





### **Definition of Frontrunners**

*The AF states “RPs will identify 3 frontrunners regions/cities on urban sustainability and role of CCIs for sustainability at European level”.*

*For this reason the successful frontrunner can be a city or a region where successful experiences of urban sustainability have been developed thanks to the involvement of the creative and cultural sectors, in particular with the support of CCIs.*

*The frontrunner is a good practice that has reached high targets and results in its field of competence and therefore the analysis of its case studies allow to discover the key factor of success to be gained and to know how to fill in the gaps of local realities with their experience.*

*In the specific context of Chimera plus project the identification and the analysis of a frontrunner by the Receiver Partners will provide them with examples and inputs on how to realize the development of urban sustainability in their areas, thanks the support of the cultural and creative sector.*

*Frontrunners can be represented not only by their institutional levels (Municipalities, Regions) but also by other organisations (eg. Development Agencies, Research entities, etc.) involved with a leading role in the successful experiences of transition to urban sustainability. The frontrunners success stories could be CCI-led urban revitalisation initiatives or projects that work to be catalysts for the urban revitalisation process in creating dynamic places, driving local economic development and innovation, and improving social cohesion. They can be an extra part of an existing project (culture and regeneration), or be fully integrated (cultural regeneration), or can be the main drivers of the project (culture-led regeneration).*

*Cultural and creative industries revitalisation projects tackle urgent problems related to the physical environment, the economy, and society.*

*The main success factors of frontrunners success stories can be:*

- **Key components:** the new or improved functions, assets, services and physical environments that are created through cultural and creative industries revitalisation projects.*
- **Enabling environment & capacity:** the policy and regulatory mechanisms and tools used to make the development happen.*
- **Approach & process:** the vision, leadership, governance and management that is used to drive and oversee development.*



To be completed by each CHIMERA PLUS partner:

<b>Title</b>	<i>The title of frontrunner case in original language</i> Ljubljanski grad
<b>Location</b>	<i>Describe in order: Country, Region, City</i> Slovenia, Municipality of Ljubljana, City Ljubljana
<b>Founded</b>	<i>Year of establishment/ launch (if applicable)</i> 2011
<b>Contacts</b>	<i>Name and contacts of the main representatives (President, Director, etc.) and a general email (ex.: <a href="mailto:ualq@ualq.pt">ualq@ualq.pt</a>)</i> Mateja Avbelj Valentan, Director; 01 306 42 30 (secretary) tajnistvo@ljubljskigrad.si
<b>Webpage</b>	<i>URL or link of Facebook/ LinkedIn pages if the frontrunner does not have an official webpage</i> <a href="https://www.ljubljanskigrad.si/sl/">https://www.ljubljanskigrad.si/sl/</a>
<b>Short Summary</b>	<i>Synthetic description of the frontrunner including overall characteristics or summary (role, implementation scale, etc.). Please, justify based on the relevance of CHIMERA PLUS thematic. [Max. 3 lines written]</i>  Ljubljana Castle programmatically connects public cultural institutes, tourist associations and other performers of cultural and tourist events in the public interest. The Institute plans, shapes and promotes the complete tourist offer around Ljubljana Castle and its surrounding through adapting and applying the following urban contents and principles: <ol style="list-style-type: none"><li>1. Green politics</li><li>2. Urban sustainability</li><li>3. Urban Mobility</li><li>4. Environmental protection activities</li><li>5. Conservation of existing plant species</li></ol> Ljubljana Castle operates a funicular railway and thus connects the city centre with the castle hill.

1. Key components	Cultural, creative and heritage elements	<p><i>Describe cultural, creative and heritage elements relevant for the frontrunner case (e.g. cultural/creative anchor tenants, involvement and impact provided by other cultural/creative organisations, cultural/creative events and activities, local historic buildings in use, learning or business support services to help local people access cultural/creative jobs). [700-900 characters]</i></p> <p>Due to its dominant location, the Ljubljana Castle, a magnificent late medieval fortress, has long been a symbol of the Slovenian capital, and remains so even though it has experienced various fates and its purpose has changed over the centuries. New possibilities and opportunities for the development of the Castle arose with the establishment of the Ljubljana Castle Public Institute in 2011. Throughout the year the Ljubljana Castle provides domestic and foreign visitors with an insight into the history of the castle, the city below and the wider Slovenian region through the following permanent exhibitions: Slovenian History, the Penitentiary, the Virtual Castle, iLjubljana, Castle Weapons and Museum of Puppetry, many music, dance, film and exhibition events (for adults and children), as well as social gatherings, protocol events, weddings, various culinary experiences, etc., give this tourist attraction the mark of a vibrant cultural and social centre. From the very beginning of the renovation, experts from the City Museum of Ljubljana and the Institute for the Protection of the Cultural Heritage of Slovenia were included in the project.</p>
	Infrastructure and service	<p><i>Describe basics of the environments that are created through CCIs urban revitalisation and transition projects towards urban sustainability, highlighting the combination of urban infrastructure with restored heritage, new cultural provision, and creative industries development (eg. public and green spaces, digital infrastructure, sustainable transport, sustainable real estate development, affordable housing, sustainable services for the community). [700-900 characters]</i></p> <p>Trough Ljubljana Castle urban revitalisation of complex historical objects new content of CCI industry (galleries, museum premises, puppet theatre etc) were combined with commercial contents such are caffe shop, souvenir shop, conference room for renting, but also it was very important to give surrounding spaces new purpose for gathering and education, following strict need for sustained planning and ecological requirements.</p> <p>At the beginning of 2018, the operation of the Ljubljana Castle Public Institute gained a new impetus when the City</p>

		<p>of Ljubljana decided to assign it the management of one of the most interesting and popular hostels in the world – Hostel Celica. With the past work and experience, along with the cooperation and support of the founder, and by connecting with other stakeholders in the field of tourism and culture in the city, they are continuing and building upon the successful story of Hostel Celica. There are various sustainable options for accessing the Castle Hill.</p> <p>In addition to the castle’s many special features, such as the ancient frescos, the castle vine, the sgraffito paintings in the Archers’ Tower, and the preservation of Plečnik’s heritage of ramparts turned into a promenade (Šance), as well as the landscaped paths on the Castle Hill, which lead all the way to the Castle Vineyard on the southern slopes, the Ljubljana Castle not only offers all-day adventures, but, with the broader surroundings, represents a popular promenade overlooking the city, which, out of care for the preservation of the castle’s green environment, can be accessed with the panoramic funicular.</p> <p>Sustainable transportation: In seeking to preserve the natural environment in the wider area of the Castle Hill, The modern and unobtrusively designed funicular complements the traditional cultural identity of the Ljubljana Castle and connects castle with the old town centre.</p> <p>Ljubljana’s “Urban” electric train offers an attractive circular tourist route that links the city’s major landmarks from the City Hall to the Ljubljana Castle, including Špica (near the entrance to the Botanical Gardens), the Trnovo Pier, the Plečnik House in the Krakovo district, the Roman wall, Križanke, the renewed main street Slovenska cesta, Congress Square, parliament and the inner-city street Prešernova cesta. Bike paths to the Castle with stand in front of the castle entrance to fast bicycle.</p> <p>Walking paths where visitors can enjoy a bird’s eye view of the beautiful streets, houses, and markets of the Old Town.</p>
	<p><b>Sustainability</b></p>	<p><i>Describe how the frontrunner project contributes to the achievement of urban sustainability, helping to improve regional and territorial urban regeneration practices, making processes more efficient and minimizing environmental impact. [700-900 characters]</i></p> <p>The public institution Ljubljana City creates an annual work plan that has been approved by city council. While creating work plan, management work closely with city architects and historians restorers. Planned objectives must incorporate Bio-Eco-Green-smart demands such are: zero plastic waste, smart lightning, energy efficiency, tap water usage and green accommodation. By adopting urban mobility best practices in bike transportation and electric transportation they are trying to minimize transportation impact on environment.</p>

	<b>Transferability</b>	<p><i>Describe if and how the frontrunner case can be adapted to your local context. [700-900 characters]</i></p> <p>Frontrunner case/model can be adapted to local context in Sarajevo especially in management organisation where role of the cultural institution founder is important but also involvement of multidisciplinary specialists to meet demands in sustainable urban planning. This model can give insight how to address main challenges, how to set up indicators and evaluate results and how to plan future contents. Model of strategic planning with involvement of all necessary institutions is crucial as well building networks with local organisations to gain quality maintenance and constant arrival of visitors/tourists. Also model of permanent aspiration of incorporation of Bio-Eco-Green-Smart demands can be transferred, using good practice examples.</p>
<b>2. Enabling environment &amp; capacity</b>	<b>Vision &amp; decision-making</b>	<p><i>Describe shortly the role and vision of frontrunners local policy making, explaining if by chance it was necessary to activate specific planning or decision-making measures (for example: creation of new legislation, release of financial support, establishment of appropriate governance structures, modification of pre-existing rules) (700-900 char.).</i></p> <p>The Ljubljana Castle has been owned by the city since 1905, when the then mayor Ivan Hribar purchased it from state authorities. In late December of 2010, at the beginning of the Mayor Zoran Janković's second term, the City Municipality of Ljubljana established the independent public institute Ljubljana Castle. The institute organizes and conducts cultural, artistic, touristic and other events with the purpose of developing a comprehensive cultural and tourist offer. Here, the treasures of cultural heritage preservation intertwine with eclectic contemporary art by Slovenian and foreign artists. Within the framework of youth programmes, the institute conducts pedagogic and adult education projects related to the castle and its surroundings. The Ljubljana Castle institute preserves and promotes the castle's material and intangible heritage. At the very beginning of the initiative for revitalization of the Ljubljana Castle, an expert group was created of various experts from architecture, environment, horticulture, monument conservation, to create a strategic development plan. The decisions and plans that were made helped local authorities to conduct and finance activities. Public institute Ljubljana Castle annually enacts a working plan that the city council approves. The working group is still present in monitoring execution of development plans as well in shaping and adopting new initiatives and demands. The citizens are not directly included in the decision making but through their city council representatives. The city mayor is open for citizens' questions and initiatives once a week through local radio show.</p>
	<b>Challenges</b>	<p><i>Provide a description of the frontrunners context focusing on urban environment, economic and social needs, challenges and barriers the intervention needed to address (eg. New sustainable uses for large vacant and/or dilapidated buildings, no green spaces for culture or creativity, lack of affordable and sustainable cultural services). Describe the role and the vision of local policy makers. (700-900 char.).</i></p>

		<p>Upon city of Ljubljana mayor initiative, working multidisciplinary group has been established in order to give “new life” to this historical site. Main challenges they were focused were preservation of valuable historic buildings, incorporation of new contemporary contents, incorporation of green planning guidelines and urban mobility demands. Also, they were focused on development of economic aspect running the institution. Challenges were also to emphasise two different aspects, cultural/educational and commercial contents. Giving new life and purpose to large green areas with valuable vegetation was a big challenge as well traffic solutions (pedestrians paths, motor vehicle access, and parking). Access and creation of contents for vulnerable groups as well as for people with disabilities were also one of the challenges. As Ljubljana as a city is awarded in 2016 as European Green City, new urban sustainable demands such as environmental solutions and bio-sustainable approaches were challenges needed to be met.</p>
	<p><b>Opportunities</b></p>	<p><i>Provide a description of the opportunities the frontrunners case helped to realise (eg. Develop culture and heritage assets for urban sustainability, re-orient the local economy towards creativity, innovation and sustainability, develop distinctive local character). (700-900 char.).</i></p> <p>With careful attention towards and protection of the cultural heritage, Ljubljana Castle prepare programmes based on the stories of the Slovenian people or stories that are directly related to the Ljubljana Castle. In addition to the castle’s many special features, such as the ancient frescos, the castle vine, the sgraffito paintings in the Archers’ Tower, and the preservation of Plečnik’s heritage of ramparts turned into a promenade (Šance), as well as the landscaped paths on the Castle Hill, which lead all the way to the Castle Vineyard on the southern slopes, the Ljubljana Castle not only offers all-day adventures, but, with the broader surroundings, represents a popular promenade overlooking the city, which, out of care for the preservation of the castle’s green environment, can be accessed with the panoramic funicular.</p> <p>In seeking to preserve the natural environment in the wider area of the Castle Hill, the modern and unobtrusively designed funicular complements the traditional cultural identity of the Ljubljana Castle and connects castle with the old town centre.</p>
	<p><b>Community involvement</b></p>	<p><i>Describe the impact of the frontrunner case in the community: how the community was involved in all the stages of the initiative (eg. Engagement and listening to groups and individuals, participatory process in design of strategic plans, activities' planning). Please, provide also a brief description about the impact of the frontrunner case in the community: Education of citizens, schools, Adaptive reuse for creative use, External promotion and branding, Affordable housing, etc. (700-900 char.).</i></p>

		<p>A public tender was issued to obtain the most suitable solution for the reinvigoration of the castle. From the very beginning of the renovation, experts from the City Museum of Ljubljana and the Institute for the Protection of the Cultural Heritage of Slovenia were included in the project, as one of the principal guidelines of both the professional public and the citizens of Ljubljana was that the original image of the castle should remain unchanged as far as possible. All public institutions were involved in process of creating strategic plans from the very beginning. Revitalization and adaptation projects were developed as well as new projects for necessary contents that were missing. The local community is actively involved in shaping the contents. They are included in the decision making through their city council representatives and their initiatives and ideas are shaped through multidisciplinary working groups and adopted in respect of the development plans. Public spaces are open for educational purposes and outdoor schools. The Ljubljanski Grad has a huge impact as a model how to reuse space for cultural purposes and it contributes in the city's branding as a cultural tourist destination. By revitalization and reuse of old detention buildings into affordable hostel facilities, the intention was to accommodate affordably visiting artists that contribute to the mobility of local artists as well as visiting ones.</p>
	<p><b>Networking</b></p>	<p><i>Describe the relation so far established by the frontrunner case, if it has developed "trust building" generalized to municipal, regional, national and international scale.</i></p> <p>The public institution Ljubljana City organizes and implements cultural, artistic, tourist and other activities and events with the aim of promoting comprehensive cultural and tourist offer and programs at all ages. While preparing and realizing the content, the focus is primarily on the cultural heritage and history related to the Ljubljana medieval fortress.</p> <p>In this way, it contributes to the diversity of the city and its cultural offer, and at the same time through the visits of tourists and through their experiences, Slovenia is being promoted across the world.</p> <p>The public institution Ljubljana City has developed relations with cultural institutions on local and national level in order to contribute to the general cultural sector but also networking has been established with local public institutions in order to maintain complex contents. The main goal is to have a satisfied visitor who will come back again, so working with touristic organizations is important as well as networking with educational institutions.</p>
<p><b>3. Approach and process</b></p>	<p><i>Describe in a synthetic way the activities with respect to the objectives to be pursued, highlighting the management approach adopted and the strategic process in shaping and implementing the frontrunners cases/success stories. Briefly focus on the governance model and on the leadership of the audience of actors involved in the project. (700-900 char.).</i></p>	



	<p>The internal organizational structure is regulated by the Manual of internal organization for work and its classification. The following departments were organized in the institution: Human Resources and General Affairs Service, Accounting, Public Relations Service, Technical Service, Marketing, Cultural and Artistic Program, Hotel Celicia - Hotel Accommodation Services and Economy</p> <p>Human resources development is a systematic and planned process of procedures and measures and is intended for professional, work and personal development of employees. This leads to satisfied, proactive, motivated and committed employees, who based on the acquired knowledge, skills and values contribute to the achievement of the strategic goals of the institution.</p> <p>The process of human resource development and management is based on strengthening human resources such as interviews with employees, targeted education and training of employees, motivation and effective promotion of employees, care for their health and safety at work, reconciling the private and business lives of employees and promoting good communication between employees. The institute strengthens its power by informing employees at least once a year about the planned activities of the current years. Along the preparation of an anonymous survey, the content is promoted as well as the goals and improvements in all areas of the institute.</p> <p>Employees are a key factor in creating the value of monitoring socially responsible content and goals, thereby meeting the norms in the fields of environmental protection, health, safety, and operation. Employees are the main actors in sustaining the goals of institutions and promoting thinking about the importance of sustainability and environmental protection.</p>
<p><b>4. Results</b></p>	<p><i>Describe in a detailed and synthetic way the results of the case and the impact produced. Please consider it under a technical point of view. If possible, insert quantitative indicators of the results achieved. (700-900 char.).</i></p> <p>The City of Ljubljana has experienced intensive development in the past. As a tourist destination, the city is strategically oriented towards cultural tourism in a broader sense. This includes a wide range of genres from heritage, film and culinary and wine tourism festivals, defines and fashion experiences life of the local population. The use of renewable energy sources, improved waste management, putting citizens first and improving the quality of life, raising environmental awareness among citizens, long-term sustainable development strategies, impressive transport networks, all the above positioned the city of Ljubljana as the green capital of Europe. The achieved results of the project so far:</p> <ul style="list-style-type: none"> <li>- network expansion of art residencies for the local population and for foreign artists</li> <li>- support of participatory cultural projects and programs that strengthen social cohesion and the inclusion of members of vulnerable groups in social life</li> <li>- improved international communication with the aim of even stronger positioning of Ljubljana as a globally recognizable city</li> <li>- positive outcomes of support for various cultural projects</li> <li>- setting up a system that enables easier implementation of investment projects</li> <li>- satisfied locals and tourists,</li> </ul>

	<ul style="list-style-type: none"> <li>- improved accessibility and sustainable mobility,</li> <li>- international awards and recognitions</li> </ul>
<p><b>5. Financial resources &amp; sustainability</b></p>	<p><i>Please provide detailed information about the costs and the financial sustainability of the frontrunner case with emphasise on total financial investments, sources of financial investment (Public-private investment, tax breaks), potential incomes (sources and yearly amount). Refer to the financial sustainability of the initiative, explaining what are the positive impacts for the CC sector (production, cohesion, job opportunities, etc.) and the elements or perspectives that can guarantee progressive results in the short/medium/long term.</i></p> <p>With the expansion of business, the number of jobs increases, and thereby the entire environment directly gains profit. Before 2019, Ljubljana City had a turnover of 8.5 million with expenditures of 4.3 million. The city of Ljubljana was financed by 20% of the budget, the rest by revenues.</p> <p>Short-term use and renting of space for a wide range of social events such as receptions, conferences, promotions, concerts, press conferences, weddings, videos, etc. are one way of funding for the institution. Another type of financing is specially created spaces which are leased, within the institution whose contents and activities is not directly managed by this institution: cafes, restaurants, gallery spaces, etc. These spaces enable the development of small and medium enterprises that contribute to financing and self-sustainability of the institution of City of Ljubljana.</p> <p>Since most of the revenues came directly from the tourist arrivals, the Covid-19 pandemic extended the concept because most of the revenue was kept to a minimum, so they were forced to find another way of financing mostly from the budget of the city of Ljubljana.</p>