

Location Analysis Kamnik



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1. Purpose of the location analysis

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

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

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

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

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

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

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

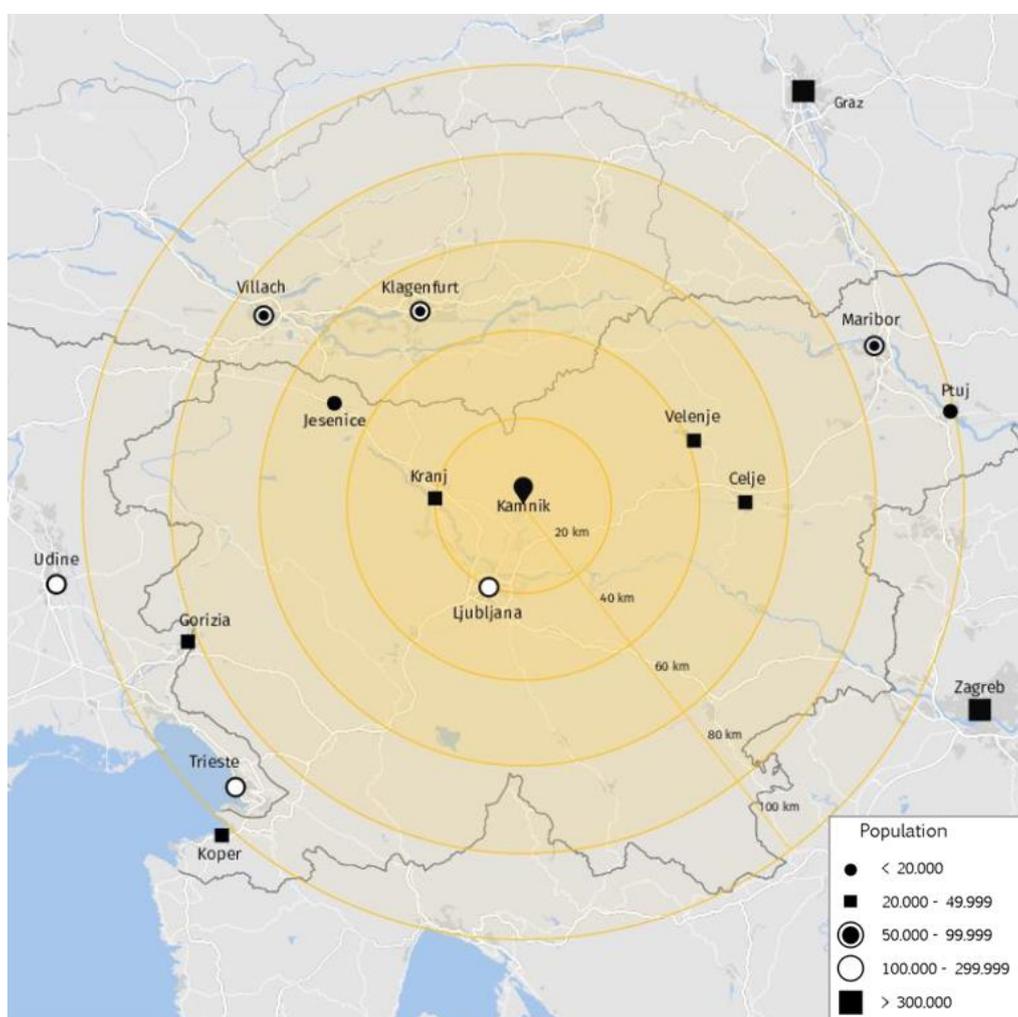
The on-site analyses in Kamnik were conducted by CIMA from **August 24th - 25th 2020**.



2. Facts and figures about Kamnik

2.1. General description

Kamnik is a municipality in **central Slovenia**, 22 kms north of the capital Ljubljana and about 50 km (about 45 mins) from the Austrian border. With roots in the middle ages, Kamnik has been announced a town in 1267. Many historical buildings can still be seen today, among them three castles and two monasteries. The town also has one museum and the birth house of **Rudolf Maister**, a famous son of Kamnik.

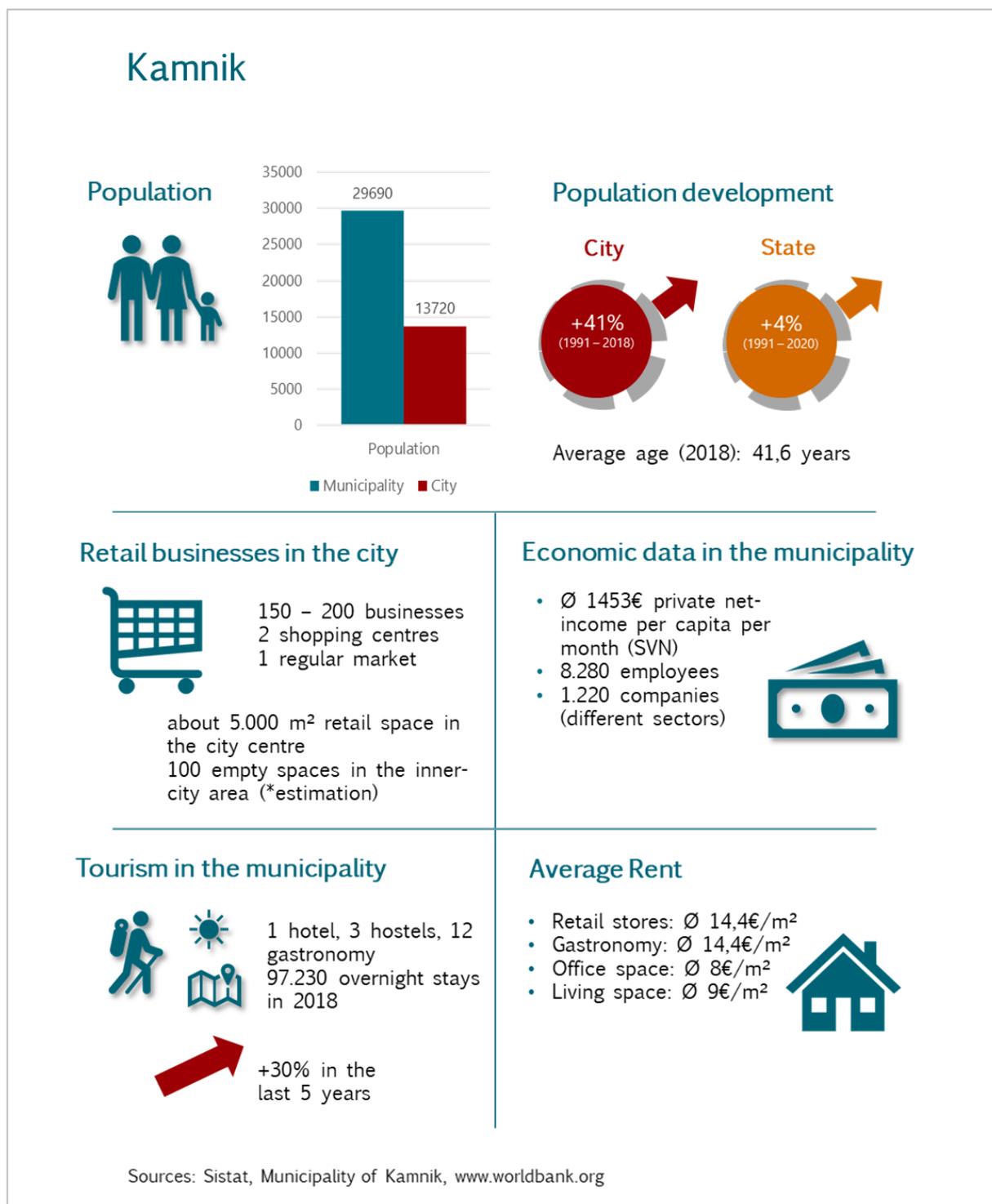


Source: www.mapz.com, adapted by CIMA, 2020

The nearest motorway access roads from Kamnik to the south, east and west are 10 km (Domžale) and 11 km (Vodice) away. The airport Ljubljana/Brnik is 15 km west of the municipality of Kamnik. The town has a railway station with hourly connections to the

capital on weekdays. There is also a main bus station in a central location in Kamnik with connections to the surrounding areas as well as Ljubljana, also on weekends.

2.2. General location data



Expert remarks:

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

- ▶ The **enormous population growth** in Kamnik over the last 20 years can be seen as a positive economic factor for the local trade, service and gastronomy businesses, as it has significantly increased the local purchasing power.
- ▶ According to estimations by CIMA, the city centre has around **5 000 m²** of retail trade space. This means that around **14%** of all retail space in the city is located in the city centre. Despite the limited space availability, this figure is considered to be too low.
- ▶ On the basis of the data provided by the city of Kamnik and the on-site visit by CIMA in August 2020, it can be assumed that the **vacancy rate** in the city centre is around **30%**. This figure is considered to be too high.
- ▶ Despite the high **vacancy rates**, the average rents, especially for retail and gastronomy properties, are considered to be **too high**.
- ▶ With almost 100 000 overnight stays per year, tourism in Kamnik - despite limited bed capacities - is now an **economic factor** that should not be underestimated.

2.3. Economic structure

A former industrial town, the economic crisis in the 90ies due to the split from the rest of Yugoslavia caused a lot of factories to go bankrupt. Nowadays, there are several undeveloped sites and large areas from that time, for example the old gunpowder factory as well as the old Utok, Alprem and Stol factories. Also, the pedestrian area of Šutna shows a lot of undeveloped space - both on the ground floor as well as on the upper floors. Most of the empty spaces and buildings have so far been converted to living quarters.

The current number of businesses in Kamnik is stable. There are two “shopping centres” or shopping agglomerations and one regular market.

Kamnik is also a popular base for hikers to [Velika planina](#), a beautiful mountain area close by. Currently there are approximately 100 touristic beds in the town centre and the municipality intends to develop their touristic offer further, which means having more beds and more events to attract visitors.

2.4. Town centre marketing and city centre development

Town centre marketing structures (one, by the town and local economy commonly supported and financed organisation with one full-time actor) are not yet fully developed in Kamnik. There is one person within the municipality, which takes care of town centre marketing agendas, but due to the lack of a local entrepreneur organisation, it cannot be defined as a professional town centre marketing organisation.

The municipality also organises five meetings a year with local businesses, who also receive training, for example in social media, Google adverts etc., in close cooperation with the start-up hub “[Kikšstarter](#)”. Further actions taken by the municipality in the past were rent and renovation subsidies.

A project for the revitalisation of the city centre has been started and can now be seen in form of a website/platform, where over thirty local companies cooperated developed

the brand “Tisočletja dobrih kupčij - Thousand years of good deals”. The platform informs about current events, the retail, cultural and gastronomic offer in Kamnik, among other useful things like Wifi-hotspots and parking.

2.5. Creative industries in Kamnik

Remark: The information in this chapter has been provided by the second template of location analysis created by HdM, filled out by Mrs. Tina Pezdirc Nograšek, Head of Regional Creative Economy Centre (RRA LUR), who interviewed Mr. Matjaž Jug, Head of KIKštarter and Accelerator and by the third template of location analysis - ecosystem supporting CCI, created by CIKE.

The study “Distribution of creativity in selected municipalities of the Ljubljana urban region” (commissioned by RRA LUR in 2014) has shown that Kamnik is one of the seven municipalities in the region with the **highest creative potential** and the number of inhabitants with a creative profession (by place of residence and work) is higher than the regional average (excluding Ljubljana). According to this study, there are currently around 5.000 people in Kamnik registered in a creative profession.

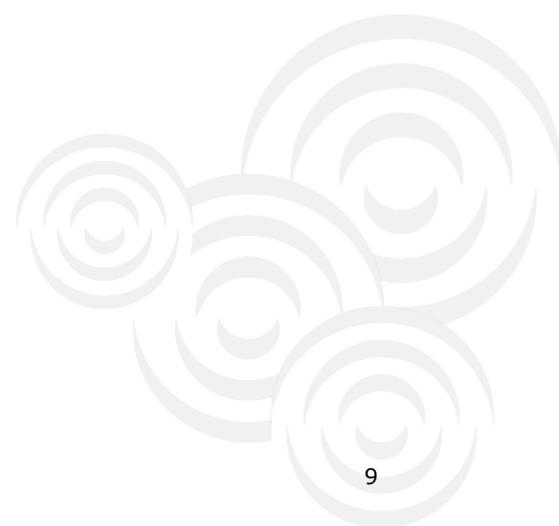
Kamnik’s creative industry consists mainly of **freelancers** (individuals and small sized companies). They are not well integrated and understood, as the CI are seen as a very broad concept, including all kind of skills, knowledge and sub-sectors. The most important aim is to provide some entrepreneurial education and programmes that help creatives in Kamnik to gain business skills, orientation and openness to the wider Slovenian and international environment.

Currently, the CI is seen as medium present, but well established in Kamnik. The strongly connected network as well as the developed ecosystem, consisting of partners like the business club, Kotlovnic youth center, KIKštarter creative hub and Accelerator, contribute to the - in comparison to other similar sized towns in Slovenia - highly developed entrepreneurial culture in Kamnik. This ecosystem fosters the conditions for

young creative entrepreneurs by connecting art, creativity and entrepreneurship. In addition, the Regional Creative Economy Centre as well as the National Centre for Creativity provide non-financial support, like educational, business and networking support.

There are some national and regional support programmes for the CCI, like the National Programme for Culture 2020 - 2027 or the Regional Development Programme 2014 - 2020. There are also national grants for the development of innovative projects in the field of creative and cultural sector (CCS), the development of new products, services and processes for applicants (companies and other organisations) and the encouragement of stronger cooperation between CCS and businesses. The total amount of funds for the implementation of the public tender is EUR 2,210,000.

The grant is available in the three categories: Connecting CCS and the economy - "Creative Connector" - encourages strategic cooperation of companies in the creative sector with other economic areas through the development of innovative solutions, products, services or processes. The amount of co-financing is up to EUR 30,000 per project.



3. “City check” results

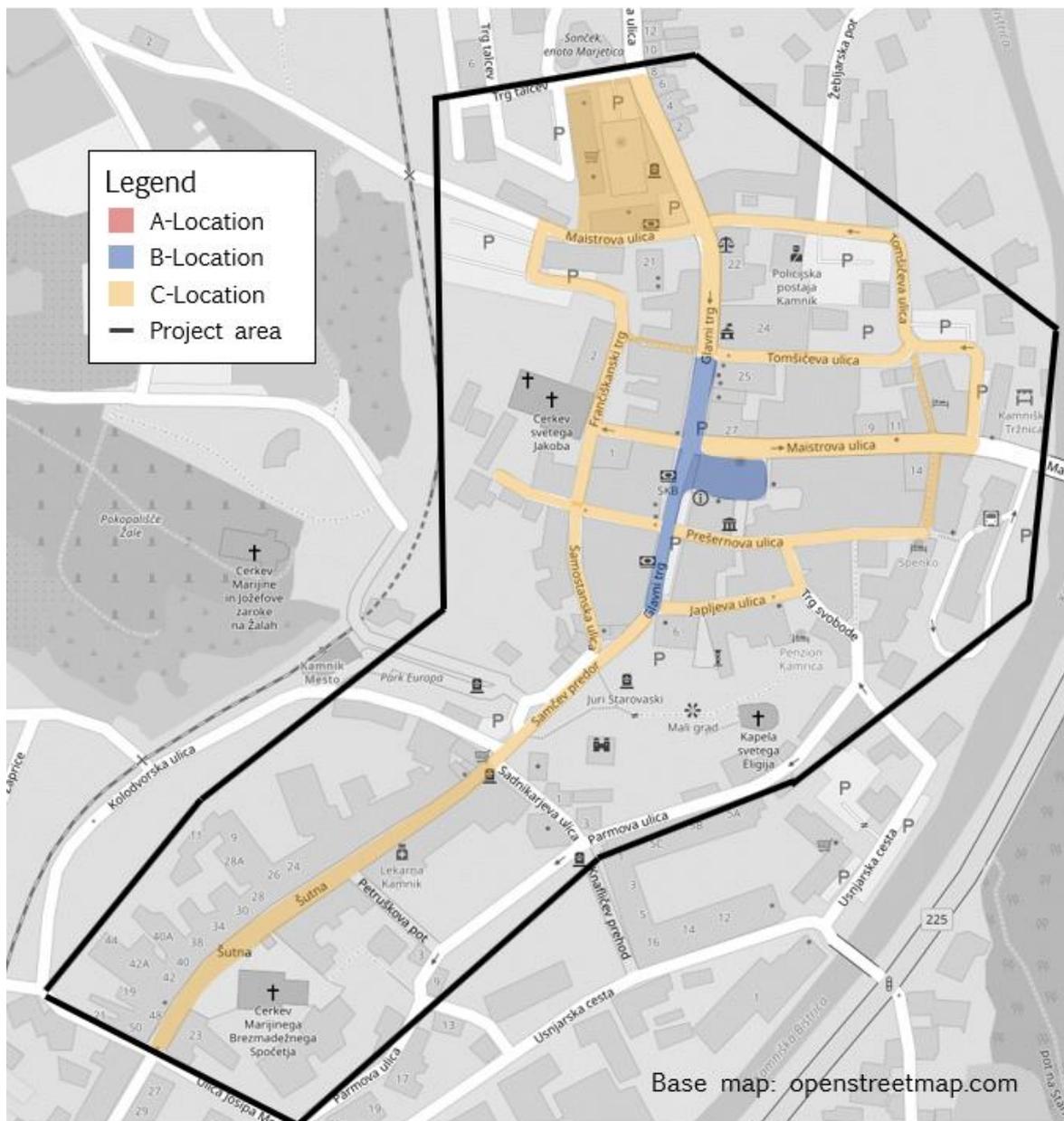
On the following pages you will find the main technical findings of the city check in Kamnik, which took place from 24th to 25th of August 2020. The city check was done by foot on the basis of 23 urbanistic, property and transport criteria.

3.1. Classification of the inner city areas

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

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

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



Kamnik can be divided between the central inner-city area around the central square “**Glavni trg**” and the pedestrian area along the old street “**Šutna**”. The highest location ranking is 1B, starting from **Glavni trg**, north till **Tomšičeva ulica** and south till **Japljeva ulica**. Here, a good presence of shops, gastronomy and service contractors can be found, which bring a medium frequency, but there is no entirely uninterrupted front of businesses. All other locations are 1C with few shops, little frequency, some service contractors and mostly living quarters.

3.2. Assessment of the inner city quality

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

“city check” criteria	description
city greening	▶ “islands” of greenery
illumination design	▶ partly illumination design in the inner-city areas ▶ street lamps and some illumination of buildings at night
city furniture	▶ mainly white iron cast benches
cleanliness	▶ all inner-city areas of Kamnik are very clean
surface design	▶ different surfaces, like cobble stone, stone tiles, asphalt
house facades	▶ some houses in the whole inner-city area needs to be renovated
barrier free design	▶ partly barrier free ▶ some buildings are not barrier free, especially between the main square and the pedestrian zone (small hill)
pavement width	▶ in general good, except for the short stretch between the town centre and the pedestrian area uphill
pedestrian safety	▶ main pedestrian zone “Šutna” ▶ most of the town is very safe for pedestrians (pedestrian zones, broad pavements etc.)
parking facilities	▶ sufficient parking space for the various user groups
traffic and signposting	▶ no guiding system for parking, some signs for pedestrians (tourist information, rail station etc.)
usability for events	▶ generally possible ▶ directly on the central square “Glavni trg” or in the pedestrian zone “Šutna”

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

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

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



3.3. Further comments to the city centre quality

The central square is situated in the crossroads between **Medvedova ulica** and **Maistrova ulica**, the two most frequented streets in the inner city centre. The square itself is a pedestrian area with gastronomy (including outside sitting areas), a gallery with some public art on the square (photography), a tourist information centre and a fountain. “**Glavni trg**” is plastered with stone and concrete tiling in different shades, surrounded by generally beautiful buildings, of which some need intense renovation work, including painting jobs. Especially the upper floors need more attention than the ground floors. Some houses have flower arrangements.



(pictures: CIMA Austria, 2020)

The square is very tidy with some greenery (flower pots) and cast-iron white benches invite to stay. There are some street lights as well as indirect lighting of the buildings at night. Standing at the square, there is a direct view to the fortress “**Grad Zaprice**” and to the church “**Mali grad**” - both two landmarks of Kamnik.

On the north side of the square are some smaller shops in the short-term sector, for example a bakery, a shop for leather goods and a bank. There are no parking spaces directly at the square, but right around the corner, in the direction of **Samostanska ulica**. There are approximately 10 to 15 parking spaces (short time parking), also, the road is one way. More (also bigger) parking spaces are situated around the city centre, for example in **Tomšičeva ulica**. The biggest is located behind the **Monastery of Saint Francis** (Trg Talcev/Frančiškanski trg).



(pictures: CIMA Austria, 2020)

In the **inner town centre**, the majority of buildings is accessible for the disabled people. There are no visible empty spaces in close proximity to the main square, there is also no visible public transport in the inner city, but there is a bus as well as a train station. Also the general signage in the city could be improved (guiding system for parking, hotels, touristic infrastructure etc.).

The branch mix is below average - there are few service contractors; the frequency points consist of the postal office and the city hall. There are very few labels on the shops, which are also not very present for passers-by. There are very few proper restaurants in this area, the gastronomy is mainly reduced to cafés and bars/bistros.



(pictures: CIMA Austria, 2020)

Following “**Samostanska ulica**” in southeast direction from the main square for approximately 200 metres, the **pedestrian zone of “Šutna**” starts. Both ends of this 250 metres long street are secured by bollards, which guarantee pedestrian safety. “Šutna” continues from the crossroads with “**Ulica Josipa Močnika**” as one way street and then joins “**Šolska ulica**” with traffic in both directions.

The pedestrian zone of “Šutna” basically consists of two almost gapless rows of houses, only interrupted by a small square with a church. Right next to the square is **Rudolf Maister’s** birth house. The square is beautifully designed with clinker marble, some greenery and benches. It is very clean in general.



(pictures: CIMA Austria, 2020)

The houses in “Šutna” are mainly from the 19th century, some are even older and a lot of them need some (heavy) renovation and conservation work. There are a few houses which are well maintained. The entire scenery reminds of a film set from the times of the K & K monarchy.

The street in the pedestrian area has a cobblestone surface, but also broad, slab-lined sidewalks. The entire “Šutna” is a 1C location with a lot of empty space between 50 and 100 m², both on the ground level as well as on the upper levels (living quarters). There is almost no commercial use visible. Then and there a gastronomic entity or small service shop can be found.



(pictures: CIMA Austria, 2020)

3.4. Trend check

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

Kamnik's trend affinity is assessed using a simple traffic light system:

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



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

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

Further comments

Kamnik does not show any tendencies towards experience shopping concepts. The town offers basic public services and goods to satisfy the daily needs. There are some businesses that differentiate themselves from others by offering quality service and consultation, but there is still potential for improvement.

There are no tendencies for the targeting of new customer groups, new shop concepts like convenience shops or sustainability shops or cross-channel strategies, although some shops do have an online shop. The digitalisation of floor spaces, new flagships stores or new, digital technologies to enhance the shopping experience are also not yet developed in Kamnik.

Regarding new food and gastronomy concepts, Kamnik is in the early stages of development. This includes high quality food and speciality products with a proper presentation and possibilities to try them on location as well as new and urban gastronomy concepts.

There is potential for new accommodation concepts like albergo diffuso, but no steps have been taken so far to develop anything like that. Same is true for the development of city hotels - there has been some restauration work at the existing hotels, but no new ones

have been built. Regarding new forms for living spaces, like temporary apartments, micro-apartments or modern heritage, there is a lot of room for further development.

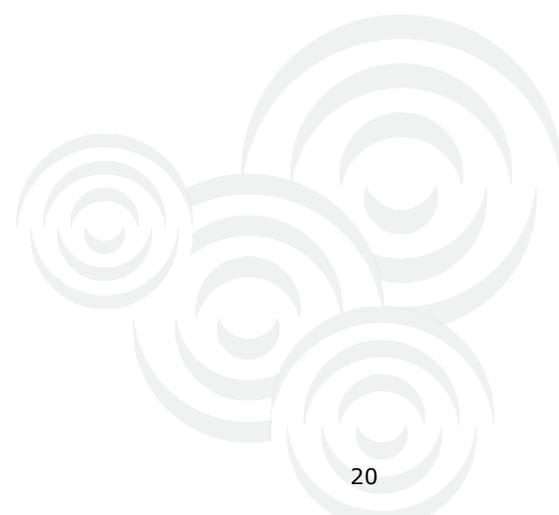
The touristic strategy (especially for day tourists) is under-developed, but there are first tendencies towards building a better position for Kamnik. Inner-city leisure concepts, for tourists as well as for the locals, are almost non-existent.

Kamnik has a good position regarding co-working spaces, although they are situated not in the town centre, but at the closer outskirts of the town. Education facilities are also situated both at the outskirts as well as in the city centre.

There is an active start-up scene in Kamnik with about 30 to 40 businesses (approx. 500 employees), which will be pushed further, get more interconnected and become more visible in the near future. The start-up scene is supported by the business angel club, which consists of about 60 successful entrepreneurs.

The town centre marketing is currently in development with more fields of activity and responsibilities. There are some cultural events, that are unique for Kamnik, like the “Days of clothes and heritage”.

Currently, there are no approaches for new forms of media-libraries. Also, digital city paths have not been developed further than on paper, but they have not been put in practice.



4. The Pilot location/project - remarks and comments

4.1. Frame conditions and success factors

As part of the CINEMA project, Kamnik is focusing on a local pilot project in the field of revitalisation of the inner-city core locations through retail and other smaller businesses.

On the basis of the results and impressions of the on-site inspections, the data transmitted and the technical know-how of the CIMA, this local pilot project in Kamnik can be considered to be positively feasible in general. Despite the still uncertain economic effects of the COVID19 pandemic, CIMA is convinced that the boom in (owner-managed) new settlements, which was already apparent before the crisis, will continue and possibly even intensify in smaller city centres.

In the implementation of this local pilot project, CIMA recommends that the following premises and framework conditions are considered:

► Focus on settlements of owner-managed companies and start-ups

Due to the proximity of Ljubljana's large commercial zones, a well-as stocked local shopping centres outside of Kamnik (QLandia) and the limited space available in the city centre, it appears unrealistic to attract larger national and international chain stores. CIMA therefore recommends to focus on "start-ups" as well as existing owner-managed companies, which are located within a 50 km radius of Kamnik and may want to open a second business location in Kamnik.

► No exclusive retail trade settlement focus

Efforts to densify the economic mix in the inner city of Kamnik should not only focus on the economic sector "retail trade". Since craft-, catering-, personal- and business-related service companies also contribute to a ("frequency") strengthening, the location marketing efforts in the framework of the pilot project should as well extend to these economic fields.

With regard to the medium-term competitiveness to the booming online sector, attention should also be paid to companies and start-ups which want to realise branch- crossover- concepts (e.g. trade with gastronomy, services and crafts, etc.).

► **Development of a local promotion and support network**

Similar to the implementation of the KIKstarter project, increased efforts to attract new businesses to the city centre of Kamnik should be supported by a broad network of local and regional institutions (e.g.: local banks, insurance companies, Slovenian Chamber of Commerce and Industry (GZS), regional management, etc.)

► **Settlement efforts throughout the city centre**

The local pilot model should not focus the settlement efforts exclusively on the traffic-calmed area of the "Šutna", but on suitable properties in the entire city centre.

► **Activation of existing businesses for further development**

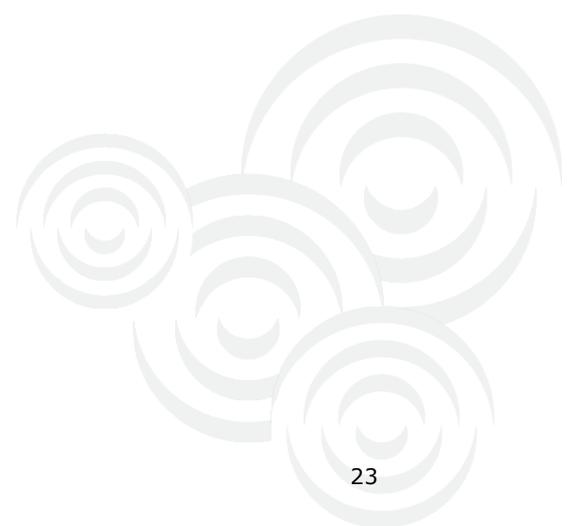
The "endogenous" development and creative potential of the existing businesses in the city centre of Kamnik should be increasingly promoted by the pilot project. For example, targeted "franchise" advice or a local "innovation prize" could be used to create opportunities for existing businesses to expand their operations on the site or to occupy an additional area with a new concept.

► **Inclusion of homeowners who are willing to cooperate**

Successful location marketing depends on the willingness of house and empty space owners to cooperate. Experience in the implementation of similar projects in other cities has shown that not all empty space or house owners take an immediate interest in such a project. Generally, in the first phase (= before the first concrete settlement successes) of such a project, around 30-40% of homeowners are generally willing to cooperate. CIMA therefore recommends planning appropriate time and support resources - within the framework of the implementation of the pilot project - for more intensive discussions with homeowners and to examine the properties available in terms of their basic suitability as business locations.

► **Location marketing as a "permanent task"**

Practice shows that the revitalisation of inner-city core areas through new settlements is not a time-limited project, but a permanent task. The pilot project in Kamnik can therefore be seen as a "starting signal" for long-term location marketing. CIMA also recommends the installation of a professional city marketing structure with a full-time employee (see also Chapter 5).



4.2. Concrete contents of the pilot model

On the basis of the framework conditions and premises set out in section 4.1., CIMA proposes to conduct a "location business competition" in Kamnik, which is a new type of competition in this form in Slovenia and which will effectively support efforts to increase the density of business activity in the inner city.

The main contents of this location business competition are outlined below:

content	description
general targets	<ul style="list-style-type: none"> ▶ supra-regional marketing of the inner-city of Kamnik as worthwhile and interesting investment hot spot and economic zone ▶ realization of concrete settlements of new businesses ▶ individualisation of the business mix through new store concepts ▶ dynamisation of the inner-city landlords
contrast to conventional local support models	<ul style="list-style-type: none"> ▶ concrete assistance of young entrepreneurs in the development phase of their business idea ▶ support with benefits which young entrepreneurs can't afford in the beginning of their businesses ▶ support of marketable, realistic and viable business concepts ▶ broad network of local and regional cooperation partners ▶ implementation support, especially in the phase of searching suitable premises
target groups	<ul style="list-style-type: none"> ▶ young entrepreneurs and business founders ▶ existing SME's with new, innovative business concepts

content	description
business focus	<ul style="list-style-type: none"> ▶ retail trade ▶ handicraft with focus on „urban manufacteurs“ ▶ gastronomy ▶ consumer orientated service companies
supports	<p>e.g.:</p> <ul style="list-style-type: none"> ▶ provision of „business coaches“ within the founding and starting phase ▶ IT-, marketing and media starting package ▶ bank and insurance benefits/services ▶ tax consulting and law consulting services ▶ business location support ▶ mobility packages (e.g.: e-car, cargo bicycle, ...) ▶ „craftsman bonus“ - if the business founder uses the services of local craftman companies ▶ etc.
number of supports	<ul style="list-style-type: none"> ▶ up to 5 business concepts
“business coaches”	<ul style="list-style-type: none"> ▶ local business consultants who advise the choosen concepts during development and starting phase ▶ usually one to three specific consultants who provide their know how and experience to the new business founder ▶ the consulting services should be provided in a scaled manner (i.e. 80h for prize winner number 1, 60h for prize winner number 2 and so on...)

content	description
marketing services	<ul style="list-style-type: none"> ▶ a located advertising agency should undertake the marketing services of the rewarded prize winners ▶ like the consulting services the marketing services should also be provided in a scaled manner ▶ the selection of the regarding marketing services (e.g. strategic brand positioning, corporate design, form layout etc.) is dedicated to the prize winners
network partners	<ul style="list-style-type: none"> ▶ e.g. - bank, insurance company, chamber of commerce, job center, tax accountants, lawyers, local IT-service providers, city administration, exhibition and congress organiser, local craft businesses, energy provider, etc.
application period	<ul style="list-style-type: none"> ▶ at least a six months periode of time for handing in the demanded documents ▶ prestructured or predetermined application documents (download via project-landingpage)
cost elements	<p>preparation phase</p> <ul style="list-style-type: none"> ▶ conception- and implementation costs for „project“-components (Information leaflet, application document, landingpage) ▶ as the case may be: costs for advertising media, PR-actions and further advertising measures for targeted commercialization of the project ▶ project management costs <p>costs of implementation</p> <ul style="list-style-type: none"> ▶ „business coach“ costs

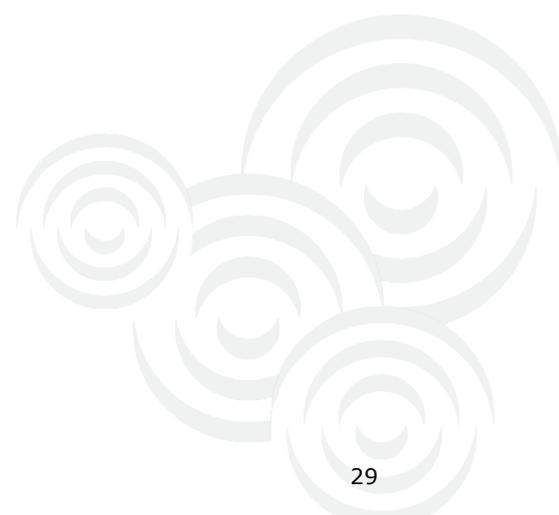
content	description
cost elements	<ul style="list-style-type: none"><li data-bbox="523 398 901 432">▶ Marketing service costs<li data-bbox="523 465 1040 499">▶ PR- and media package expenses

4.3. Procedure and time table

Since CIMA already has a great deal of experience in handling such projects, the following schedule is proposed for this local pilot project:

step	description	duration
1	▶ starting workshop with „core descion group“ in Kamnik to fix the project-frame conditions	1 day
2	▶ clarification and definition of the concept	1 week
3	<ul style="list-style-type: none"> ▶ search of local and regional network partners ▶ search of suitable business coaches and advertising agency ▶ establishing contact with interested owners of empty spaces and checking the suitability of the empty space 	2-3 months
4	▶ selection of the marketing agency and design of the marketing related to the location business competition	1-2 months
5	<ul style="list-style-type: none"> ▶ start of the application period for company founders and existing companies ▶ marketing activities to promote the location business competition by the city of Kamnik and network partners ▶ advice for interested candidates 	6 months
6	<ul style="list-style-type: none"> ▶ evaluation of all incoming concepts ▶ jury meeting and awarding of places 1-5 ▶ awarding ceremony for the best 5 concepts 	1 month

steps	description	duration
8	▶ implementation of the awarded winner concepts	normally 6-12 months



5. Further measures and proposals for the city centre

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

To support the pilot project, CIMA recommends the following additional accompanying measures.

further measures	description
Establishment of a local inner-city association of entrepreneurs	An essential step towards the necessary bundling of forces for sustainable inner-city development lies in the establishment of a local entrepreneurs' association. The aim is to set up an association with as many members as possible, which together with the town of Kamnik implements projects and measures to make the inner city more attractive or supports a possible city marketing unit.
Further qualification measures for the inner-city economy	<p>The "city check" results have also shown, among other things, that there is considerable potential for improvement in the area of product presentation, window displays and shop design at many local retail businesses in the city centre.</p> <p>Following on from the qualification measures already launched by the city in the field of digital qualification (realised by KIKšstarter), it is proposed to launch seminars and workshops in the field of shop visualisation and design for local businesses under the project title "city academy Kamnik".</p>

further measures	description
Installation of a professional city marketing unit	<p>Similar to other Slovenian (e.g. Celje, Koper) and many European cities, it seems to make sense for Kamnik to install a professional city marketing unit, which should focus on location marketing and vacant space management tasks in addition to "classical city marketing tasks" (e.g. organising events, developing customer loyalty programmes etc.).</p> <p>Ideally, this city marketing organisation should represent a joint body between the city and the local business community (see "Establishment of a local inner-city association of entrepreneurs").</p>
Realisation of an "albergo diffuso" project	<p>The "albergo diffuso" concept has been practised for years in various European regions. The project idea behind it is as follows:</p> <ul style="list-style-type: none"> ▶ creation of quality apartments/rooms (starting from **+), mainly in houses situated in historic town centres ▶ central management of the following services for owners or landlords of these flats <ul style="list-style-type: none"> ▪ incoming, guest agency ▪ local key handover, welcome service, etc. ▪ marketing ▪ room service and cleaning ▪ breakfast service and catering (mostly in cooperation with nearby restaurants and pubs) ▪ billing and payment

further measures	description
	<p>For Kamnik (possibly in cooperation with neighbouring municipalities), a concept of this kind seems promising and could represent a further measure for the "soft" mobilisation of previously unused housing in the inner city.</p>

The measures presented here are initial, roughly sketched out proposals which can be further specified if the town of Kamnik shows interest.

