

STRENGTHENING THE LOCAL CIRCULAR ECONOMY



Zagreb City Integrated Action Plan
Resourceful cities
URBACT Action Planning Network



European Union
European Regional Development Fund



CITY OF
ZAGREB





Introductory word

Urban areas are meeting points for a wide variety of challenges. The challenges faced by all cities, including Zagreb, require action oriented towards efficient urban development planning solutions. However, in dealing with these challenges we cannot be alone.

Local development is a long-term process requiring alignment with local resources, potential, needs and problems. A development policy which supports the transition to sustainability should give answers to development challenges and needs.

The assessment and influence of challenges, and the related definition of objectives and investments largely depend on local specificities, knowledge and capacity. For reaching that aim, cooperation of all social players is necessary, as well as interaction between people and eco-system, in order to assess the changes, we need, the solutions to choose and adapt to our local context. The questions as to which methods and tools to use in planning, which activities to start with have also arisen. What type of cooperation to establish and how to ensure stakeholders' participation at all levels?

Which idea will contribute to the change, without being a mere obligation but also a lifestyle?

We have found the answers to those questions in the development of this integrated action plan. This document summarises our identification of local needs, our analysis of opportunities and our jointly created solutions.

The Integrated Action Plan identifies a series of activities with an emphasis on the establishment of the Urban Resource Centre.

This Integrated Action Plan was developed over more than a two and a half years period in close cooperation with various stakeholders, with a common vision of developing a circular economy model in the City of Zagreb.

Which idea will contribute to the change, without being a mere obligation but also a lifestyle?



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1. Introduction, context and process

1.1. URBACT Resourceful Cities

URBACT



URBACT is an interregional cooperation program funded by the European Regional Development Fund (ERDF) within the objectives of European territorial cooperation. The aim of the program is to share knowledge and build the capacity of European cities (and municipalities) that develop or implement integrated strategies and action plans for sustainable urban development.

URBACT Local Group (ULG)



URBACT Local Groups (ULG) are a fundamental building block of the URBACT program. Each URBACT partner is required to set up a Local Group gathering key local stakeholders in order to co-produce city strategies and action plans.

RESOURCEFUL CITIES



RESOURCEFUL CITIES is an URBACT Action Planning Network of nine European cities. This project seeks to develop the next generation of Urban Resource Centres (URC), so they can serve as catalysts of the local circular economy, by adopting a participative and integrated approach.

The cities are: The Hague (LP), Zagreb, Mechelen, Ciudad Real, Oslo, Cáceres, Vila Nova De Famalicão, 3rd District of Bucharest, Opole.

INTEGRATED ACTION PLAN (IAP)



Each partner in an URBACT network is obliged to produce an integrated action plan. An IAP should focus on the unique challenges faced by each city and develop short-term and long-term actions for dealing with these challenges. An IAP is developed through a participatory process involving a dynamic group of local stakeholders, resulting in a strategic tool which, if supported, can be easily implemented.

BUDGET – ACTION PLANNING NETWORKS



The budgets of action planning networks are reserved for learning, exchange and planning activities, not for investment purposes.

RESOURCEFUL CITIES project BUDGET	66,467.14 €
ERDF co-financing (85%)	56,497.07 €
THE CITY OF ZAGREB (15%)	9,970.07 €





1.2. Integrated Action Plan - IAP

In a world increasingly dominated by technology, in which resources are consumed at an increasing rate, thinking about the environment we may ask ourselves how we can encourage effective change without impeding progress. A number of the resources we consume are limited, the global population is growing, the demand for raw material is increasing.

In 2018, an average of 5.2 tonnes of waste per capita was produced in the EU, 38.5% of which was deposited at landfills, while 37.9% was recycled. The Republic of Croatia produces a significantly smaller amount of waste and it is estimated that each year approximately one tonne of waste is produced per capita; these figures have also been recorded in the City of Zagreb.

Today our economy is still mostly linear, with only 9% of secondary materials and resources going back into the economy. This system is responsible for mass pollution on a global scale and is completely unsustainable.

The waste we produce smothers our planet and our present consumption calls for 1.75 planets in order to secure the necessary resources and capacities for absorbing our waste; if we continue down this path, by 2030 we will need 2 planets.

Endless economic growth is not an option for our planet; we must therefore necessarily make the transition to the circular economy, though this will not solve all of our environmental issues.

The circular economy forces us to change the way we perceive waste, as it has economic potential and should be considered a valuable resource.

In a circular economy world in which the conservation of resources would be imperative, products would be economically useful if their service life could be extended to a reasonable length. The potential that producers and consumers should harness consists of recyclable materials which have been cited worldwide as a new resource, exploiting which we might assist in conserving natural resources.

All of us have a role to play in the transition to a more sustainable, circular economic model at the contemporary consumption level and in the context of growing population. We should all attempt to re-evaluate the concept of waste and redirect it from the landfill towards reuse, re-

Circular economy relates to the 5Rs: Reduce, Repair, Resell, Refurbish and Recycle

pair, improvement. In short, circular economy relates to the 5Rs: Reduce, Repair, Resell, Refurbish and Recycle.

People from all over the world participate in this challenge, and public policies affirm sustainable values by their activity.

In order to be able to develop measures in that direction and to plan activities, we wish to introduce tangible change by encouraging an integrated approach to setting goals and achieving results, while we will contribute to the development of the circular economy by establishing a URC.

The Integrated Action Plan of the City of Zagreb is the result of two and a half years of cooperation between the project team of the City of Zagreb and the URBACT Local Group. This document was prepared within the URBACT project Resourceful Cities and is aimed at strengthening the circular economy of the City of Zagreb with an emphasis on the development of the for Urban Resource Center.

It consists of an integrated planning process involving stakeholders, defining activities to achieve integrated urban development and an action plan.

This document was prepared within the URBACT project Resourceful Cities and is aimed at strengthening the circular economy of the City of Zagreb with an emphasis on the development of the for Urban Resource Center.



1.3. Local Context

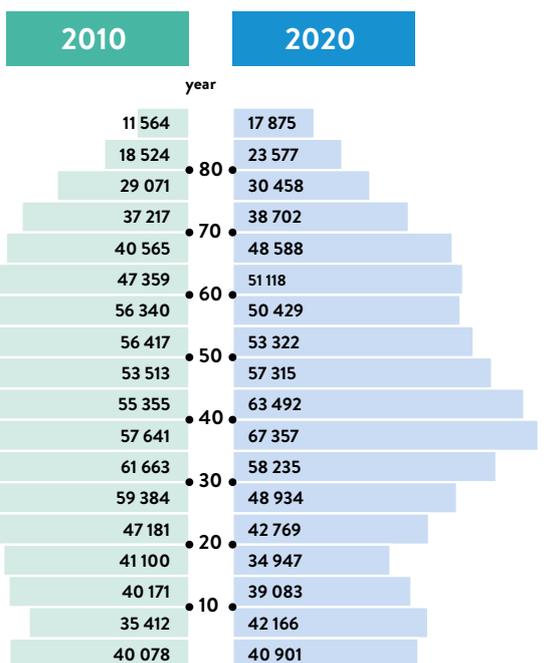
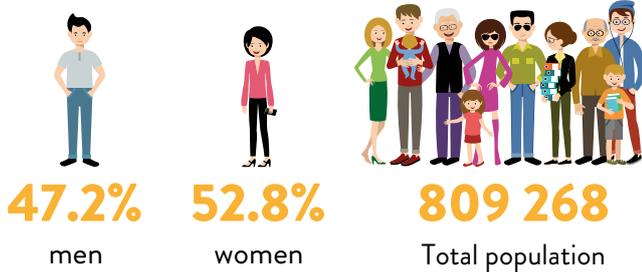
1.3.1. City Profile

Historically, culturally and physically Zagreb is a distinctly central European city, situated in the centre of the Vienna-Budapest-Venice triangle. As such, it has always been and remains part of the cultural heart of Central Europe.

The City of Zagreb is the capital of the Republic of Croatia, with 809 268 inhabitants and a population density of 1,262 people per square kilometre. The City of Zagreb is a local self-government unit that holds the status of a county, as a regional self-government unit. Zagreb is the cultural, scientific, economic, political and administrative centre of the Republic of Croatia and the seat of the Parliament, the President and the Government of the Republic of Croatia.

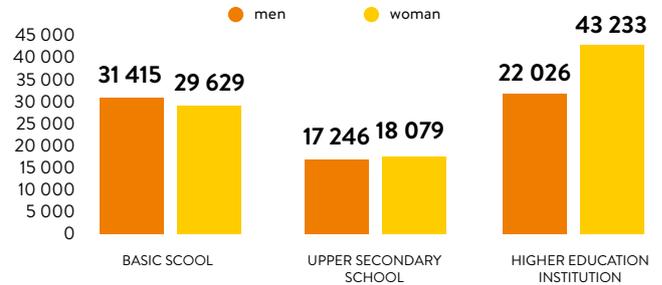


Population



Population of the City of Zagreb, by age, 2010/2020

Education



Enrolled in the 2020/2021 school - academic year



Economy



Nominal gross domestic product, 2018

In the City of Zagreb in 2020, 89.2% of entrepreneurs were micro entrepreneurs, while the share of small entrepreneurs was 9.1% (equal to their share at the national level). The share of medium-sized entrepreneurs equalled 1.3%, while 190 big entrepreneurs made up only 0.4% of the total share of entrepreneurs.

According to entrepreneur size, the largest share in the City of Zagreb belonged to micro and small entrepreneurs, who made up as much as 98.3% of entrepreneurs, while the realised investments and the structure of the net financial result were dominated by the big entrepreneurs' share (79.4 %).

The majority of entrepreneurs was in the private sector (99.5%), and in the structure of activities according to the realised total revenue, the activity of wholesale and retail sale, and repair of motor vehicles and motorcycles had the largest share, followed by industry and information and communication activities.



Waste management and circular economy

According to written documents, Croatian citizens started paying attention to waste disposal a long time ago. The oldest preserved City of Zagreb regulation (the Statute) attests to the beginnings in the Zagreb area; the Statute, concerning the tidiness and cleanliness of the city streets, dates back to 1425 and was enacted by the Gradec City Administration.

The roots of organised collection and removal of city waste and keeping the city clean date back to 1923, when a city company, Gradska ekonomija (City Utility Service), was in charge of these activities. Historical conditions greatly influenced the development of the history of City of Zagreb waste management. The current state of the City of Zagreb waste management system is the result of a long and gradual development beginning in the late 1970s.

In the City of Zagreb, waste is managed by the companies Zagreb City Holding Ltd. and Zagrebački centar za gospodarenje otpadom d.o.o., both of which were founded by the City. Zagreb City Holding Ltd. comprises several branches, subsidiaries and institutions in charge of public, commercial and energy-related activities.

When it comes to waste management, the City of Zagreb has at its disposal:

- A public municipal waste collection service (users were given special containers and waste disposal bags of the appropriate volume for collecting mixed municipal waste, bio-waste, waste paper and cardboard, plastic packaging) and bulky waste;
- A network of 10 recycling yards and 10 mobile recycling yards;
- A network of containers in public areas, set up as green islands or individually;
- Composting facilities for processing the City's green waste, as well as biodegradable waste produced at markets, shopping centres and through production activities;
- Facilities for recycling construction and demolition waste (recycled aggregates are produced, which are then used for building roads and as cover material; the asphalt resulting from the reconstruction of roads is recycled at an asphalt plant for the purposes of producing asphalt mixtures).





Nearly 100% of all households in the City of Zagreb are guaranteed regular waste collection, which constitutes a very high level of service when it comes to collecting municipal waste from households.

The City of Zagreb has implemented several proactive initiatives in support of the circular economy, including:

- A home composting project including the distribution of 20,000 composters
- An annual awareness-raising campaign on responsible waste management
- Targeted awareness-raising campaigns aimed, for instance, at children and minority groups such as the Roma community
- Environmental actions for keeping the environment clean (of local/neighbourhood significance)
- An annual open call for support to NGOs for the sustainable development and environment protection areas.

How is the City of Zagreb currently managing its waste?

Based on obligations stemming from Croatian legal acts and planning documents and the City of Zagreb Waste Management Plan for the period 2018-2023, waste management objectives have been defined. For the purpose of realising them, it is necessary to take appropriate action within the framework of measures aimed at preventing waste production.

In order to ensure contemporary and sustainable waste management, supported by EU funds, the City of Zagreb takes the necessary steps to coordinate with all national structures competent for waste management.

In addition to ensuring preconditions and the necessary economic instruments, another important element is the involvement and awareness of the public.

Investments and the implementation of measures and various activities have resulted in positive effects. Over the years an increase in waste separation at its origin and in households, as well as an increase in the amount of waste collected in public area containers and recycling yards, has been observed.

These increases have consequently led to a decrease in the amount of mixed municipal waste.

The amount of mixed municipal waste collected in the City of Zagreb in 2020 has decreased by 14.3% when

compared to 2019; it is the smallest amount of mixed municipal waste on record in the City of Zagreb in the past decade.

The popularity of waste separation in the City of Zagreb keeps growing each year; we may observe an upward trend when it comes to the amount of separately collected waste. In 2020 in particular, a significant amount of collected bio-waste from households (approximately 26,000 tonnes) has been recorded, which sees the amount quadruple compared to 2019, when the amount of collected bio-waste amounted to approximately 6,300 tonnes. An over 300% increase is due primarily to the distribution of brown containers for separate collection of bio-waste in households.

For all types of recyclable waste an upward trend in separately collected quantities was observed.

The increase in separately collected quantities in 2020 compared to 2019 for:

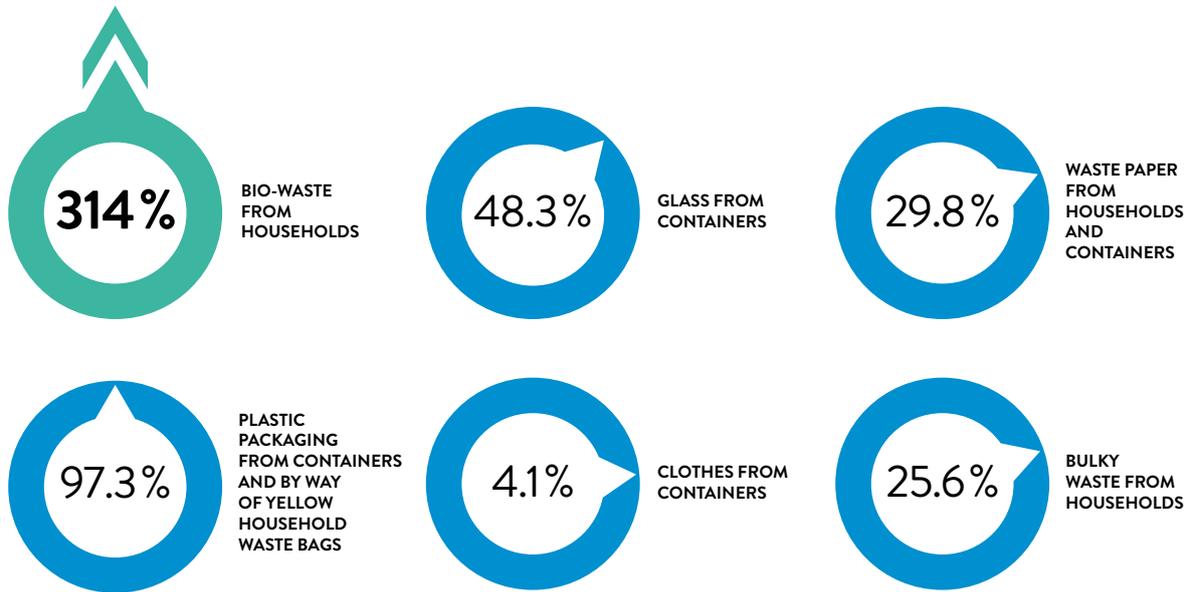
- Bio-waste from households - 314%
- Waste paper from households and containers - 29.8%
- Glass from containers - 48.3%
- Plastic packaging from containers and by way of yellow household waste bags - 97.3%
- Clothes from containers - 4.1%
- Bulky waste from households - 25.6%.

Despite these great improvements concerning recycling, there is still plenty of untapped potential and a significant amount of work to be done by undertaking various activities aimed at further progress.

In order to identify the areas in which progress can be made and to establish a more efficient waste management system, increase recycling rates and establish new services and technology for responsible waste management, it is important to conquer the challenge of introducing measures for the prevention of waste production and to make use of useful properties of the waste.



The increase in separately collected quantities in 2020 compared to 2019:



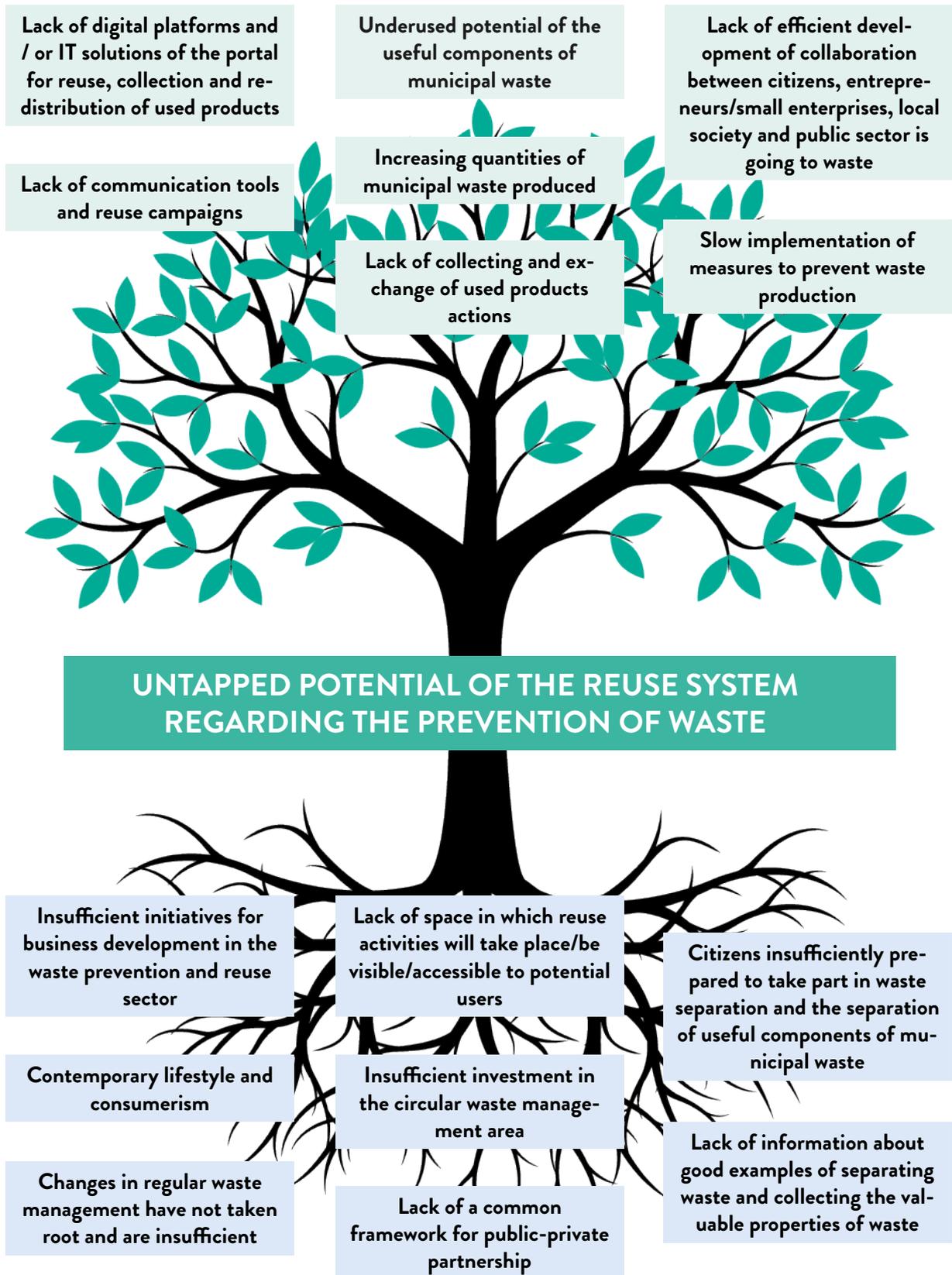
1.3.2. Local challenges

To start introducing the paradigm of the circular economy, it is necessary to invest additional efforts in the start of planning the ways of making better use of waste as a resource and creating preconditions for designing and developing of the circular economy.

This issue is of great importance to our city as everything we do results in some kind of waste, but the circular economy does not begin with waste. Taking into consideration our specific features and tradition concerning our relationship with waste, it was necessary to determine what direction to take in order to encourage the development of the circular economy.

While discussing the change we want to see affecting the entire local society, as not only an obligation, but a different operating model, the potential of the reuse system presented itself as our main challenge.

Everything we do results in some kind of waste, but the circular economy does not begin with waste.





1.3.3. URBACT Local Group - ULG

The City of Zagreb’s URBACT local group consists of representatives dealing with the issues at hand, who have various interests, experience and perspectives which come together with the purpose of coming up with tangible, efficient solutions.

The stakeholders’ involvement level is as diverse as the ULG itself, with special consideration given to cooper-

ation, exchanging knowledge and experience, creating a positive atmosphere conducive to open discussion and cooperation in order to close in on optimal, sustainable solutions.

Despite the lifestyle changes occasioned by the health crisis caused by COVID-19 pandemic and the earthquakes which have caused significant damage to the Zagreb area, a highly motivated and enthusiastic ULG has been established, comprising representatives from all the key sectors.



The City of Zagreb URBACT local group:

PROJECT TEAM OF THE CITY OF ZAGREB:

Sandra Tucak Zorić, project manager
 Nevenka Preradović, ULG Coordinator

City of Zagreb, City Office for Economy, Environmental Sustainability and Strategic Planning (as of January 1, 2022 the Office name is changed to City Office for Economy, Environmental Sustainability and Strategic Planning)

Dragica Tolj
 Josipa Karača
 Dražen Senfner

Public sector

- Ljubo Bakula, [URIHO - THE INSTITUTION FOR PROFESSIONAL REHABILITATION AND EMPLOYMENT OF PERSONS WITH DISABILITIES](#)
- Helena Mrvelj, Zagreb City Holding Ltd. [Čistoća branch of Zagreb City Holding Ltd.](#)
- Katarina Drakulić, [ZAGREB CRAFTSMEN ASSOCIATION](#)

Private sector

- Frano Boban, [NOVE BOJE MEDIA Ltd for representation and services](#)
- Melita Omeragić, OMart, [OBRT ZA KREATIVNE USLUGE I IZRADU SUVENIRA \(CREATIVE SERVICES AND SOUVENIR PRODUCTION CRAFT\), vl. Melita Omeragić, Zagreb, Ulica Matka Baštijana 54](#)



Academic sector

- Ivan Martinić, [UNIVERSITY OF ZAGREB, FACULTY OF FORESTRY AND WOOD TECHNOLOGY](#)
- Majda Tometić, [KAJZERICA PRIMARY SCHOOL](#)

Civil society associations/organisations

- Marina Vojković, [ODRAZ-SUSTAINABLE COMMUNITY DEVELOPMENT](#)
- Josip Kelemen, [EUROPSKI CENTAR IZVRSNOSTI POTROŠAČA \(EUROPEAN CONSUMER EXCELLENCE CENTRE\)](#)
- Lidija Kovač, [KLO team](#)
- Deborah Hustić, [RADIONA - ZAGREB MAKERSPACE](#)

1.3.4. SWOT

To have a clearer understanding of the local context, which includes strengths, weaknesses, opportunities and threats, a SWOT analysis of the circular economy of the City of Zagreb has been conducted in close cooperation with our ULG.

STRENGTHS

- Start-ups
- Strong political desire to improve the understanding and management of waste at the city level
- Numerous innovators - innovative ideas
- Associations promoting environmental activities
- The City's support of the inclusion of marginalised groups
- Existing sustainability and waste management efforts
- Existing waste separation system

WEAKNESSES

- Lack of financing and investment
- Citizens insufficiently prepared to take part in waste separation and the separation of useful components of municipal waste
- Lack of responsibility
- Outlined political visions change with every election
- Lack of infrastructure - Lack of a space in which to organise reuse activities and make them visible and accessible to potential users

WEAKNESSES

- Strengthening awareness of the value of resources – reflected in increased funding options
- Recycling and evaluating waste based on good practices and teachings from other cities
- Access to EU financing
- Enabling strategic cooperation between stakeholders in order to hasten the transition to the circular economy by allowing for vertical and horizontal co-creation and innovation
- Branding Zagreb as a green city

WEAKNESSES

- Insufficient coordination between key stakeholders when it comes to environment protection matters
- Changes in waste management regulations, plans and programs
- Fear of change and failure
- Fear of recession
- Unforeseen policy changes
- Lack of a common framework for public-private partnership



1.4. Legislative framework

	YEAR	POLICY/ STRATEGY/ PROGRAMME/ PLAN
EUROPEAN LEGISLATIVE FRAMEWORK	2015	<i>The EU action plan for the Circular Economy</i> (COM(2015) 614 final)
	2019	<i>The European Green Deal</i> (COM(2019) 640 final)
	2020	<i>A new Circular Economy Action Plan</i> (COM(2020) 98 final)
NATIONAL LEGISLATIVE FRAMEWORK	2005	<i>Waste Management Strategy of the Republic of Croatia</i> (OG no. 130/2005)
	2017	<i>Decision on the adoption of the Waste Management Plan of the Republic of Croatia for the period 2017 - 2022</i> (OG no. 3/2017)
	2017	<i>Decision on the implementation of the Waste Management Plan of the Republic of Croatia for the period 2017-2022</i> (OG no. 3/2017)
	2017	<i>Programme of educational and informative activities aimed at promoting sustainable waste management</i>
	2021	<i>Waste Management Act</i> (OG 84/2021) – provisional translation
	2021	<i>The National Development Strategy of the Republic of Croatia until 2030</i> (OG no. 13/2021)
	2021	<i>Decision of adoption of the Green infrastructure development plan for urban areas from 2021 to 2030</i> (OG no. 147/2021)
	2021	<i>Decision of adoption of the Landscape and buildings circular economy development programme from 2021 to 2030</i> (OG no. 143/2021)
	2022	<i>Decision on the adoption of amendments to the waste management plan of the Republic of Croatia for the period 2017 -2022</i> (OG no. 1/2022)
REGIONAL/ LOCAL LEGISLATIVE FRAMEWORK	2018	<i>City of Zagreb Waste Management Plan for the 2018-2023 Period</i> (City of Zagreb Official Gazette no. 13/18)
	2018	<i>The City of Zagreb Plan of educational and informative activities aimed at promoting sustainable waste management for the 2018-2021 period</i>
	2019	<i>Zagreb Smart City Framework Strategy for the period up to 2030</i> (City of Zagreb Official Gazette no. 4/19)
	2021	<i>Action plan of the City of Zagreb for the implementation of the European Charter for Equality of Women and Men in Local Life for period 2021-2025</i> (City of Zagreb Official Gazette no. 8/21)
	2022	<i>Energy Efficiency Action Plan of the City of Zagreb for the period 2022-2024</i> (City of Zagreb Official Gazette no. 16/22)



1.5. Vision and focus

While looking at the present in which we witness a conflict between economic development (where profit creates the illusion of new needs, and nature is reduced to a mere resource) and the environment, we must make changes by developing a new lifestyle and, taking small steps, contribute to a sustainable and consumer-conscious future. Socially responsible behaviour is a basic need; we must accept responsibility and see what we can do to get started.

When it comes to building the future of its city living, Zagreb wants to seize the opportunity to change things and make use of the opportunities offered by the circular economy and rely on innovative business visions and creativity.

In that sense, improving the waste management system has been marked out as an area which could contribute to the circular economy and sustainability by creating stronger incentives for reusing products, converting and extending the lifetime of a product in order to decrease waste production and maintain valuable resources within our local economy.

The existing waste management policy already encourages reuse, the prevention of waste production and the exchange of information and good practices. However, a participatory approach to planning, managing and defining developmental processes and methods aimed at involving

the local community is necessary in order to bring about change in creating policies and improve investment in the eco-system. For the well-being of the local community to increase, people need to unite around goals. The goals should be recognisable to all citizens and should encourage them to behave in new, different ways.

From a thematic perspective, we have gained insight into the importance of raising awareness about the influence of consumerism and individual behaviours on the economy, the environment and society itself; this regard helped us to define our common vision and objectives within the IAP.

While developing different models of action and transforming our value system, we focused on several areas, including:

- The need to change attitudes, build better, more sustainable and more permanent intelligent systems which will encourage strength
- The need to search for a new type of product functionality (“DIY” or including traditional trades into contemporary products)
- Creating a space for the well-being of the individual, the community and the economy, liberating existing creative capabilities through investments, strengthening and education
- The need to create spaces which will stir the interest of the public, in which the participatory process will be implemented through innovative methods.



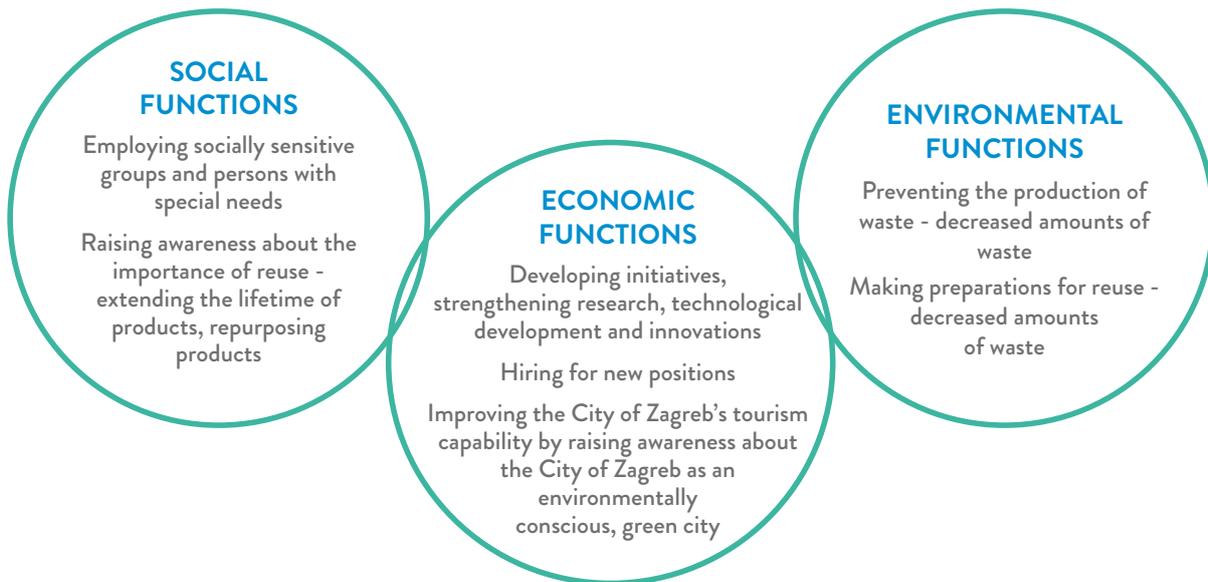


1.6. Urban Resource Centre - URC

Establishing a URC may help us discover ways in which the current waste management practices could be improved. We see URCs as a multifaceted solution for making use of the possibilities offered by the circular economy. Focusing on such solutions presents an opportunity for joint activity which encourages education, influences citizens' awareness levels and improves communication between all those involved. To us, a URC is not only physical space, but a platform, a model integrating social, environmental and economic aspects in order to support the transition to the circular economy.

A URC is a multifunctional space which includes the social, environmental and economic functions of the circular economy.

Pursuing these ambitions in order to connect specific socially useful environmental activities and influencing the public by way of these activities, the Integrated Action Plan might provide an intermediate solution for the issue of hastening the circular economy at the local level.



1.7. The process of IAP preparation

By finding a way of hastening the circular economy, the City of Zagreb strives to establish a URC able to satisfy the needs of the local community, suitable for its cause and efficient in discovering a solution for the untapped potential of the reuse system.

An Integrated Action Plan is a tool combining short-term action with the long-term vision of establishing/

building a URC as a platform for exchanging information, research, innovations and sustainable development in the field of waste management.

The IAP served as a tool for combining our vision and goals with the appropriate actions and ways of attaining them. Even though our objective is important, the implementation itself requires high-quality planning in order to ensure the efficiency of the actions.



An Integrated Action Plan is a tool combining short-term action with the long-term vision of establishing/building a URC as a platform for exchanging information, research, innovations and sustainable development in the field of waste management.

The process of IAP preparation at the local level consisted of several steps in cooperation with the ULG:

- Defining key problems and challenges
- Gathering various ideas through the process of creative thinking
- The Integrated Action Plan (IAP) - setting the objectives, developing a series of actions, setting the time frame and choosing participants
- Determining the potential mechanisms for funding IAP activities
- Creating a timetable for IAP implementation, monitoring and evaluation
- Discussion and elaboration of the final IAP
- Common understanding of IAP communication strategy.

Striving to ensure the goals and subgoals from our areas of focus, several key activities were identified in the process of action planning:

1. Managing and organising the Centre's activities
2. Urban Resource Center
3. Pokreni se i sudjeluj! (Move and participate!)
4. Entrepreneurs and the circular economy
5. LOOP (Lokalno – Osviješteno – Održivo – Platforma) (Local – Aware – Sustainable – Platform)
6. #URBANsustainableCENTER

ACTIVITIES	SPECIFIC GOALS
1. Managing and organising the Centre's activities	SG3
2. Urban Resource Center	SG2
3. Pokreni se i sudjeluj! (Move and participate!)	SG1, SG2, SG3
4. Entrepreneurs and the circular economy	SG1, SG3
5. LOOP (Lokalno – Osviješteno – Održivo – Platforma) (Local – Aware – Sustainable – Platform)	SG1, SG2
6. #URBANsustainableCENTER	SG2, SG3

PHASE I



KEY PHASES AT THE LOCAL LEVEL:

- Phase I:**
- Establishment of the City of Zagreb's ULG
 - Common vision and focus
 - Transfer of knowledge, experience and good practice of cities partners in the project to the City of Zagreb's ULG



KoM - The Hague (NL)

OCTOBER 2019



City Visit -Zagreb

DECEMBER 2019



ULG Zagreb (HR)

NOVEMBER 2019



TNM2 - Mechelen (BE)

FEBRUARY 2020



PHASE II



TNM2 - Vila Nova de Famalicão (PT)

NOVEMBER 2020



ULG Zagreb (HR)

SEPTEMBER 2020



KoM - Dublin (IRL)

JULY 2020



ULG Zagreb (HR)

JANUARY 2021



TNM3 - Oslo (NO)

JANUARY 2021



ULG Zagreb (HR)

MARCH 2021



MAY 2021

ULG Zagreb (HR)

SEPTEMBER 2021

DECEMBER 2021

MARCH 2022



TNM4 - Opole (PL)

MARCH 2021



TNM5 - The Hague (NL)

JUNE 2021



TNM6 - Bucharest 3rd District (RO) (PL)

OCTOBER 2021



TNM7 - City of Zagreb (HR)

APRIL 2022

KEY PHASES AT THE LOCAL LEVEL:

- Phase II:**
- Informing about project progress and future activities
 - Identifying potential new stakeholders to join the ULG
 - Definition of key problems and challenges
 - Gathering different ideas in creative thinking
 - Integration Action Plan (IAP) - setting goals,

- developing a series of action, timeframes and participants
- Identification of potential funding mechanisms for IAP activities
- Drafting a timetable for implementation, monitoring and evaluation of IAP
- Common understanding of the IAP communication strategy
- Future cooperation with stakeholders after Resourceful Cities Project



AUGUST 2022



2. Action Plan

2.1. Learning from Small Scale Actions

Small Scale Actions (SSA) are an innovation introduced for URBACT planning networks. SSA help cities experiment local solutions and de-risk future actions, while engaging local stakeholders in thinking together to tackle urban challenges.

A Small Scale Action provides opportunities for experiments. It is an idea or concept tested to check the relevance, feasibility and added value of its implementation in a local city context.

The goal is for cities to learn from these tests, measure results and adapt, focus or reject activities which will inform the IAP based on the experience gained.

Based on experience gained through implementing educational and awareness-raising activities related to improving its waste management system, the City of Zagreb understands that, in addition to improving the knowledge and

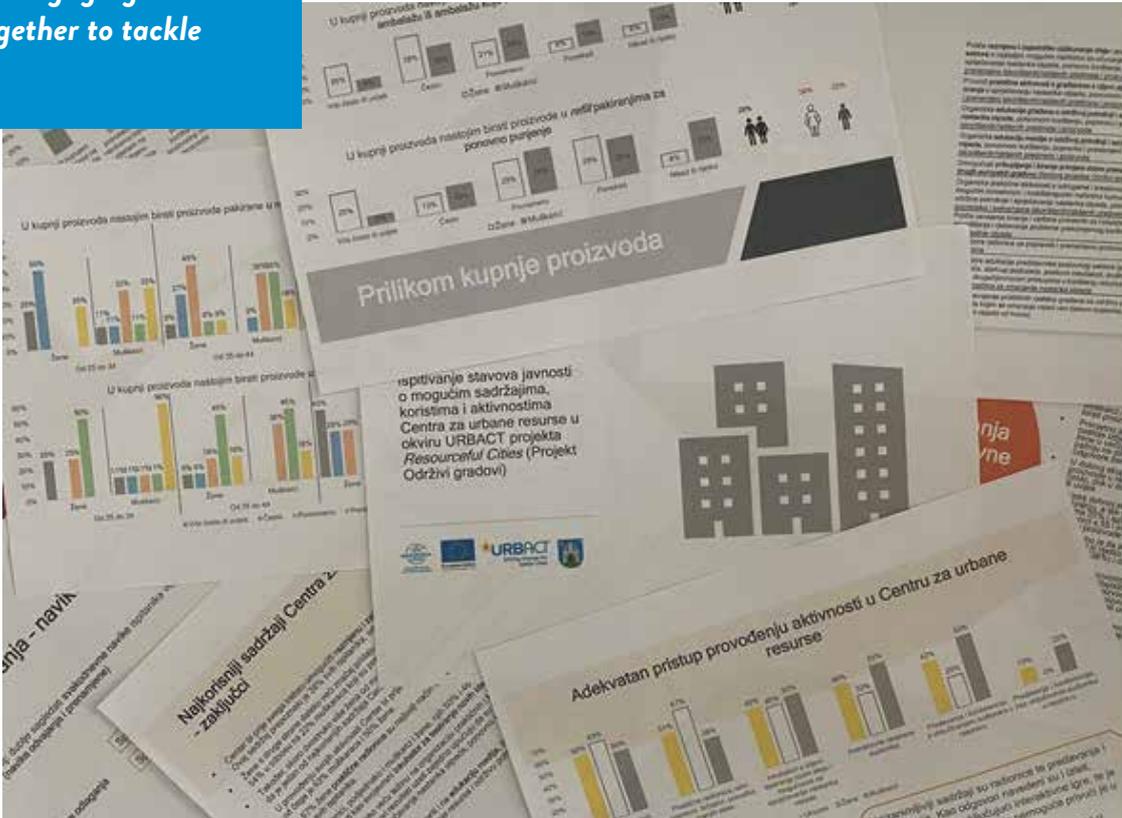
This SSA presented a precious opportunity for testing the efficiency of surveys as a means of gathering citizens' opinions and contributing to the design and development of a URC and its services.

information about the importance of waste management, the additional important benefit for these actions consists of strengthening public trust and encouraging the participation of public in decision-making processes.

Changes in consumers' habits, motivation and awareness of the fact that responsible behaviour could affect and improve the state of the environment are of crucial importance.

Therefore, for the purposes of a Small Scale Action, the project team, along with members of the ULG, has decided that the inclusion of citizens in decision-making processes is the foundation and an integral part of the establishment of a URC. This SSA presented a precious opportunity for testing the efficiency of surveys as a means of gathering citizens' opinions and contributing to the design and development of a URC and its services.

SSA help cities experiment local solutions and de-risk future actions, while engaging local stakeholders in thinking together to tackle urban challenges.





Conducting public opinion polls on the benefits and advantages of the URC

MAIN OBJECTIVE: The role, benefits and advantages of a URC for the local community

BACKGROUND AND INSPIRATION: The survey was conceived as a form of communication. In addition to raising the public's awareness about the project, they would also involve the public in the participation process and in decision-making regarding the activities to be carried out in the URC.

LEADING ORGANISATION: City of Zagreb

KEY PARTNERS: The City of Zagreb's ULG

MONITORING INDICATORS:

- Designed and produced survey
- Number of respondents (disaggregated by sex and age)
- Analysis and processing of collected data
- Working document based on survey results/drafted survey conclusions

RESOURCES AND BUDGET:

Project budget - Budgetary category (External experts and services) - 2,700.00 EUR

DURATION: 6/2021 - 12/2021

RISKS AND MITIGATION MEASURES

Low risk
Medium risk
High risk

RISK 1: People find surveys boring

Medium risk

MITIGATION MEASURE: Designing a short, clear and catchy survey

RISK 2: Impossibility of conducting the survey because of COVID-19

Low risk

MITIGATION MEASURE: Conduct the survey online

RISK 3: Non-constructive answers

Medium risk

MITIGATION MEASURE: The survey must be short and clear

RISK 4: Unavailability of information regarding the URC

Medium risk

MITIGATION MEASURE: Informing and educating the public

RISK 5: Uninvolved URBACT local working group members

Medium risk

MITIGATION MEASURE: Encouraging engagement and stressing the advantages of participation in ULGs



RESULTS AND KEY FINDINGS:

An online survey was conducted so as to determine the respondents' level of knowledge about the topics important for the quality of Zagreb's urban life and their acquaintance with the circular economy, as well as to their opinions on the possible content of the URC. The survey was conducted in order to gain an insight into the respondents' daily habits regarding:

- A responsible and sustainable relationship with consumption (consumer habits);
- Post-use habits (separation and repurposing habits)
- The respondents' attitudes towards and awareness of the current state of the planet within the context of resource efficiency and the influence on ecosystems, waste management and analysing their own roles and responsibilities as consumers.

A total of 57 answers were received. The number of female/male respondents was roughly equal - 43% were women, 57% men.

A vast majority of respondents were highly educated - 77% had completed higher education. Most respondents belonged to one of two age groups, namely the age group comprising persons between the ages of 35 to 44 (39% of respondents), and the age group comprising persons aged between 45 and 54 (29% of respondents).

Even though there were fewer respondents than expected, the gathered data provided valuable insight into the respondents' habits and opinions, their roles and responsibilities, their attitudes to and awareness of waste management, as well as their own views of their contributions to the design and development of the URC and its services.

The respondents who completed the survey were very much interested in learning more about the Resourceful Cities Project and the URC. They also welcomed surveys as a means of informing and involving citizens.

The research shows that widely accessible awareness-raising, capacity-building and networking activities such as workshops, lectures and conferences rank among the most interesting activities for attracting citizens to the URC. Respondents also highlighted the importance of continuous, regular public consultations in order for services and activities to remain relevant and efficient.

The survey will be modified and then reused for the general public, via different media - the City of Zagreb official website, The City of Zagreb's Facebook page and banners in electronic local media.

INFLUENCE ON THE IAP

The respondents' answers by age bracket suggest that URC activities should be specially targeted at the age bracket comprising persons between the ages of 25 and 34; this group displays an insufficient level of understanding of the concept of the circular economy and the influence of consumer habits on the environment and climate change.

Taking into account the social, environmental and economic aspects of URC (benefits and advantages), this study contributes to:

- Deciding on the activities to be carried out in a URC
- Choosing appropriate locations easily accessible to users
- Developing ideas and defining measures aimed at achieving objectives
- Initiatives aimed at involving the local society
- Organising online and offline events
- Providing (wanted) information and inspiration.

The SSA was the first step toward a quality overview of all the processes which will take place within the URC, collecting information and its analysis. Based on the results of the SSA, 2 actions each were identified in activity 2, Urban Resources Centre, and activity 3, Pokreni se i sudjeluj! (Move and participate!).



2.2. Action Planning

Starting from the fact that we want to strengthen the local circular economy by encouraging change that will benefit the local community, we have determined the direction we are striving for, defined our vision, our focus areas and set a goal.

In participatory planning of our trip, several activities are proposed:

1. MANAGING AND ORGANISING THE CENTRE'S ACTIVITIES

The establishment of a URC presents an opportunity for reaping the economic, social and environmental benefits of the transition to the circular economy at a local level. In order to determine the function and identity of a URC, as well as its space and time objectives, it is necessary to draw up a URC development strategy through a business plan whose content will outline the essence of the URC's activities from its business ideas, objectives, measures, planning, managing and organising tools to the necessary human and material resources, leadership, costs and financing. Business planning will add a temporal dimension to the preparation and realisation of the project; however, the plan needs to provide answers on its profitability and sustainability.

2. URBAN RESOURCE CENTRE

In order to establish a URC as a model contributing to finding a solution for the mitigation of the consequences of the untapped potential of reuse, it is necessary to review the spatial capacities of the City of Zagreb, analyse and evaluate them, and test and coordinate them with the City's strategies and plans. Identifying spaces for the practical implementation of activities when it comes to promoting the prevention of waste production, reuse and

repurposing used products or their parts will contribute to sustainable urban development.

Potential locations include currently abandoned or derelict buildings and spaces, insufficiently or inappropriately used zones and publicly owned buildings. The introduction of elements of green infrastructure and biophilic design also harnesses potential for improving the quality of such spaces, the environment and the quality of life of Zagreb citizens.

With the recent earthquakes that have affected Zagreb and the consequent damage to city infrastructure, based on the Decision of the Government of the Republic of Croatia on the adoption of the Programme of reconstruction measures for earthquake-damaged buildings in the area of five counties, the City of Zagreb is to draw up an implementation programme of measures on the location and operation of a temporary depot for storing construction and demolition waste and the preparation for its use for recovery, rebuilding or other purposes. Demolition waste which can be used in the area affected by this disaster will be placed at the disposal of counties, local self-government units or the City of Zagreb; therefore, in creating, building, implementing and/or organising the URC, the reuse of these construction products and materials will be taken into account.

When deciding on publicly available spaces suitable for establishing a URC, communication and interaction between all stakeholders is important when it comes to considering the interests of the local community and all aspects of the benefits of the URC as a multifunctional space.



Assembling qualified experts from various sectors into a working group/project team alongside members of the ULG is a prerequisite for a high-quality review of all the processes to take place within the URC, gathering information and its analysis. The SSA was the first step toward this goal.

Communication between members of this working group should include consideration of all options and steps to be taken so as to acquire adequate and desirable spaces for the URC (determining contest criteria, making decisions on the selection process, obtaining necessary permits, etc.).

3. POKRENI SE I SUDJELUJ! (MOVE AND PARTICIPATE!)

In order to understand the concept of the circular economy, developing knowledge, values, attitudes/affinities and behaviours leading to positive action is of the utmost importance. The action includes sharing, repairing and re-using objects/materials and optimising the exchange of knowledge, skills and ideas.

In addition to cooperating and including the local community, supporting the social inclusion of all marginalised groups and people with special needs remains a priority.

4. ENTREPRENEURS AND THE CIRCULAR ECONOMY

As previously noted, 98.3% of city-based entrepreneurs are micro and small entrepreneurs. Therefore, a vast field of action exists for integrating this type of subject in the development of the circular economy. Studies show that economic operators are still insufficiently acquainted with the concept of the circular economy.

5. LOOP (LOKALNO – OSVIJEŠTENO – ODRŽIVO – PLATFORMA) (LOCAL – AWARE – SUSTAINABLE – PLATFORM)

Today, the circular economy in the Republic of Croatia is realised through various activities; however, a systematic and quantifiable organisation of the system of the circular economy, comprising an educational campaign on the circular economy, cannot be found in one place.

With the ongoing development of technology, the profile of information changes; it becomes accessible and ubiquitous. The creation of a platform/IT solution that would offer information, present data, exchange knowledge and experiences dealing with reuse presents a significant challenge. Driven by the fact that young people are not sufficiently involved with economic, social and environmental topics and that their rate of participation in environmental activities is low, this communication tool should be a source of inspiration for positive changes, but also an active area of cooperation.

It is necessary to include the community in online and offline events in order to support and promote the circular economy via correct and timely information.

6. #URBANsustainableCENTER

Every business success is the result of effort, hard work, creativity, time and investments.

In order to create the personality and unique perception of a URC, we wish to create a permanent and powerful identity of what the URC offers, what will ensure long-term results, be instantly recognisable to target groups and foster a feeling of trustworthiness and well-being.



ACTIVITY 1 MANAGING AND ORGANISING THE CENTRE'S ACTIVITIES

Idea	Managing and organising the URC's activities
<p>MAIN OBJECTIVE: Drafting a plan of operation and management of the URC which would set business goals and provide an overview of products and services</p>	
<p>VISION: The business plan will determine the direction to take to make sure the implementation of the idea is sustainable.</p>	
<p>LEADING ORGANISATION: City of Zagreb</p>	
<p>KEY PARTNERS: The ULG, the project team, Ministry of Economy and Sustainable Development, concerned stakeholders</p>	
<p>MONITORING INDICATORS:</p> <ul style="list-style-type: none"> • The number of tenders in response to the public call for expression of interest • Conducted public tender for drafting a plan of operation and management of the URC • Drafted business plan 	
<p>COST ESTIMATE: 50,000.00 EUR</p>	
<p>RESOURCES: The City of Zagreb Budget, other sources (EU cohesion and structural funds, commercial capital – the leasing market and equity interest, concessions and other public-private partnerships, donations, international financial institutions offering affordable loans, interest and grace period)</p>	
<p>TIME FRAME: (12 months) 6/2023 - 6/2024</p>	
<p>STATUS: At the idea stage</p>	
<p>RISKS AND MITIGATION MEASURES</p>	<p>Low risk Medium risk High risk</p>
<p>RISK 1: Unrealistic expectations and a lack of support for the implementation of the business plan</p>	<p>Medium risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • Developing a different business model, a new approach to planning, managing and development to ensure support - Increasing the awareness of the necessity of changes • Continuous and transparent communication with potential users
<p>RISK 2: Low partner motivation (poor communication between all stakeholders involved in the process)</p>	<p>Low risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • Regular meetings on implementation progress • A project team with a satisfactory number of qualified, knowledgeable and skilled members
<p>INSPIRATION: Mini recycling stations and Vollebekk Fabrikker, lessons by Oslo URBACT</p>	



Action description	Responsibility of	Key partners	Time frame	Resources
1.1 Consulting potential users of the space	City of Zagreb	Project team, ULG, Potential users	continuously	City of Zagreb human resources
1.2 Public call for expressing interest for URC activities (interior design, providing services)	City of Zagreb	ULG, The project team, craftspeople, the creative sector, Potential users	3 months	City of Zagreb Budget
1.3 Public tender for drafting a business plan (planning, funding, hiring, sustainability, projections)	City of Zagreb	Project team, Tenderer selected in a public procurement procedure	1-6 months	City of Zagreb Budget, other sources
1.4 Public tender for drafting a plan for providing services (work programme for each service, hiring, sustainability, projections)	City of Zagreb	Project team, Tenderer selected in a public procurement procedure/ consultant	1-6 months	City of Zagreb Budget, other sources, City of Zagreb human resources
1.5 Public tender for the employment of URC employees	City of Zagreb	Project team	3-6 months	City of Zagreb human resources



ACTIVITY 2 URBAN RESOURCE CENTRE

Idea

A space which will rouse public interest, in which products and services will come together to merge business visions and creativity via an active interaction model

MAIN OBJECTIVE: To contribute to the development of the waste management system by encouraging reusing, repurposing and extending the lifetime of a product, to promote new employment opportunities and to establish new services

VISION: The establishment of a URC as an example of the possibilities presented by quality circular design and of bringing together stakeholders involved with sustainable resource use and with practical implementation of activities which will stir the local community's interest

LEADING ORGANISATION: City of Zagreb

KEY PARTNERS: The Ministry of Physical Planning, Construction and State Property, potential users

MONITORING INDICATORS:

- The number of potential locations chosen
- The number of tenderers in open competitions
- The number of consultations with potential users for the purpose of gathering experiences and knowledge about which space is optimal

COST ESTIMATE: 9,000,000.00 EUR

RESOURCES: The City of Zagreb Budget, the national budget, the EIB and the encouragement of private investments, other sources (EU cohesion and structural funds, commercial capital – the leasing market and equity interest, concessions and other public-private partnerships, donations, international financial institutions offering affordable loans, interest and grace period)

TIME FRAME: (4-6 years) 6/2024 - 6/2028/2030

STATUS: At the idea stage

RISKS AND MITIGATION MEASURES

Low risk
Medium risk
High risk

RISK 1: Unresolved proprietary and legal relations

Medium risk

MITIGATION MEASURE:

- Choosing premises owned by the City of Zagreb or the Republic of Croatia

RISK 2: Extending deadlines related to the implementation of public procurement procedures (cancellations, complaints)

Ovo je rizik srednje razine

MITIGATION MEASURE:

- Ex-ante assessment
- Well-defined contracts to be signed



RISK 3: A significant increase in investment costs

Medium risk

MITIGATION MEASURE:

- Creation of high-quality project documentation (taking into account additional unforeseen costs)
- Real-time construction planning
- Bank guarantees for guaranteeing construction quality and deadlines

RISK 4: Low motivation of the partners (poor communication between all stakeholders involved in the process)

Low risk

MITIGATION MEASURE:

- Regular meetings on implementation progress
- A project team with a satisfactory number of qualified, knowledgeable and skilled members
- Continuous and transparent communication

RISK 5: Not securing funds

Medium risk

MITIGATION MEASURE:

- Employee training in the area of project writing
- Building a team with a sufficient number of members possessing the qualifications, knowledge and skills required for the planning and creation of the proposed project

INSPIRATION: Community spaces in which citizens can access used goods and repair services ([Lindeberg mini-recycling station - Oslo](#)), spaces intended for training ([Made in Moerwijk - Hag](#)) or new circular business development, incubation and innovations ([Vollebekk Factories - Oslo](#)).



Action description	Responsibility of	Key partners	Time frame	Resources
2.1 Identifying potential locations - Prerequisite: proprietary and legal relations in order	City of Zagreb	Ministry of Physical Planning, Construction and State Property	6 months	Human resources
2.2 Forming a work group/project team for the establishment of a URC (decision - architectural design/ conceptual design)	City of Zagreb	Representatives of all qualified experts from various sectors, ULG	2 months	Human resources City of Zagreb human resources
2.3 Drafting of a quality and location potential assessment study (size, access, capabilities, expenses)	City of Zagreb	Project team, Tenderer selected in a public procurement procedure/ consultant	1-4 months	City of Zagreb Budget, other sources
2.4 Public tender (architectural and interior frames related to biophilic design, green infrastructure and the reuse of materials)	City of Zagreb	Project team, Faculty of Agriculture, Faculty of Architecture, Tenderers selected in a public procurement procedure	12 months	City of Zagreb Budget, other sources
2.5 Public tender for contractor selection and supervision (reconstruction of the existing location/ construction of facilities)	City of Zagreb	Project team, Tenderers selected in a public procurement procedure	12 months	City of Zagreb Budget, other sources
2.6 Implementation	Tenderer (supervision) selected in a public procurement procedure	Tenderer selected in a public procurement procedure	12 months	City of Zagreb Budget, the national budget, other sources (EU cohesion and structural funds)
2.7 Consulting potential users of the space	City of Zagreb	Project team, ULG	Continuously	City of Zagreb human resources



ACTIVITY 3 POKRENI SE I SUDJELUJ! (MOVE AND PARTICIPATE!)

Idea	Encouraging public and private interest groups to cooperate, encouraging citizens to participate - initiatives
MAIN OBJECTIVE: Recovery or reuse of products, objects and material - increasing resource efficiency	
VISION: A local community involved in the process of developing a different operational and developmental model in order to contribute to a sustainable and consumer-conscious future	
LEADING ORGANISATION: City of Zagreb	
KEY PARTNERS: Concerned stakeholders, NGOs, economic entities, Education institutions, media, Zagreb City Holding Ltd.	
MONITORING INDICATORS:	
<ul style="list-style-type: none"> • A minimum of one initiative per year aimed at public and private sectors and chambers • One campaign per year • One collecting and exchange of used products action per year • The number of involved participants 	
COST ESTIMATE: 75,000.00 EUR per annum	
RESOURCES: City of Zagreb Budget, other sources (public-private partnership, donations)	
TIME FRAME: 3/2024	
STATUS: At the idea stage	
RISKS AND MITIGATION MEASURES	<p style="color: #209e8d;">Low risk</p> <p style="color: #e69d00;">Medium risk</p> <p style="color: #c00000;">High risk</p>
RISK 1: Low motivation of target groups when it comes to participation and implementation of initiatives	<p style="color: #e69d00;">Medium risk</p> <p>MITIGATION MEASURES:</p> <ul style="list-style-type: none"> • Raising awareness about the necessity of introducing change • Employee training • Hiring communication experts
RISK 2: A lack of necessary funds	<p style="color: #e69d00;">Medium risk</p> <p>MITIGATION MEASURES:</p> <ul style="list-style-type: none"> • Planning budget funds • Continuous communication between the private and public sectors
INSPIRATION: Resourceful Cities Project	



Action description	Responsibility of	Key partners	Time frame	Resources
3.1. Encouraging the public and private sectors and the chambers with a view to procuring interior design equipment, tools and materials – donations (including reuse or repurposing)	City of Zagreb	ULG, media, Chamber of Economy, Chamber of Trades and Crafts	Continuously	Human resources City of Zagreb Budget, other sources
3.2 Object and product reuse and repurposing campaigns	City of Zagreb	ULG, media, Education institutions, Zagreb City Holding Ltd.	Continuously	City of Zagreb Budget
3.3 Collecting and exchange of used products and objects actions	City of Zagreb	ULG, media, Education institutions	Continuously	Human resources
3.4 Consulting potential users of the space	City of Zagreb	Project team, ULG	Continuously	Human resources
3.5 Integrating the perspective of equality into economic development and the development of local policies related to quality and protecting the environment - equal treatment of men and women who are discriminated against or placed in unfavourable positions on different bases, taking into consideration the specific needs and lifestyles of various groups	City of Zagreb	City Office for Culture, Intercity and International Cooperation and Civil Society, City Office for Economy, Environmental Sustainability and Strategic Planning, civil society organisations	2021-2025	City of Zagreb Budget



ACTIVITY 4 ENTREPRENEURS AND THE CIRCULAR ECONOMY

Idea

The circular economy can generate employment and stimulate the economy

MAIN OBJECTIVE: Increasing knowledge of the circular economy among entrepreneurs

VISION: To inform City of Zagreb entrepreneurs on new circular business models and practices in order to present the circular economy as an option which creates new jobs and increases competitiveness.

LEADING ORGANISATION: City of Zagreb

KEY PARTNERS: The Zagreb Craftsmen Association, Ministry of Economy and Sustainable Development, Croatian Chamber of Economy, Ministry of Regional Development and EU Funds

MONITORING INDICATORS:

- The number of courses and workshops held
- The number of participants at the workshops
- The number of campaigns

COST ESTIMATE: 50,000.00 EUR

RESOURCES: City of Zagreb Budget, the national budget, public-private partnership, donations

TIME FRAME: 6/2023 -6/2025

STATUS: At the idea stage

RISKS AND MITIGATION MEASURES

Low risk
Medium risk
High risk

RISK 1: Mali interes poduzetnika za sudjelovanje na tečajevima i radionicama

Medium risk

MITIGATION MEASURE:

- Sharing posts on social networks, intensifying marketing efforts, contacting the local media
- Raising awareness about the concept of the circular economy and the advantages it offers



Action description	Responsibility of	Key partners	Time frame	Resources
4.1 Exploring existing courses and contents currently on offer and designing and creating new ones	City of Zagreb	ULG, media, Chamber of Economy, Chamber of Trades and Crafts	6 months	Human resources City of Zagreb Budget, other sources
4.2 Awareness-raising campaigns aimed at entrepreneurs related to the concept of the circular economy and the advantages it offers	City of Zagreb	Media, Zagreb Craftsmen Association, Ministry of Economy and Sustainable Development	6 months	City of Zagreb Budget, the national budget
4.3. Courses and workshops	City of Zagreb	ULG, media, Faculty of Economics & Business, Zagreb	1-2 years	Human resources, public-private partnerships, donations



ACTIVITY 5 LOOP (LOKALNO – OSVIJEŠTENO – ODRŽIVO – PLATFORMA) (LOCAL – AWARE – SUSTAINABLE – PLATFORM)

Idea	A communication platform
MAIN OBJECTIVE: Creating a digital platform and/or portal IT solution for the reuse, collection and redistribution of used products	
VISION: A recognisable tool for communicating with members of the public and interested groups – a single platform for finding information, inspiration and the right person to contact	
LEADING ORGANISATION: City of Zagreb	
KEY PARTNERS: IT experts, citizens, NGOs, young people	
MONITORING INDICATORS:	
<ul style="list-style-type: none"> • Number of visits • The number of repurposed objects 	
COST ESTIMATE: 50,000.00 EUR	
RESOURCES: City of Zagreb Budget	
TIME FRAME: (6 months) 6/2023 - 12/2023	
STATUS: At the idea stage	
RISKS AND MITIGATION MEASURES	<p>Low risk</p> <p>Medium risk</p> <p>High risk</p>
RISK 1: Non-functional platform	<p>Low risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • Planning and developing the structure and content of a platform that can be connected to other city platforms
RISK 2: Platform not visible enough	<p>Medium risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • Sharing posts on social networks, intensifying marketing efforts, contacting the local media
INSPIRATION: Zagreb Smart City Framework Strategy	



Action description	Responsibility of	Key partners	Time frame	Resources
5.1 Creating an application as a tool for communicating with members of the public (notifications, calls to citizens to get involved in planning and activities, informing, counselling, offering objects and materials etc.)	City of Zagreb	IT experts	6 months	City of Zagreb Budget
5.2 Connecting to other city platforms	City of Zagreb	IT experts, Zagreb City Holding Ltd., Zagreb Innovation Centre Ltd., ULG	Continuously	City of Zagreb Budget



ACTIVITY 6 #URBANsustainableCENTER

Idea	#URBANsunstainableCENTER
<p>MAIN OBJECTIVE: Branding, marketing and promoting the URC - contributing to the creation of the image of the City of Zagreb as a green, urban and sustainable city</p>	
<p>VISION: The vision of the City of Zagreb as an urban incubator is made real by pushing boundaries in every area significant to the City and by applying an entrepreneurial approach, which does not make do with what already exists, which searches for new ideas through a creative process and strives towards the creation of new values.</p>	
<p>LEADING ORGANISATION: City of Zagreb</p>	
<p>KEY PARTNERS: The public, interested stakeholders, City of Zagreb Tourist Board, Zagreb City Holding Ltd., Zagrebački centar za gospodarenje otpadom d.o.o., creatives, politicians, citizens, the media and the entire Zagreb community</p>	
<p>MONITORING INDICATORS:</p> <ul style="list-style-type: none"> • Mapping competition and innovative sectors • Created brand strategy • Active social media accounts, constructed website • Increase in visitors 	
<p>COST ESTIMATE: 150,000.00 EUR</p>	
<p>RESOURCES: The City of Zagreb Budget, the national budget, other sources (EU cohesion and structural funds, commercial capital – the leasing market and equity interest, concessions and other public-private partnerships, donations, international financial institutions offering affordable loans, interest and grace period)</p>	
<p>TIME FRAME: (5 years) 9/2023 - 9/2028</p>	
<p>STATUS: At the idea stage</p>	
<p>RISKS AND MITIGATION MEASURES</p>	<p>Low risk Medium risk High risk</p>
<p>RISK 1: Few citizens display a positive attitude towards the process of branding</p>	<p>Medium risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • Continuous and transparent communication • Well-planned communication strategy aimed at a target group
<p>RISK 2: The brand is not recognisable</p>	<p>Medium risk</p> <p>MITIGATION MEASURE:</p> <ul style="list-style-type: none"> • The strategy should predict changes and surmount obstacles



RISK 3: Inadequate handling of the project and not fulfilling the commitments laid out in the contract - unorganised and dysfunctional project team

Medium risk

MITIGATION MEASURE:

- Continuous and transparent communication for the duration of the project

RISK 4: Not securing funds at a national level and at the EU level

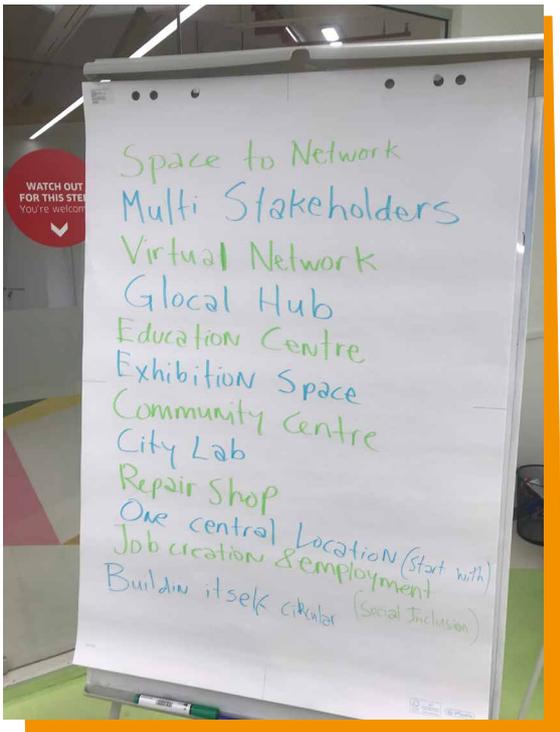
Medium risk

MITIGATION MEASURE:

- Project drafting training for the employees; building teams with a sufficient number of members possessing the qualifications, knowledge and skills required for the planning and creation of the proposed project

INSPIRATION: [VOLLEBekk fabrikker-Oslo](#)

Action description	Responsibility of	Key partners	Time frame	Resources
6.1 Creating a branding strategy	The City of Zagreb, tenderer selected in a public procurement procedure	Project team	8 months	City of Zagreb Budget, other sources
6.2 Implementing the strategy	City of Zagreb, URC	ULG	2 years	City of Zagreb Budget, other sources
6.3 Research on brand status	The City of Zagreb, tenderer selected in a public procurement procedure	ULG	6 months	City of Zagreb Budget





3. A glimpse into the future ...

Local development is a long-term process requiring alignment with local resources, potential, needs and problems. It is therefore very important to encourage the cooperation between public and private stakeholder groups and capacity-building, but also to encourage the citizens themselves to take the initiative and participate in the process of identifying solutions.

We hope that the establishment of a URC will serve as a tool for implementing local/urban development so that in future it could result in increased community participation, unity building and strengthening, encouraging individual, group and organisational creativity, supporting learning processes and exchanging knowledge and skills.

Time and financial resources are necessary for the URC itself to develop as an example of the opportunity coming from quality circular design and from bringing together the stakeholders involved with sustainable use of resources. Time and financial resources are also necessary for practical implementation of the activities which will stir the local community's interest. That will allow for the establishment and sustainability of URC and the achievement of positive results in every aspect.

The City of Zagreb considers its participation in the Resourceful Cities network a great honour. We believe this to be an excellent opportunity to encourage the circular economy of the City of Zagreb. Although the project has come to an end, we are convinced that all the lessons we have learned, as well as the need for improvement, will lead to a better quality of life for every Zagreb citizen and to the city's further development.

By making use of innovative tools and participatory methods, the ULG ensures equal expression of views and involvement of all stakeholders. Even though the Resourceful Cities project has come to an end, the ULG concept, as well as the integrative, participatory approach, will continue being implemented locally.

At an international level, it is planned that learning, exchanging knowledge, experience and good practices between partner cities of the network will continue.

We believe that the very concept of the URC will prove to be inspirational to its users and serve as an invitation for visitors to explore and experience the Urban Resource Centre.



Zagreb City
Integrated Action Plan

Resourceful Cities

URBACT
Action Planning Network

City of Zagreb

City Office for Economy, Environmental
Sustainability and Strategic Planning

Trg Stjepana Radića 1

10 000 Zagreb

Republic of Croatia



CITY OF
ZAGREB