects) because it owns and manages different premises/buildings.

Premises predominantly owned by the city can be classified as follows:

- Business offices
- Community centres
- Entrepreneurship infrastructure (Business incubator building, TechnoPark building – managed by Development agency)

City of Zenica is managing 402 business offices out of which some are located in the centre city. Most of them are dispersed throughout the city and located within residential buildings. They are leased either to companies, public companies or non-governmental organisations.

Also, the city manages 64 community centres (P₀+1 floor) which are located in local communities throughout urban and suburban areas of the city. Many of these buildings are underused. Within the past three years the city has undertaken measures for partial reconstructions of some of these buildings to prevent further decadence. However, also important to notice that current condition of these buildings vary from case to case.

Besides that, city owns different administrative buildings (such as business incubator and Technopark building) which are ran and operated by public companies and Agency ZEDA based on the City Council decision. Within the Business zone Zenica 1 the city owns a derelict and abandoned building which has been chosen as pilot project/action in AGORA project.

1.3 AGORA Area-Based Approach

BASIC CHARACTERISTICS OF AGORA AREAS

Data indicators			ANNEX B (Pilot project)	KINDERGARTEN KANARINAC	PAPER MILL	HOTEL RUDAR COMPLEX
1. General Information	Location		Business zone, Zmaja od Bosne bb	Urban area Crkvice, Zenica	Urban area dr. Abdulazira Aska Borića 33, Zenica	Urban area Stjepana Radića 22, Zenica
	Ownership		City of Zenica	Public institution for pre-school education	Brown coal Mine – RMU Zenica Sports field is owned by the city	Brown coal Mine – RMU Zenica
2. Physical characteristics	Surface Areas	Surface Area	1.760 m ²	1.270 m ²	4.453 m ² surface of Papir Mill area 1.903 m ² of Sports field owned by the city	3.981,80 m ² (Hotel Rudar complex) 1.100m ² parking space
		Built land	N/A	N/A	N/A	N/A
		Zoning	Industrial area	Urban area	Urban area	Urban area
	Buildings	Number of buildings	1	1	3	4

		<i>Urban functions (housing, education, industrial, business, health, leisure, etc.)</i>	Business	Education	Business, housing, leisure – sports	Business, housing
		<i>Building age time frame</i>	1963	1974	1886 1948 – Handball stadium	1977
	Condition of the premises	<i>Current state of the area (used/ underused/ abandoned, etc.)</i>	Abandoned	Abandoned	Underused	Abandoned
		<i>Cultural/ heritage restrictions</i>	N/A	N/A	Under state protection as the only industrial national monument	N/A
3. Functional characteristics	Former functions/ use of the area and buildings		Technical control for former Steel Plant Željezara Zenica	Kindergarten	Paper Mill	Hotel

	Current functions/ use of the area and buildings		Empty	Empty	Complex is used for housing, sports and bars	Empty
	Urban functions according to zoning documentation		Business object	Pre-school education	Sports facility Monument Industrial object	Hotel
	Informal use of the area		Entrepreneurship	Housing and recreation	Housing and recreation	Administrative city area
	Time of vacancy, date of the end of the activity		1992	2010	2009	2008
4. Economic characteristics	Number of economic organizations		126 companies within Business zone	Used to be used by public institution for pre-school education	2 companies renting spaces	Used to be hotel
5. Environmental characteristics	Pollution (<i>air, soil, water, noise</i>)		Air and soil	Air	Air	Air
	Environmental protection in the areas		N/A	N/A	N/A	N/A

	Environmental potentials (<i>i.e. areas that could potentially be exploited to increase the welfare in the area; biodiversity etc.</i>)		Yes Refurbishment in compliance with energy efficiency standards	Yes Refurbishment in compliance with energy efficiency standards	Yes Refurbishment in compliance with energy efficiency standards	Yes Refurbishment in compliance with energy efficiency standards
	Quality of green areas		Needs improvement	Excellent Introduction of urban gardening	Needs improvement	Good
6. Social characteristics	User types in the area /social groups		Entrepreneurs Young people	Future space co-sharing with NGO for marginalized group	Social housing Sports for small children Young people	Future location of city administration Beneficial for all social groups
	Number of different social groups		Two	Five	Three	N/A
	Level bottom up initiatives		Yes First part of the building was renovated in 2009	Yes Energy audit for refurbishment of the building	Yes The city took over sports field	Yes Initiative to purchase and take over this completely

8. Other	Initiatives for redevelopment		Yes	Yes	Yes	Yes
	Goals and motivation of the owner and users		Functional spaces creating a new value	/	/	/

Main focus of this document is on regeneration of underused or unused building in the city. However, this document also underlines set of actions regarding urban regeneration of public spaces. Since the city is a partner on another EU project funded by Horizon program, proGireg project (<https://progireg.eu/>) which deals with green infrastructure and natural based solutions, synergies among these two projects are going to be created.

CITY MAP OF AGORA AREAS



1.3.1. AGORA PILOT PROJECT

City of Zenica is still having a high percentage of formally unemployed people. Within the past five years the city administration has increased investment in entrepreneurial infrastructure as well as subsidies for start-up companies. This has resulted in increased number of registered business (craft and companies) which seek for adequate spaces to run their business.

City of Zenica has chosen an abandoned building in Business zone Zenica which used to be a Building for Technical control in a former steel plant Željezara Zenica. The building consists of two parts – Annex A and Annex B. Annex A has been renovated and put in operation back in 2009. Annex B has been abandoned and unused for many years. Reconstruction has started in 2022 and finances have been secured through Cross Border Cooperation project INnovaNET that is being implemented by ZEDA Agency, the city's budget and funds from higher levels of government. Ultimate goal is to create new business premises for SMEs in Bosnia and Herzegovina and initiate development of IT and digital sector in the City, which has been communicated and agreed during the first workshop of Agora Community – Identification and prioritization. Three workshops have been realised during the course of project implementation and the details of the implemented events regarding all selected AGORA areas with the pilot project have been analysed in detail in chapter 3.1 Consultation process & Community involvement of this document. The focus of the data presented in that chapter was on the actions and the next steps which have been identified by the community.

Concerning the Annex B building, there will be total of 43 spaces created, out of which 35 for new business spaces for companies on 3 floors, meeting and educational room with 20 seats, 2 mini kitchens and training centre for work on CNC machines and robotics. Pilot project will provide home to new start-ups and give them access to advanced technologies and networking opportunities. This building is also envisaged as catalyst of ICT technologies for unemployed, students and NGO's.

The Objectives of the Pilot Action are:

- Creation of favourable business environment through development of the business support infrastructure
- Improvement of the level of ICT knowledge of the current and future entrepreneurs, students and employees.

Main purpose of launching Flagship project is to help the Pilot project reach its objectives through organization of co-creation events agreed and approved by members of Agora community.

During the preparation process of 2nd workshop – Instrument and solution building several initiatives were delivered to City of Zenica and ZEDA Agency spontaneously. Those initiatives are:

- National competition in Robotics
- Developers of Tomorrow Hackathon
- Zettabyte Ideathon
- Seminar for using digital tools for teachers

Agora Community agreed that National competition in Robotics (to be held on June 18th, 2022) should be a main event because it will definitely promote the future function of the building, since the building itself will have Centre for robotics. Also, Community agreed that other initiatives should be supported as complementary events to a flagship since they contribute to the second specific objective of Pilot action – Improvement of level of ICT knowledge of the current and future entrepreneurs, students and employees.

Position within the city



Current condition of the object (2022)



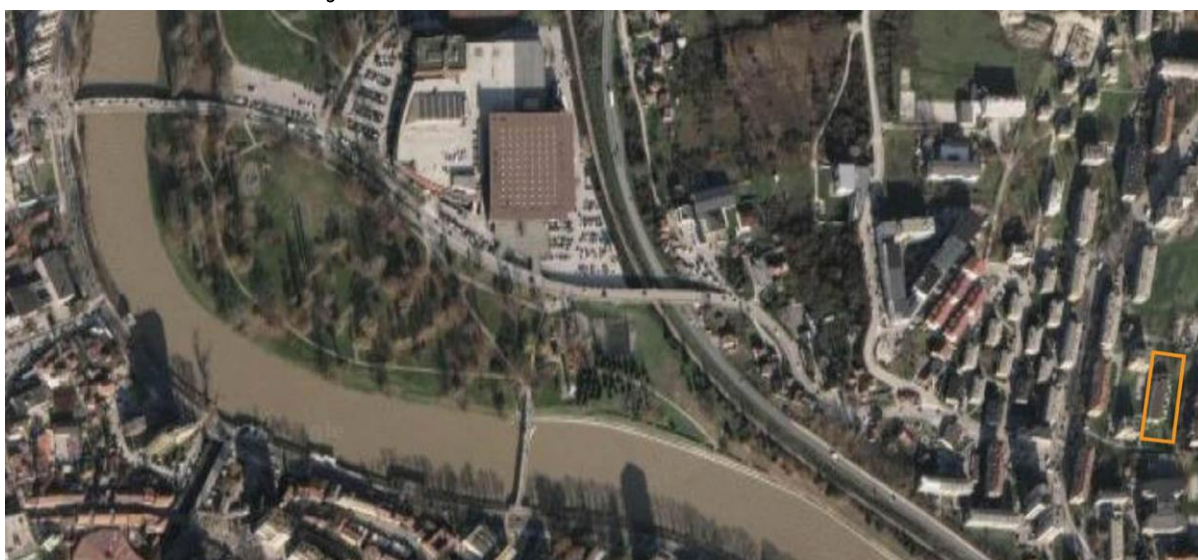
Video material:

<https://www.youtube.com/watch?v=tt2qNKTbMDk>

1.3.2 AGORA AREA 1 – Kindergarten „Kanarinac“, Crkvice Zenica

The kindergarten was in the primary function of upbringing and education until the war, when it housed exiles. The kindergarten building, torn apart by the effects of the war and the ravages of time, was ready for reconstruction, and the big problem was the flat roof that was leaking. In 2010, the primary activity was terminated, and various institutions were in negotiations with the city and the institution for taking over and renovating the space, but that did not yet happen.

Position within the city



Current condition of the object (2022)



Video material:

<https://www.youtube.com/watch?v=WuJitGHbUEo>

1.3.3. AGORA AREA 2 – Paper Mill PAPIRNA with sports field

In 1886 the first paper factory was opened in Zenica in Austro-Hungarian period. After the factory closed in 1910, the building was bought by the B&H Mining Administration, which ceded it to the Zenica Brown Coal Mine. This is the first and only industrial facility in Bosnia and Herzegovina that is under state protection.

The application for declaring Paper Mill Papirna a national monument of Bosnia and Herzegovina, which was accepted in 2012, was prepared by the Museum of the City of Zenica. The architectural ensemble of Paper Mill Papirna consists of the buildings of the factory complex together with the economic yard and the 36-meter-high chimney.

The sport field locally known as handball stadium Paper Mill Papirna was built in 1948. As part of the complex, a handball concrete field and concrete stands were built on one side of the field, while auxiliary rooms and locker rooms were located in the Paper Mill Papirna building.

Unfortunately, due to unconditional auxiliary and service rooms, caused by the influence of time and dilapidation, this stadium is not used today.

Position within the city



Current condition of the object (2022)



Handball Stadium – Current condition (2022)



Video material:

<https://www.youtube.com/watch?v=gq0Pr-xac3w>

1.3.4. AGORA AREA 3 – Hotel Rudar Complex

Due to the increased need for hotel accommodation, the Zenica Brown Coal Mine built and opened a modern hotel Rudar on October 3rd, 1977. The hotel was then in terms of accommodation capacity, the largest in Zenica. The hotel had a multifunctional restaurant hall with 100 seats and a cafe with 150 seats, which could be combined into one space. Next to the café, there was a beautiful summer garden with 120 seats. There was also a mining ambulance on the ground floor of the hotel.

The Hotel Rudar complex is located in the heart of the city core and it has a total floor area of 864 m², with a parking space – 1.100 m². The access to the building is from parking, access stairs and ramps. The floors of the building are combined from the following:

- Cellar,
- Ground floor,
- 4 floors and
- Attic area

The complex consists of 4 separate units: Hotel premises, Dom rudara, a single residential object and the monument of for the fallen miners, each of which can be given a new purpose.

Position within the city



Current condition of object (2022)



Video material:

https://www.youtube.com/watch?v=Vsvnttcqs_k

2. Strategic framework

2.1 Vision

Zenica can be seen as a city of laboratories in the land of eternal experiments. The overstretched beauty of the landscape was declined by industrial legacy which provided security of work and survival by sacrificing natural beauty and health.

The industry and Zenica Correctional Institution marked Zenica for too long. However, these past relics should not mark future of Zenica. There is so much more of Zenica from its historical and rich cultural heritage to post industrial facilities and spaces that deserve a second chance in new post socialistic modern approach and usage for its citizens. The transformation of abandoned and unused public spaces will strengthen cultural importance of the city as well as attractiveness of the city for its citizens.

A visionary approach of Zenica implies the ultimate overall goal and purpose of Zenica Urban Regeneration Agenda through:

Improving the quality of life and the local community of citizens by improving the image of the city through its national and historical significance and revitalization of public spaces and unused objects

Since Zenica does not have much of the urban space to expand, revitalisation of public spaces and unused and underused objects represents a perfect solution to this overall problem. Possibilities for the development through the rational use of space according to the environment and green infrastructure will ensure sustainable development of the city.

Urban regeneration will enable the revival of the economy, enhance the level of the city's overall growth, speed up the development of local services, and boost attractiveness based on the city's historical and national significance. It will also raise the standard of living by improving the evenness of development which can be achieved through even construction, planned traffic and utility infrastructure, as well as more economical use of the city's scarce urban space.

Urban Regeneration Agenda will enable the city to steer towards a stable and sustainable urban future. It will create a foundation for the creation of the necessary framework for urban development through the planned use of public spaces and unused or underused objects. Long term urban sustainability will be achieved through reconstruction and restoration based on identified needs and real possibilities, resolved property-legal relations and embedded environmental sustainability. The visionary development of the city is planned as an economic, administrative, cultural, university, and tourist centre that will strive to constantly improve quality of life and the local community for its citizens.

2.2 Strategic and specific (operational) objectives

City-level main objectives:

1. Active participation of citizens in decision making process concerning revitalization of public spaces

Active citizen participation is of particular importance for many elements of regional, urban, and rural development. The existence of a dialogue between decision-makers and citizens is a prerequisite for sustainable urban development in which citizens can provide local authorities with valuable information on the

well-being of their city, and even formulate proposals for improvement based on their specific needs.

Citizen involvement in spatial planning is the key to developing a sense of community and avoiding resistance or opposition to planning proposals, which immensely helps local authorities identify potential barriers to any given use of public spaces before they make the final decision. In the city of Zenica, there is a growing willingness of the authorities to accept the public's suggestions for the improvement and enhancement of certain locations.

By using modern management methods, the city will enable the revitalization of public spaces. The active participation of citizens aims to initiate cooperation between the city, its citizens, institutions, and programs to encourage dialogue and exchange of ideas. Using innovative methodology and approach, the new added value of the city and citizens will have a significant impact on social development achieved through participation in decision-making, cohesion, co-design, innovation, and professional approach.

2. Increase city image by repurposing already underused and unused spaces in new light of their cultural, national, and educational significance

In post-industrial period more and more buildings became abandoned, neglected, and unused, which need a new usage and purpose in today's modern era of social and technological changes and advancements. Their historical and cultural value has made them an important element of the city itself, while their new purpose is supposed to create new direction, by respecting its unique socialistic heritage, and in that way improve the image of the city of Zenica, by making it unique and recognizable in the region.

The quality of life of the citizens is an everyday topic and one of the basic focuses of the city administration. For that reason, the tendency is to achieve multiple benefits for the citizens through the improvement of the appearance and functionality, as well as positioning of Zenica as a city of culture and history instead of identifying with Correctional Institution - KPD Zenica and former steel plant Željezara Zenica. As a result of that, the desire to make the City attractive for its citizens and a desirable living location has emerged.

3. Continuous improvement of city services and competitiveness through urban regeneration and local development

The city of Zenica is continuously working on improving the work of the city administration in the sense of a more transparent and efficient services for the

citizens. In the upcoming period, it will be thrived towards the regeneration of other objects in accordance with modern standards which will contribute to a more beautiful appearance of the city itself, which will still keep the elements of its cultural and historical heritage.

Agora Areas specific objectives

AGORA area 1 - Kindergarten “Kanarinac”:

1. Reconstruction and reactivation of the building for needs of Preschool Education and care of adults and children with special needs.

This area represents the residential and recreational zone of the city. An additional advantage which further improves the quality of this area is the river which flows nearby the object in question. There are demands for public kindergarten; bearing in mind that this area it has only one private facility which does not have the capacities to house all of children. It is planned that the building is to be used for other purposes, potentially co-shared with non-governmental organisations whose primary scope of work is social integration of children and people with disabilities.

The total useful surface of the building is 1.270 m² and consists of a ground floor and a first floor. The proposed purpose of the building would be divided according to these floors. The 1st floor for would be used for the needs of the Public Institution for Preschool Education, while ground floor would serve for needs of associations dealing with the care of adults and children with special needs.

Reactivation of this building can be considered as the urban development regenerator of the entire location. In the near vicinity of the object, there is a recreational zone which consists of green areas, a sports field and a children’s playground which are in a very poor condition, and as such they do not have their primary function. It is very important to note that there are two institutions for care of the elderly very close to the building in question, and they are also users of the recreational zone. By reactivating the object of the kindergarten “Kanarinac” and by a more frequent usage of the recreational zone, its reconstruction could be encouraged. If the fact that children with special needs would be using the premises of the object, its activation would influence the sociological aspect by inclusion of the elderly and children, and thus create a new, better quality place which would aim at creating new values, acceptance of something different and creating new and healthy habits.

2. Introducing and implementation of urban gardening

Around the building there is a fenced green area which could be suitable for *urban gardening* and which could be used for therapeutic purposes for children with disabilities, as well as preschool teaching of modern urban life. Apart from the fact that the urban garden will be a place to relax, it will also bring many benefits for kindergarten.

Children can learn new skills, have fun, play, and develop self-confidence by spending their time in preschool in the urban garden tending plants and growing their own food. Most children enjoy being outdoors and love digging in the soil, getting dirty, creating things, and watching plants grow. Therefore, by spending time in urban garden children will be on the move in outdoors, and they will be able to enrich their daily menu with freshly picked vegetables, thus, introducing new conceptualised sustainable way of learning and living in preschool education system.

3. Increase the overall capacity of preschool education

Kindergarten *Kanarinac* is located in east side of the city in area that is considered as residential and recreational zone of the city with approximately 4.400 inhabitants. Thus, there is high demand in this area for public kindergarten. This building is devastated and unused and due to the fact that there is a need for a kindergarten in this populated area it is of high need for and importance to make this happen.

Many parents in this area have expressed a desire and need to have a preschool education in this neighbourhood. Kindergarten *Kanarinac* is located in the pedestrian part of the area, which makes its location ideal for accommodation, upbringing, and education of preschool children. Therefore, its revitalisation has a high priority in order to increase the capacity of preschool education in the city and satisfy the needs of its citizens.

AGORA area 2 – Paper Mill Papirna – Industrial object, Handball stadium:

1. Restoration of national monument

This area was the premise of the first paper factory in Zenica, and this is the first and only industrial facility in Bosnia and Herzegovina that is under state protection, making it a national monument of Bosnia and Herzegovina since 2012. The architectural complex of Papirna consists of the buildings of the factory complex together with the economic yard and the 36-meter-high chimney, as well as the handball stadium. Everything should remain in its original form, and the entire building would be connected by a white canopy that would symbolize paper.

2. Repurposing premises of Paper Mill Papirna

Conceptual design was envisioned for the revitalization of the Papirna complex with a purpose of giving the building new use by revitalising it in a way to preserve its genuine appearance and making it a vintage/modern location for a range of activities. It has been envisaged as a single unit consisting of sports field, hostel, Technical Museum, and the chimney.

3. Making handball stadium functional

The handball stadium *Papirna*, due to unconditional auxiliary and service rooms, caused by the influence of time and dilapidation, is not used today.

Therefore, new activation of the outside handball stadium/sports field will enable new generations to use stadium in their practice and competition activities, enabling them to pass on very valuable sports and cultural heritage.

AGORA area 3 - Hotel Rudar:

1. Repurposing Hotel Rudar complex

The complex consists of four separate units: Hotel premises, Dom rudara, a single residential object and the monument for the fallen miners, each of which would be given new purpose. Major transformation would be changing the purpose of the object from hotel accommodation to office premises for the needs of the City Administration. The city administration is currently housed in three different detached buildings, which significantly complicates work, so centralization of services in one place will increase the efficiency of the administration for the benefit of the citizens of Zenica. Also, by putting this complex into use, the problem of storage of the old city archives which is currently in the Municipality of Travnik, would be resolved.

2. Keeping state ownership of Hotel Rudar complex

The complex is state owned, and it is very important that it stays that way to preserve its historical significance. The premises of *Dom rudara* would become the Mayor's Office, the amphitheatre would be used to hold city council sessions. The adaptation and reconstruction of the internal space of the building would be done, while still preserving the external appearance of the building and the spirit of socialistic architecture as much as possible – which would be guaranteed with state ownership.

3. Increasing of the efficiency and quality of the services of the city administration

Transforming the area into the administrative centre and house the City administration would contribute to larger premises with a modern design and concept thus improving the working conditions for the employees and the citizens using their services.

2.3 Objectives and Actions

Objective	Actions	Targets
Active participation of citizens in decision making process concerning revitalization of public spaces	<ol style="list-style-type: none"> 1. Identification and mapping of public spaces in urban area 2. Identification and mapping of unused and underused objects 3. Co-design process in place 4. Updating of existing internal regulations and procedures 5. Creation of new internal regulation for underused public objects 	<ul style="list-style-type: none"> - Map public spaces and unused and underused objects for transformation towards improving the lives of citizens - Make a property database to know what can be used for which new purpose - Decision makers will incorporate the co-design process of relevant stakeholders into their decision-making processes. - Revise and update existing internal regulations and procedures - Create a regulation rulebook for those underused public buildings
Increase city image by repurposing already underused and unused spaces in new light of their cultural, national, and educational significance	<ol style="list-style-type: none"> 6. Solving property and legal issues 7. Popularize urban gardening 8. Urban regeneration of mapped public spaces 9. Relocation of Correctional Institution - KPD Zenica 	<ul style="list-style-type: none"> - Acquisition of private objects that are of public interest - Introduce urban gardening in preschool and primary schools, public institutions - Change the identification of the city with KPD Zenica (Correctional Institution) and Željezara Zenica (heavy industry ironworks)

	10. Relocation of garrison Garnizon	<ul style="list-style-type: none"> - Expand the urban environment due to lack of available urban space - Create a new urban plan for the central urban area (primary centre)
<p>Continuous improvement of city services and competitiveness through urban regeneration and local development</p>	<p>11. Acquisition and reconstruction of Hotel Rudar Complex</p> <p>12. Reconstruction of Annex B with additional services</p> <p>13. Reconstruction and reactivation of the kindergarten Kanarinac</p> <p>14. Reconstruction and activation of Handball stadium Papirna</p>	<ul style="list-style-type: none"> - Entire city administration located in one place - Improve the working conditions of the employees and services by increasing spatial capacities of the city administration premises - Create new functional spaces for youth, NGO's or other groups for networking, knowledge creation and exchange of ideas - Increase and improved entrepreneurial infrastructure - Create better business environment - Increase capacity of preschool education - Form new purpose and scope of work with social integration of children and people with disabilities - Increase capacity for sports and cultural activities - Reconstruct all objects in compliance with energy efficiency standards.

2.4 Actions & financing

Actions	Budget/ Resources	Estimated period for implementation	Responsibility
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1. Identification and mapping of public spaces in urban area	Resources already available within the day-to-day business of the city's responsible departments	80% public spaces in urban area identified and mapped within 1 year, 2023	Department for urban planning Public company for spatial planning Sector for ecology and communal works
2. Identification and mapping of unused and underused objects	Resources already available within the day-to-day business of the city's responsible departments	80% unused and underused objects identified and mapped within 1 year	Department for economics, city property and local development Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre
3. Co-design process in place	Resources already available in activities during decision making process of city's responsible departments	Ongoing Co-design at the local level	All city's departments regarding current or ongoing participatory approach to designing solutions
4. Updating of existing internal regulations and procedures	Resources already available within the day-to-day business of the city's responsible departments	90% updated existing internal regulations and procedures within 1 year	Department for economics, city property and local development Department for normative and legal affairs Department for social protection, housing affairs and social activities
5. Creation of new internal regulation for underused public buildings	Resources already available within the day-to-day business of the city's	Created new internal regulation rulebook for underused	Department for economics, city property and local development

	responsible departments	public buildings within 9 months	Department for normative and legal affairs
6. Solving property and legal issues	Resources already available within the day-to-day business of the city's responsible departments	Resolve property and legal issues of private objects by declaring public interest and starting procurement process within 1 year	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre City attorney City Council
7. Popularize urban gardening	City budget and available EU funding	Introduce and implement 1 urban garden in preschool/primary school per year	Department for urban planning Public company for spatial planning Sector for ecology and communal works Department for economics, city property and local development
8. Urban regeneration of mapped public spaces	City budget and available EU funding	Regenerate 1 public space in 2-year period	Department for urban planning Public company for spatial planning Sector for ecology and communal works
9. Relocation of Correctional Institution – KPD Zenica	City budget and available EU funding	Relocate KPD Zenica complex till 2036	Department for urban planning service Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre

			<p>City Council</p> <p>Mayor</p> <p>Federal ministry of justice</p>
<p>10. Relocation of garrison <i>Garnizon</i></p>	<p>City budget and available EU funding</p>	<p>Relocate garrison <i>Garnizon</i> complex till 2030</p>	<p>Department for urban planning Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre</p> <p>City Council</p> <p>Mayor</p> <p>Federal ministry of justice</p>
<p>11. Acquisition and reconstruction of Hotel <i>Rudar</i> Complex</p>	<p>City budget and available EU funding</p> <p>Estimated cost for acquisition: 3.000,000,00 BAM</p>	<p>Declare public interest and finish acquisition process in 1 year Reconstruct and put into use within 2 years of acquisition</p>	<p>Department for urban planning</p> <p>Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre</p> <p>City Council</p> <p>City attorney</p>
<p>12. Reconstruction of Annex B with additional services</p>	<p>City budget and available EU funding</p> <p>Estimated cost for reconstruction: 1.200.000,00 BAM</p>	<p>Finish reconstruction by end of 2022. Start with additional services offering in in first quarter of 2023</p>	<p>Department for economics, city property and local development</p> <p>Public company for spatial planning</p> <p>Department for urban planning</p>

			Zenica Development Agency ZEDA
13. Reconstruction and reactivation of the kindergarten <i>Kanarinac</i>	City budget and funds from higher levels of government Estimated cost of reconstruction: 1.300.000,00 KM	Reconstruct and reactivate kindergarten with 2 separate services (Public Institution for Preschool Education & services for needs of associations dealing with the care of adults and children with special needs) within 2 years	City Council Department for urban planning Public Institution Preschool Education Zenica Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre Department for Economy, City Property and Development Management
14. Reconstruction and activation of Handball stadium <i>Papirna</i>	City budget and private funding Estimated cost of reconstruction: 550.000,00 BAM	Renovate and put in use in second half of 2023	City Council Department for urban planning Public Institution for Management and Maintenance of Sports Facilities Zenica Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre Department for Economy, City Property and Development Management

2.5 Risks for implementing actions

Actions	Risks	Potential obstacles
1. Identification and mapping of public spaces in urban area	Operational risk - lack of interest of city employees	Lack of precise data Excessive workload of city services
2. Identification and mapping of unused and underused objects	Work overlaps among departments Operational risk - lack of interest of city employees	Harmonisation of real estate is still in process Excessive workload of city services
3. Co-design process in place	Weak governance Operational risk Lack of stakeholder's interest in co-design process	Engagement of non-adequate stakeholders Time consuming process
4. Updating of existing internal regulations and procedures	Political risk Weak governance	Disinterest in changing and updating internal regulations and procedures Financial burdens
5. Creation of new internal regulation for underused public buildings	Political risk Weak governance	Disinterest in changing and creating new internal regulations and procedures Resistance of beneficiaries
6. Solving property and legal issues	Political risk Weak governance Competitive risk Financial cost	Lack of interest in solving property and legal issues from competitors who want privatisation of properties for their gain and interest Lengthy procedures

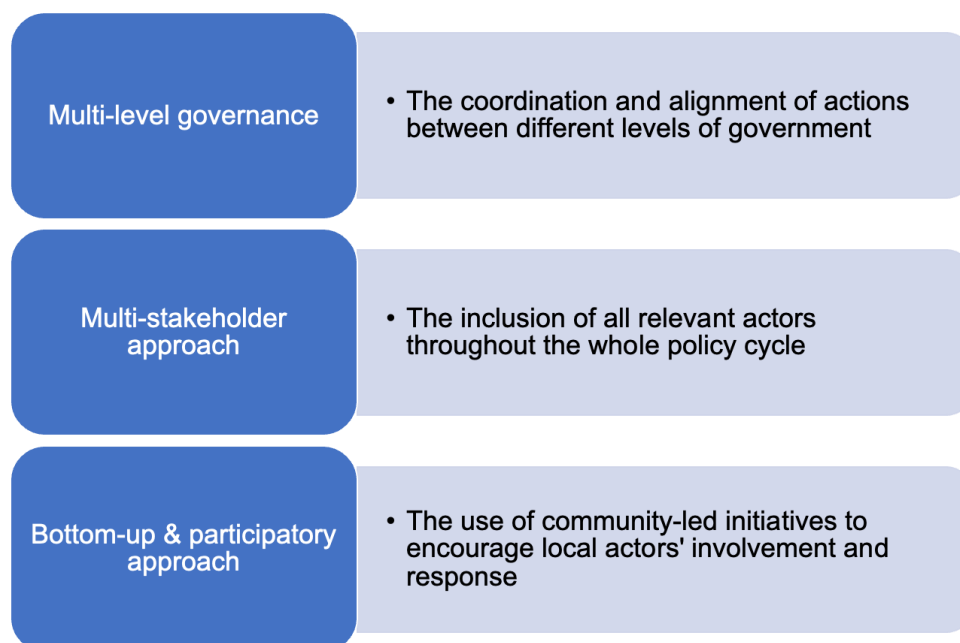
7. Popularize urban gardening	Budget Restrictions Sustainability	Low interest of preschools and primary schools for this type of activity Uninterested parents for any type of gardening activities
8. Urban regeneration of mapped public spaces	Budget Restrictions Weak governance Lack of external funding support	Enthroned current perception of the city public spaces Lack of planning documents Unresolved property legal relations
9. Relocation of Correctional Institution <i>KPD Zenica</i>	Budget Restrictions Political risk Lack of external funding support High cost	Enthroned current status of Correctional Institution Barriers to the adoption of a new urban plan for the central city area Lengthy and time consuming procedure
10. Relocation of garrison Garnizon	Budget Restrictions Political risk Weak governance Lack of external funding support	Enthroned current status of garrison Barriers to the adoption of a new urban plan for the central city area Lack of funding Existing legal framework
11. Acquisition and reconstruction of Hotel Rudar Complex	Budget Restrictions Legal risk Competitive risk Political risk	Unable to resolve property ownership due to interest of other private parties Lack of funding for acquisition and renovation
12. Reconstruction of Annex B with additional services	Political risk Procurement procedure	Increased cost of works Lack of interest for new services

13. Reconstruction and reactivation of the kindergarten <i>Kanarinac</i>	Budget Restrictions	Lack of funds Insufficient number of users for the proper functioning of new kindergarten
14. Reconstruction and activation of Handball stadium <i>Papirna</i>	Budget Restrictions	Lack of funds Management of Handball stadium upon reconstruction

3. Governance

3.1. Consultation process & Community involvement

The governance model of Zenica Urban Regeneration Agenda will apply the three central components of the sustainable urban development governance process:



source: the handbook for sustainable urban development strategies

Communities and co-design groups were set up, comprising of the core cross-departmental public administration task forces, public institutions, economy players and investors, academia and non-governmental organisations. This

resulted in networked systems of local innovation tailored around the Quadruple Helix approach.

A participatory process was set up through two sets of activities:

1. *AGORA Community involvement – Kick off meeting took place on August 25th, 2021 during which Agora Community was established Memorandums of cooperation signed.*
2. *A State of play workshop – took place on the same date as a joint event. The aim of this workshop was to validate the findings of the analysis phase and assess with key stakeholders but also to discuss potential Agora areas for redevelopment.*

A series of three co-creation workshops were organized afterwards:

1. *Idea collection and prioritization*
2. *Instrument and solution building*
3. *Strategy development*

Details of the main workshop results are as follow:

Title of the Workshop:	Identification and prioritization
Time of completion:	October 5 th 2021
Venue:	Hotel Zenica, Zenica, Bosnia and Herzegovina
Type (in person/online):	
In person	
List of Quadruple-helix Participants involved:	
Number of attendees:	
Civil society: 4	Government: 11
University: 5	Private sector: 6
Workshop Summary (½ page/workshop)	
<ul style="list-style-type: none"> • Explored topics • Decisions regarding Agora Areas/ Pilot Area • Brief description of the outcomes of the workshop (actions and next steps) • Methods and tools • Lessons learnt 	

During the implementation of the 1st workshop within the AGORA project in Zenica, the main explored topics have been the technical characteristics of the Annex B and what should be the use of the object once its renovation is completed from the perspective of the stakeholders of the workshop. Also, the topic of the perspective entrepreneurial infrastructure development has been discussed and what could be the future potential regeneration areas. The stakeholders actively participated in the discussion providing their own examples.

Each stakeholder group from the quadruple helix (Academic sector, private sector, non-governmental sector and public sector) has given their own expectations on how the project activities could be realized:

Civil society considers that better connections to the city centre need to be realized and that the future activities of the pilot building after renovation should be encouragement of better networking, expert practice, financial boost for the start up companies by providing workspaces for symbolic rent payments

The **Government** sector suggest to ensure the diversification of the local economy through the increasing the number of start-ups, and to reconstruct and put to use the functional building owned by the city.

The educational sector represented by the **universities** has emphasized that a lot of work need to be done on the enhancement of local economy, diversification of the industry and creating attractive conditions for the development of IT sector and strengthen the cooperation between this sector and the Government. They have also suggested that the users should be IT companies, existing companies and companies who would like to dislocate from the urban city centre. It has also been suggested that the object in question should provide the users with a stable fast internet connection, power supply backups, free parking and a pleasant working environment.

Industry/private sector has suggested to work on establishing stronger connections between the SME sector-young people-NGO and to create special space for education, conference meetings, and spaces for digital nomads and PO Boxes for freelancers. It has been concluded that this object would be excellent ground for the exchange of ideas and realization of many joint events where all sectors could be part of.

A final thought of the workshop was the agreement of all participants to do preparatory activities for the realization of the second workshop where other potential AGORA areas will be selected.

Photographic report:



Title of the Workshop:	Instrument and solution building
Time of completion:	April 27 th 2022
Venue:	Hotel Carpe Diem, Zenica, Bosnia and Herzegovina

Type (in person/online):

In person

List of Quadruple-helix Participants involved:

Number of attendees:

Civil society: 4	Government: 14
University: 3 High school 1	Private sector: 5

Workshop Summary (½ page/workshop)

- Explored topics
- Decisions regarding Agora Areas/ Pilot Area
- Brief description of the outcomes of the workshop (actions and next steps)
- Methods and tools
- Lessons learnt

The 2nd workshop of the AGORA project has gathered representatives of the City of Zenica's departments relevant for the project implementation, development agency and business support organisations, educational institutions (pre-school education, secondary level of education and University), the non-governmental sector and the private sector. The main topics which have been explored are the status of the Pilot project where the present participants have been familiarized with the work dynamics.

The selection of the Flagship project has also been discussed and several initiatives have been delivered with the aim of making a final decision on what will the Flagship project be. After a brief discussion, it has been agreed upon that the National competition in Robotics will be the Flagship project (June 18th 2022).

Prior to the implementation of the workshop, the stakeholders have taken part in a Google online survey where several locations have been subject to a vote and three locations which have received the most votes have been selected for workshop presentation: Kindergarten „Kanarinac“; Industrial object „Papirna“ and the City park. AGORA Project has envisaged sightseeing of Agora areas but given the time restraint of members of AGORA Community, these areas have been recorded with drone for the purposes of the workshop. Three short videos have been made for the purpose of showing the location and its current state.

Good practices from the thematic cluster “Business/commercial unused/underused areas” have been presented to the participants of the workshop. The active participation has been insured using AHA slides with the aim of matching policy instruments with the presented AGORA areas. The participants had the opportunity to suggest the third AGORA area to be presented in the Urban Regeneration Agenda, and the abandoned Hotel Rudar complex has been selected.

Prior to the organisation of the second workshop, meetings have been agreed upon to serve as preparatory activities to ensure quality outputs leading into preparation of Urban regeneration agenda. There was also suggestion to make videos available online so links leading to these video materials could be included in Urban Regeneration Agenda.

Photographic report:



Title of the Workshop:	Strategy development
Time of completion:	May 19 th 2022
Venue:	Hotel Carpe Diem, Zenica, Bosnia and Herzegovina
Type (in person/online):	In person
List of Quadruple-helix Participants involved:	

Number of attendees:

Civil society: 4	Government: 13
University: 3	Private sector: 7

Workshop Summary (½ page/workshop)

- Explored topics
- Decisions regarding Agora Areas/ Pilot Area
- Brief description of the outcomes of the workshop (actions and next steps)
- Methods and tools
- Lessons learnt

On the 3rd AGORA workshop the survey results from the previous workshop concerning policy recommendations have been presented, and the workshop has been organized in such a way that suggestions for the future purpose of all the all three AGORA areas have been made by the participants from different sectors and the three locations which were mentioned in the previous workshops have been elaborated in more detail. During the course of the previous workshop, AGORA area 3 (Central City park) has been selected as a result of a Google survey of the AGORA community, but after discussions and additional consideration, as well as familiarizing the participants more with the good practice examples, it was taken into account the park being public space and not object, and it was substituted by Hotel Rudar, making it the AGORA area 3.

Outcomes of the event:

1. Kindergarten “Kanarinac” – used for its primary purpose (as a Kindergarten) on the 1st floor; ground floor potential use for the NGO sector, organizations dealing with children and adults with disabilities; green fenced area for “urban gardening”
2. Industrial object – Paper Mill Papirna – revitalization of the complex with retaining parts of its previous appearance, giving the object new use for a sports field, Hostel, Technical museum, keeping the chimney and finding a solution of the social housing of the users currently using these premises
3. Hotel Rudar – Change of purpose - to be transformed into the office premises for the requirements and housing of the City administration. The City administration is currently using 3 separate objects, and centralization of the services would increase the efficiency of the administration of the benefits of the citizens. The premises of Dom rudara could house the Mayor's Office, the existing amphitheatre could be transformed into City hall and the adaptation of the building should be done while preserving the external appearance of the building and the spirit of socialistic architecture as much as possible.

The most important part of the workshop was group work where discussion has developed and the group moderators have been given a set of information for each area concerning specific goals, activities, financing, stakeholders and risks, thus creating the vision of the Urban Regeneration Agenda. All inputs collected from the group work will

be adjusted and aligned with guidelines within URA, and by finalisation of this workshop the co-creation process has been completed. The draft of the Urban Regeneration Agenda will also be presented to focus group, made of decision-making process, so they are informed about co-creation process and activities which need to be undertaken after the Urban Regeneration Agenda is adopted by Agora Community.

Photographic report:



List the network of local stakeholders according to the Quadruple helix approach

Stakeholder	Category	Group interest / motivation with regards to the urban regeneration priorities	Available resources	Capacity for resource mobilization	Position of the group with regards to the stated challenges and its expectations
<i>Name of the institution</i>	<i>(for instance: NGO, community, media, SMEs, large companies, public agencies, etc.)</i>	<i>An estimation of the interest of the group (on a scale from very low to very high). A possible specification of the type of interests the group has.</i>	<i>What type of resources the group can offer (for instance: financial information, status, legitimacy, coercion level)</i>	<i>An estimation of the way in which the group can mobilize the resources. (it can be evaluated on a scale from very low to very high, but also through quantitative indicators).</i>	<i>An estimation of the position of the group with respect to the identified challenges. (pro or against, positive or negative, or quantitative indicators can also be used)</i>
<i>City of Zenica – Mayor’s office</i>	<i>Local government</i>	<i>Very high</i>	<i>Financial information, legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>Public company for spatial planning</i>	<i>Government</i>	<i>Very high</i>	<i>Financial information, legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>City of Zenica – Department for urban planning</i>	<i>Local government</i>	<i>Very high</i>	<i>Financial information, legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>City of Zenica – Sector for ecology and communal works</i>	<i>Local government</i>	<i>Very high</i>	<i>Financial information, legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>City of Zenica – Department for economy, city property and development management</i>	<i>Local government</i>	<i>Very high</i>	<i>Financial information, legitimacy</i>	<i>Very high</i>	<i>Pro</i>

<i>Public institution for preschool education and upbringing</i>	<i>Government</i>	<i>Very high</i>	<i>Legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>Zenica development agency ZEDA</i>	<i>Government</i>	<i>Very high</i>	<i>Legitimacy</i>	<i>Very high</i>	<i>Pro</i>
<i>University of Zenica – Rectorate</i>	<i>University</i>	<i>High</i>	<i>Lobbying, expert advice and information</i>	<i>High</i>	<i>Pro</i>
<i>University of Zenica – faculty of mechanical engineering</i>	<i>University</i>	<i>High</i>	<i>Technological knowledge, Legitimacy, patents, publications</i>	<i>High</i>	<i>Pro</i>
<i>University of Zenica – Polytechnic Faculty</i>	<i>University</i>	<i>High</i>	<i>Technological knowledge, Legitimacy, patents, publications</i>	<i>High</i>	<i>Pro</i>
<i>University of Zenica – Faculty of Metallurgy and Technology</i>	<i>University</i>	<i>High</i>	<i>Technological knowledge, Legitimacy, patents, publications</i>	<i>High</i>	<i>Pro</i>
<i>Technical secondary school</i>	<i>Secondary school</i>	<i>High</i>	<i>Technical support</i>	<i>High</i>	<i>Pro</i>
<i>Chamber of Economy of Zenica – Doboj canton</i>	<i>NGO</i>	<i>Very high</i>	<i>Management consultancy</i>	<i>Moderate</i>	<i>Pro</i>
<i>Association of Employers of Zenica</i>	<i>NGO</i>	<i>Very high</i>	<i>Financial information and consulting</i>	<i>Moderate</i>	<i>Pro</i>
<i>Association ReAktiv</i>	<i>NGO</i>	<i>Very high</i>	<i>Youth opinions and requirements</i>	<i>Moderate</i>	<i>Pro</i>
<i>Youth center Input</i>	<i>NGO</i>	<i>Very high</i>	<i>Data support, financial information</i>	<i>Moderate</i>	<i>Pro</i>
<i>ZeForge</i>	<i>NGO</i>	<i>Very high</i>	<i>Technical support</i>	<i>Moderate</i>	<i>Pro</i>

<i>Empress Ltd.</i>	<i>Private sector</i>	<i>Very High</i>	<i>Technical support</i>	<i>Very high</i>	<i>Pro</i>
<i>Aksa Ltd.</i>	<i>Private sector</i>	<i>Very high</i>	<i>Technical support</i>	<i>Very high</i>	<i>Pro</i>
<i>New Trend Ltd.</i>	<i>Private sector</i>	<i>High</i>	<i>Advisory support</i>	<i>Very high</i>	<i>Pro</i>
<i>Glovis Ltd.</i>	<i>Private sector</i>	<i>High</i>	<i>Technical support</i>	<i>Very high</i>	<i>Pro</i>
<i>LS Invest Ltd.</i>	<i>Private sector</i>	<i>High</i>	<i>Mergers and acquisitions,</i>	<i>Very high</i>	<i>Pro</i>
<i>Ze Steel Ltd.</i>	<i>Private sector</i>	<i>High</i>	<i>Advisory and technical support</i>	<i>Very high</i>	<i>Pro</i>

3.2. Policy instruments

Policy instrument	Type of policy instrument*	Bottom Up/ Top Down	Description	Stakeholders	Action***
1. Development Strategy of City of Zenica 2022-2027	Strategy	Both	Integral document which will include previously developed Action plans including Urban regeneration Agenda	City administration, public companies, non-governmental organisation, private sector	Identification and mapping of public spaces in urban area Identification and mapping of unused and underused objects
2. Joint activities and events with stakeholders	Partnering/ networking	Bottom-up	Participative decision making process in development of spatial documents (detailed regulation plans), yearly investment plan, urban gardening initiatives through workshops on a local level	City administration, local communities, Economic Council, NGOs	Co-design process in place integrated in city administration work processes Urban gardening

3. Internal regulations and procedures	Legal/mandating Hybrid	Bottom-up	Update of existing internal regulation and procedures Development of new internal regulation regarding community homes	City administration, City Council, local communities	Improved regulation which will set grounds for better management of underused buildings and change of their purpose Creation of new internal regulation for underused public buildings
4. Acquisition of real state (buildings) of public interest	Legal/mandating	Bottom-up	Acquisition and reconstruction of Hotel Rudar Complex for new purpose	City administration, City's attorney office, City Council, Brown Coal Mine – RMU Zenica,	Declaration of public interest Solving property and legal issues
5. Planning of new urban areas	Legal/mandating	Bottom-up	Expansion of the city urban area by relocation of two facilities of special purpose which combined take up approximately surface of 60ha within urban areas	City administration, Mayor, City Council, Federal ministry of justice	Relocation of Correctional Institution Kazneno popravni zavod Zenica Relocation of garrison Garnizon

<p>6. Joint financing</p>	<p>Financial instruments Partnering</p>	<p>Both</p>	<p>Maintenance and reconstruction of underused or abandoned buildings requires funds Preparation of cost estimates and project documentation is prerequisite for donor funding</p>		<p>Reconstruction of Annex B Reconstruction of kindergarten Kanarinac Reconstruction of Handball stadium Papirna</p>
<p>7. International architect competitions for project design</p>	<p>Integrative Hybrid</p>	<p>Bottom-up</p>	<p>External expertise provides different perspective and view on certain area or for certain object. This approach has already been used for public areas in the city centre and also for reactivation of City Tavern.</p>	<p>City administration, Association of architects, private investors</p>	<p>Reconstruction of Paper Mill needs to be conditioned and predefined in perspective of long-term sustainability so it is attractive for private capital</p>

4. Monitoring, evaluation and management system

4.1 Management plan

Actions	Management responsibility*	Financial responsibility**
1. Identification and mapping of public spaces in urban area	Department for urban planning Public company for spatial planning	Department for urban planning
2. Identification and mapping of unused and underused objects	Department for economics, city property and local development Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre	Department for economics, city property and local development
3. Co-design process in place	Stakeholder co-design approach – all relative departments	Budgeted in relative departments
4. Updating of existing internal regulations and procedures	Department for normative and legal affairs in cooperation with other departments	No cost
5. Creation of new internal regulation for underused public buildings	Department for economics, city property and local development Zenica Development Agency ZEDA Department for normative and legal affairs	No cost
6. Solving property and legal issues	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre City attorney City Council	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre

<p>7. Popularize urban gardening</p>	<p>Sector for ecology and communal works Public Institution Preschool Education Zenica Department for economics, city property and local development</p>	<p>Sector for ecology and communal works</p>
<p>8. Urban regeneration of mapped public spaces</p>	<p>Department for urban planning Public company for spatial planning Stakeholder co-design approach Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre</p>	<p>Mayor's office</p>
<p>9. Relocation of Correctional Institution Kazneno popravni zavod Zenica</p>	<p>Department for urban planning Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre</p>	<p>Federal government</p>
<p>10. Relocation of garrison Garnizon</p>	<p>Department for urban planning Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre Stakeholder co-design approach</p>	<p>Federal government</p>
<p>11. Acquisition and reconstruction of Hotel <i>Rudar</i> Complex</p>	<p>Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre</p>	<p>Mayor's office</p>
<p>12. Reconstruction of Annex B with</p>	<p>Department for economics, city property and local development</p>	<p>Department for economics, city property and local development</p>

<p>additional services</p>	<p>Zenica Development Agency ZEDA Stakeholder co-design approach</p>	
<p>13. Reconstruction and reactivation of the kindergarten <i>Kanarinac</i></p>	<p>Department for social protection, housing affairs and social activities Public Institution Preschool Education Zenica Stakeholder co-design approach</p>	<p>Department for social protection, housing affairs and social activities</p>
<p>14. Reconstruction and activation of Handball stadium <i>Papirna</i></p>	<p>Department for social protection, housing affairs and social activities Public Institution for Management and Maintenance of Sports Facilities Zenica Stakeholder co-design approach</p>	<p>Department for social protection, housing affairs and social activities</p>

4.2 Monitoring Plan

Level (short-term/ intermediate/ long term)	Monitoring Objective	Action	Indicator of success (qualitative /quantitative)	Baseline Data measurement (qualitative /quantitative) of the situation at the beginning of the intervention.	Data Collection & analysis methods how will the monitoring data be collected and analysed	Targets & Milestones (for long-term target, consider intermediate milestones as well)
Intermediate	Identify and map public spaces in urban area	Identify existing public spaces and map them	20% identified and mapped in each quarter	Current identified public spaces in urban area	Collecting of data from local city services and field data collection	01/01/2024 – 80% mapped and identified
Intermediate	Identify and map unused and underused objects	Identify existing unused and underused objects and map them	20% identified and mapped in each quarter	Current identified unused and underused objects	Collect data from local city services and field data collection	01/01/2024 – 80% mapped and identified
Short-term	Update existing internal regulation and procedures and create new internal regulation for underused public buildings	Created new internal regulation rulebook for underused public buildings and updated existing internal regulations and procedures	New internal regulation rulebook Updated internal regulation and procedures	Current internal regulation and procedures	Analyse existing internal regulation and procedures	01/01/2024 – New rulebook & updated regulations and procedures
Long-term	Monitoring increase of popularisation of urban gardening	Introduce and implement urban garden in preschool/primary school	Introduced and implemented urban garden each year in one preschool/ primary school	Non-existence of preschool or primary schools with urban garden concept	Collect data from preschools/primary schools about implementation process	01/07/2024 – first preschool with fully functional urban gardening concept

						Each year new additional preschool/ primary school
Long-term	Monitor relocation of Correctional Institution <i>Kazneno popravni zavod</i> Zenica	Create a New Urban Plan for the City of Zenica Relocate Correctional Institution to new location	Correctional Institution <i>Kazneno popravni zavod</i> Zenica on new another location outside the central urban area	Current urban plan and location of the complex	Collect data from the local authorities and relevant actors during the process of relocation and new urban plan adoption	01/07/2036 - Correctional Institution <i>Kazneno popravni zavod</i> Zenica relocated and fully operational on another location outside the central urban area
Long-term	Monitor relocation of garrison <i>Garnizon</i>	Create a New Urban Plan for the City of Zenica Relocate garrison to new location	Garrison on another location outside the central urban area	Current urban plan and location of the complex	Collect data from the local authorities and relevant actors during the process of relocation and new urban plan adoption	01/01/2031 – Garrison <i>Garnizon</i> relocated and fully operational on another location outside the central urban area
Short-term	Monitor acquisition of Hotel <i>Rudar</i> Complex	Determine public interest and finish acquisition process	Full city ownership of Hotel <i>Rudar</i> Complex	Unresolved property ownership	Collect data from the local authorities and relevant actors	01/01/2024 – acquisition of Hotel <i>Rudar</i> Complex completed
Intermediate	Monitoring reconstruction of Hotel <i>Rudar</i> Complex	Track all activities regarding reconstruction process	Fully reconstructed Hotel <i>Rudar</i> Complex as new city administration	Old Hotel <i>Rudar</i> Complex	Collect data from the field during reconstruction process	01/01/2026 – opening of new city administration
Short-term	Monitoring reconstruction of Annex B	Track all activities regarding	Fully reconstructed Annex B with additional services	Current Annex B	Collect data from the field during	01/03/2023 – opening of new Annex B

		reconstruction process			reconstruction process	
Intermediate	Monitoring reconstruction and reactivation of kindergarten <i>Kanarinac</i>	Track all activities regarding reconstruction process	Fully reconstructed and reactivated kindergarten with 2 separate services	Current unused kindergarten	Collect data from the field during reconstruction and reactivation process	01/01/2025 – opening of new kindergarten with 2 separate services
Short-term	Monitoring reconstruction and activation of Handball stadium <i>Papirna</i>	Track all activities regarding reconstruction process	Fully reconstructed and put in use handball stadium	Current unused handball stadium	Collect data from the field during reconstruction and activation process	01/07/2023 – opening of handball stadium

4.3 Management and Evaluation plan

Actions	Responsibilities			Evaluation purpose	Frequency of evaluation
	<i>For implementation</i>	<i>For monitoring</i>	<i>For evaluation</i>		
1. Identification and mapping of public spaces in urban area	Department for urban planning Public company for special planning	Department for urban planning	Department for economics, city property and local development	Track progress of identification and mapping of public spaces in urban area	Quarterly
2. Identification and mapping of unused and underused objects	Department for economics, city property and local development Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre	Department for economics, city property and local development	Department for economics, city property and local development	Track progress of identification and mapping of unused and underused objects	Quarterly
3. Co-design process in place	Department for urban planning Sector for ecology and communal works Department for	Department for economics, city property and local development	Department for economics, city property and local development	Track ongoing stakeholder participation in co-design process	Semi-annually

	water management, road infrastructure and local communities Department for economics, city property and local development				
4. Updating of existing internal regulations and procedures	Normative and Legal Affairs Service in cooperation with other departments	Normative and Legal Affairs Service	Mayor's office	Track progress of updated existing internal regulations and procedures	Quarterly
5. Creation of new internal regulation for underused public buildings	Normative and Legal Affairs Service Department for economics, city property and local development	Normative and Legal Affairs Service	Mayor's office	Track progress of creation of new internal regulation rulebook for underused public buildings within	Quarterly
6. Solving property and legal issues	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre	City attorney	Mayor's office	Track ongoing resolution of property and legal issues of private objects	Quarterly

7. Popularize urban gardening	Sector for ecology and communal works Public Institution Preschool Education Zenica	Sector for ecology and communal works	Department for economics, city property and local development	Track popularisation of urban garden in preschools/ primary schools	Quarterly
8. Urban regeneration of mapped public spaces	Department for urban planning Public company for spatial planning	Department for urban planning	Mayor's office	Track progress of regenerated public spaces	Semi-annually
9. Relocation of Correctional Institution <i>Kazneno popravni zavod Zenica</i>	Department for urban planning City attorney	Department for urban planning	Mayor's office	Track progress of relocation of complex	Annually
10. Relocation of garrison <i>Garnizon</i>	Department for urban planning City attorney	Department for urban planning	Mayor's office	Track progress of relocation of complex	Annually
11. Acquisition and reconstruction of Hotel <i>Rudar</i> Complex	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre	Department for Property-Legal, Geodetic Affairs and Real Estate Cadastre	Mayor's office	Track acquisitions and reconstruction progress of Hotel <i>Rudar</i> Complex	Quarterly

12. Reconstruction of Annex B with additional services	Zenica Development Agency ZEDA	Department for economics, city property and local development	Department for economics, city property and local development	Track reconstruction of Annex B with additional services	Quarterly
13. Reconstruction and reactivation of the kindergarten <i>Kanarinac</i>	Department for social protection, housing affairs and social activities Public Institution Preschool Education Zenica	Department for social protection, housing affairs and social activities	Department for economics, city property and local development	Track process of reconstruction and reactivation of the kindergarten <i>Kanarinac</i>	Quarterly
14. Reconstruction and activation of Handball stadium <i>Papirna</i>	Department for social protection, housing affairs and social activities Public Institution for Management and Maintenance of Sports Facilities Zenica	Department for social protection, housing affairs and social activities	Department for economics, city property and local development	Track process of reconstruction and activation of handball stadium <i>Papirna</i>	Quarterly

5. Sustainability

The criteria of a sustainable city is based on healthy environment, social sustainability, efficient infrastructure, good communication and dialogue of all stakeholders in the processes of making important management decisions and encouraging innovation and creativity as a framework for sustainable development.

To ensure long-term sustainability the city will integrate Urban Regeneration Agenda in its core strategic development documents including Development Strategy of City of Zenica 2022-2027 and future actions will enable sustainability of each AGORA area through management and financial sustainability as follows.

5.1. Consultation process & Community involvement

The Urban Regeneration Agenda will be sustainable at the level of the City of Zenica future strategic documents and decisions. The proper urban management by the city will create the conditions for reactivation of AGORA areas and other future development projects, thus attracting entrepreneurs and investors, ensuring strategic sustainability of Agenda.

5.2. Stakeholders' sustainability

It is necessary to reaffirm spatial planning, urbanism and local planning in a way that respects individual interest but emphasizes and establishes standards of general and common interest of all stakeholders. Decisions making process has to rely on stakeholders' inputs as well as scientific research and the logic of the profession, always respecting space as a limited and irreparable resource of any urban area. This will empower continuous engagement of stakeholders thus creating networks that will enable mutual support and extend outputs of project even after its implementation, thus creating strong quadruple helix cooperation.

5.3. Mapping register of public spaces and objects

In modern society, local self-government units (regional development) play an increasing role in development, which must take responsibility for the use of available potential in their area, and for all impacts on the environment in their own and neighbouring areas. Therefore, it is planned to establish a register of public spaces and unused and underused objects which can be transformed in order to improve lives of citizens. This would enable an overview of the current zero state and monitor the effectiveness of the implementation of the urban transformation

process, and at the same time be a mean of informing interested investors about possible locations for future investments.

Financial sustainability of mapping is provided as part of everyday work of city employees and a certain number of actions will be carried out in this way by expanding their current activities, where new ones will gradually become part of their daily activities without the need for the additional funding.

5.4. The pilot project - Annex B

The pilot project - Annex B, has ensured sustainability because it will be managed by the Zenica Development Agency ZEDA, which already manages existing entrepreneurial infrastructure. Therefore, the adaptation of the Annex B will expand the current capacities available to start-up companies with a focus on ICT sector. Also, ZEDA will organize new in-house trainings at the request of companies, through managing of new robotics and CNC centres and thus expand the scope of its activities at the local level. Future tenants of the Annex B will rent office at subsidized prices which will be sufficient for covering operational cost enabling long term financial sustainability.

5.5. The kindergarten *Kanarinac*

In order to ensure institutional sustainability, the kindergarten *Kanarinac* will also have assigned manager after its reconstruction. Public institution for preschool education and upbringing Zenica has the status of a legal entity which owns and runs other 6 dedicated facilities where the educational program takes place. *Kanarinac* would become the seventh. The physical separation, in terms of access, of the ground floor and upper floor will enable the multifunctional use of the building. The need for a kindergarten is evident due to more intensive housing construction in this part of the city. The ground floor of the building is intended for use by non-governmental organizations that deal with the needs of children and adults with disabilities. Although the responsibility for financing the work of these associations is divided, the financing of kindergarten is not questionable due to high demand. Reconstruction of the Kindergarten would be financed through city budget and other available funds from higher levels of government.

5.6. *Papirna* Industrial object

Sustainability of *Papirna* Industrial object will be ensured through solving property legal relations and partnering with potential investors via public-private partnership.

Papirna's stadium is owned by the City of Zenica and requires a complete reconstruction through joint financing of the city and other funding programs. Public company for the management and maintenance of sport facilities would manage the stadium after renovation.

5.7. Hotel *Rudar* complex

Sustainability of Hotel *Rudar* complex is ensured through its planned transformation into the administrative centre that will house entire city administration. Financial sustainability will be ensured through city financing since it is more cost-effective to reconstruct/reuse this unused space than to build a new building. Therefore, a decision on determining public interest should be adopted by City Council and then do the planning of funds in the city budget.

5.8. Garrison and Penitentiary-Correctional Institution

Two localities are defined as special purpose areas in the narrower urban area. This refers to the site of the Garrison and the site of the Penitentiary-Correctional Institution. These sites with associated facilities will remain in existing locations until the adoption of a new Urban Plan for the central city area (primary centre) which will plan their relocation to outside the central area of Zenica with the consent of the owners. With the plan the financing question will be considered, and its sustainability would be ensured. The city of Zenica tends to expand due to the deficit of available urban space, so it is necessary to plan the relocation of these complexes.

6. Annexes

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

ZE-STEEL Zenica

as an informal and voluntary affiliate within the local AGORA community, I / We will support as follows:

- > the adoption of the Urban Regeneration Agenda priorities and vision
- > the adoption of the Action Plan/ Business Plan for the implementation of the Pilot Project
- > the involvement in the participatory process foreseen for the implementation of the Urban Regeneration Agenda and the Action Plan/Business Plan
- > the engagement in the piloting activities
- > the active use of the AGORA platform.

This memorandum opens the opportunity of being updated at the end of the project, providing commitments of future cooperation with key local stakeholders and ensuring sustainability.

Memorandum o razumijevanju

Ja/mi, dolje potpisani, smo ovim putem saglasni sa vizijom i prioritetima regeneracije koji su navedeni u Agendi urbane regeneracije formirane od strane *Grada Zenica*, i potvrđujem svoju/našu spremnost da doprinesemo njenoj implementaciji na lokalnom nivou.

ZE-STEEL Zenica

kao neformalan and dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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- > Uključenost u participativnim procesima koji su predviđeni za implementaciju Agende urbane regeneracije i Akcionog/Poslovnog plana
- > Angažman u pilot aktivnostima
- > Aktivno korištenje AGORA platforme.

Ovaj memorandum ostavlja otvorenu mogućnost za dopunu na kraju projekta, tako što će formirati obaveze buduće saradnje sa ključnim stakeholderima i osiguranje održivosti.



Jusuf Kravić, direktor
+ 387 32 201 860
info@ze-steel.ba

Zenica, 22.07.2022.

Potpis i pečat



Handwritten signature and blue circular stamp of ZE-STEEL Zenica. The stamp contains the text: "DIREKTOR PROMETNE I PROMETNE KUSINE", "ZE-STEEL", "d.o.o.", "2", and "ZENICA".

Memorandum of understanding

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Aksa Ltd Zenica

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

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Aksa d.o.o. Zenica

kao **neformalan** i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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Senaida Turkić, direktorica
+ 387 32 445 540
info@aksa.ba

Zenica, 22.07.2022.



Potpis i pečat

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

EMPRESS Ltd Zenica

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EMPRESS d.o.o. Zenica

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EMPRESS

Mensura Sušić, direktorica
+ 387 32 973 479
info@empress.ba

Zenica, 21.07.2022.



Potpis i pečat

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

Glovis Ltd. Zenica

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

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- > the active use of the AGORA platform.

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Memorandum o razumijevanju

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Glovis d.o.o. Zenica

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- > Aktivno korištenje AGORA platforme.

Ovaj memorandum ostavlja otvorenu mogućnost za dopunu na kraju projekta, osiguravajući posvećenost budućoj saradnji sa ključnim stakeholderima i osiguranje održivosti.



Admir Baručija, direktor
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info@glovis.ba

Zenica, 22.07.2022.

Potpis:  pečat: 
DRŽAVNO ZA TRGOVINU I USLUGE
GLOVIS
d.o.o.
1
* ZENICA *

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the City of Zenica, and confirm our willingness to contribute to its implementation at local-level.

LS invest ltd Zenica

as an informal and voluntary affiliate within the local AGORA community, I / We will support as follows:

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LS invest d.o.o. Zenica

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- > Aktivno korištenje AGORA platforme.

Ovaj memorandum ostavlja otvorenu mogućnost za dopunu na kraju projekta, osiguravajući posvećenost budućoj saradnji sa ključnim stakeholderima i osiguranje održivosti.



Alisa Seković, direktorica
+ 387 62 932 552
info@lsinvest.ba

Zenica, 22.07.2022.

Potpis i pečat



Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

New Trend Ltd

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

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- > the adoption of the Action Plan/ Business Plan for the implementation of the Pilot Project
- > the involvement in the participatory process foreseen for the implementation of the Urban Regeneration Agenda and the Action Plan/Business Plan
- > the engagement in the piloting activities
- > the active use of the AGORA platform.

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Memorandum o razumijevanju

Ja/mi, dolje potpisani, smo ovim putem saglasni sa vizijom i prioritetima koji su navedeni u Agendi urbane regeneracije sačinjene od strane *Grada Zenica*, i potvrđujem svoju/našu spremnost da doprinesemo njenoj implementaciji na lokalnom nivou.

New Trend d.o.o.

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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Ovaj memorandum ostavlja otvorenu mogućnost za dopunu na kraju projekta, osiguravajući posvećenost budućoj saradnji sa ključnim stakeholderima i osiguranje održivosti.



Suad Baručija, direktor
+ 387 62 491 717
newtrend.zenica@gmail.com

Zenica, 21.07.2022.

Potpis i pečat



Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

JU Tehnička škola Zenica

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

- > the adoption of the Urban Regeneration Agenda priorities and vision
- > the adoption of the Action Plan/ Business Plan for the implementation of the Pilot Project
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- > the engagement in the piloting activities
- > the active use of the AGORA platform.

This memorandum opens the opportunity of being updated at the end of the project, providing commitments of future cooperation with key local stakeholders and ensuring sustainability.

Memorandum o razumijevanju

Ja/mi, dolje potpisani, smo ovim putem saglasni sa vizijom i prioritetima koji su navedeni u Agendi urbane regeneracije sačinjene od strane *Grada Zenica*, i potvrđujem svoju/našu spremnost da doprinesemo njenoj implementaciji na lokalnom nivou.

JU Tehnička škola Zenica

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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Maja Hadžisalihović, direktorica
+ 387 32 460 570
tscze@bih.net.ba

Zenica, 22.07.2022.



Potpis i pečat

Maja Hadžisalihović

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the City of Zenica, and confirm our willingness to contribute to its implementation at local-level.

University of Zenica

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Univerzitet u Zenici

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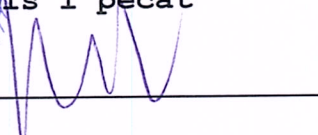


Prof. dr. sc. Jusuf
Duraković, rektor
387 032 444 431
rektorat@unze.ba
No: 01-19-4-2694/22

Zenica, 21. 07. 2022. godine



Potpis i pečat



Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the City of Zenica, and confirm our willingness to contribute to its implementation at local-level.

University of Zenica Mechanical Faculty

as an informal and voluntary affiliate within the local AGORA community, I / We will support as follows:

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Univerzitet u Zenici Mašinski fakultet

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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V.prof.dr. Ibrahim Plančić,
dekan

+ 387 32 449 120

mf@unze.ba

No: 03-100-987-635/22

Zenica, 21.07.2022. god.

Potpis i pečat



Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the City of Zenica, and confirm our willingness to contribute to its implementation at local-level.

University of Zenica Polytechnic Faculty

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Univerzitet u Zenici Politehnički fakultet

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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Prof. dr. Samir Lemeš, dekan

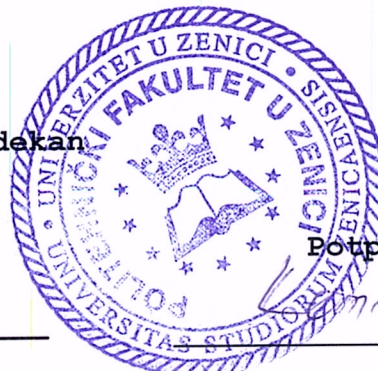
+ 387 32 449 147

ptf@unze.ba

No:

Zenica,

27.7.2022.



Potpis i pečat

Samir Lemeš

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

Youth Association REaktiv

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

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Omladinsko udruženje REaktiv

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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Ajša Alić, predsjednica Udruženja

+ 387 64 42 831 42

Info.reaktiv@gmail.com

Zenica, 25.07.2022.

Potpis i pečat

Ajša Alić



Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

Zeforge Zenica

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Zeforge Zenica

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ZEFORGE
Developers community | of Zenica

Emin Dedić, predsjednik Udruženja
+ 387 61 421 225
info@zeforge.ba
No: _____

Zenica, 25.07.2022.

Potpis i pečat

 Programerska kovačnica
ZEFORGE
Zenica, ul. Zimovodj. Bosne 65
Emin Dedić

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the *City of Zenica*, and confirm our willingness to contribute to its implementation at local-level.

Association of employees

as an **informal** and voluntary affiliate within the local AGORA community, I / We will support as follows:

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Udruženje poslodavaca

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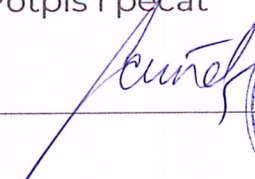

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Senaida Turkić, predsjednica Udruženja
+ 387 32 221 960
upzenica@gmail.com

Zenica, 22.07.2022. godine

Potpis i pečat

Memorandum of understanding

I/we, the undersigned, hereby agree with the vision and the regeneration priorities stated on the Urban Regeneration Agenda elaborated by the City of Zenica, and confirm our willingness to contribute to its implementation at local-level.

Public company for spatial planning ltd Zenica

as an informal and voluntary affiliate within the local AGORA community, I / We will support as follows:

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JP za prostorno planiranje i uređenje grada "Zenica" d.o.o Zenica

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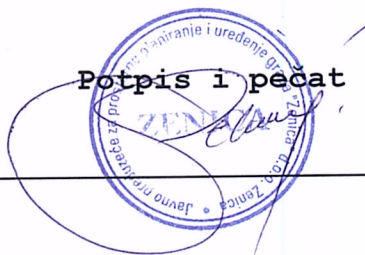
Lejla Brljevac, direktor
+ 387 32 460 910

jpzenica@jpzenica.ba

No:

Zenica, 22.07.2022. godine

Potpis i pečat



Memorandum of understanding

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Chamber of Commerce of Zenica-Doboj canton

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Privredna komora Zeničko- Dobojskog kantona

kao neformalan i dobrovoljni član unutar AGORA zajednice, ja/mi ću/ćemo podržati kako slijedi:

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**PRIVREDNA KOMORA
ZENIČKO-DOBOJSKOG
KANTONA**

Diana Babić, predsjednica Komore
+ 387 32 465 851
pkzedo@bih.net.ba

Zenica, 21.07.2022.



Potpis i pečat

Memorandum of understanding

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Zenica Development Agency ZEDA

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Zenička razvojna agencija ZEDA

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Direktor: Pašalić Senad
387 061 018 710
senad@zeda.ba

No: 02-45-658/22

Zenica, 25.07.2022.

Potpis i pečat

