Internal city marketing: Positive activation of inhabitants through supported voluntarism

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INTERNAL CITY MARKETING: POSITIVE ACTIVATION OF INHABITANTS THROUGH SUPPORTED VOLUNTARISM

Abstract

Urban settlements which were planned and established during the socialist period either in their entirety or partially (in form of fast-growing districts) can be found all over Central and Eastern Europe. In most of them authorities have been fighting numerous economic and social problems, many either caused by, or stemming from, lack of social cohesion. One visible sign of such problems are neglected public spaces, often doomed to be in a poor condition due to lack of co-ordinated action. In this paper we demonstrate the importance of social capital and public administration's courage and creativity when applying the tools of internal city marketing for what we call 'supported voluntarism' aimed at positive transformation of public spaces in a post-socialist residential neighbourhood using the Slovenian post-socialist city of Velenje as a showcase.

Keywords: internal city marketing, supported voluntarism, urban revitalisation

1. Introduction

Almost two thirds of over 300 million people in Central and Eastern Europe (CEE) live in urban settlements which were planned and established during the socialist period either in their entirety or partially (in form of fast-growing districts). Only a small minority managed to survive the transition from planned to market economy without much disturbance and have been prospering to this day. The majority has been fighting numerous economic and social problems; the issue of how to improve quality of life and social cohesion in post-socialist urban settlements being among the more prominent ones.

The profile of the so-called 'post-socialist city' is described by Seiler-Fliege (1999). These are compact cities with relatively homogenous functional areas and with a limited extent of suburbanisation. City centre is of a major functional importance with prevalent tertiary and residential functions, and is easily accessible by means of [public] transportation. Economic activity is focused on large enterprises in over-dimensioned industrial [and service] areas. High priority is given to neighbourhood concepts and extensive green areas. Centrally planned housing construction is based on high-rise housing estates with small standardised flats.

Given that many urban settlements which were planned and established during the socialist period were built from scratch, their only characteristic which does not match the Seiler Fliege profile might be that of decaying old [pre-socialist] housing stock. In the Slovenian post-socialist city of Velenje which is used as a case study in this paper, the few remnants of an aristocratic heritage have been carefully restored and now serve either as representative communal buildings or tourist attractions.

The majority of post-socialist cities across Central and Eastern Europe are facing major identity and community satisfaction problems. These start with their very specific heterogeneous (from the viewpoints of nationality and/or ethnicity, language and religion) population and continue with their modernist (sometimes referred to as 'totalitarian') architecture characteristic for public buildings on one, and highly typical uniform-looking pre-fabricated housing estates with neglected public spaces on the other hand. The public spaces are often doomed to be in a poor condition due to lack of coordinated action.

This lack of coordinated action might be a direct consequence of *individual attitudes of the new owners towards the common property* (including residents' attitudes towards maintenance) as discussed by Cirman et al. (2013). After the downfall of the socialist political system and consequent privatisation, new owners have been accepting responsibilities for their individual units while avoiding them for the common parts, making co-ordinated action difficult as a consequence (Černič-Mali et al., 2003; Lowe and Tsenkova, 2003; Bouzarovski et al., 2010; Milstead and Miles, 2011).

The effects of individual attitudes towards the common property tend to multiply *at the neighbourhood (or quarter) level*. In this paper we show how to overcome them by applying the tools of internal city marketing for what we call 'supported voluntarism'. Our theoretical framework builds on the importance of social capital as well as public administration's courage and creativity when applying the tools of internal city marketing to support voluntary action. By describing the case of the Slovenian post-socialist city of Velenje, we demonstrate the necessity of the local community's direct involvement in decision-making processes on urban development projects.

Both our field work and an important part of the Velenje pilot action implementation are financially supported by the ReNewTown project which is why we first briefly describe its key features and outcomes. We then continue with a short discussion of the roles social capital and city marketing play in the processes of urban regeneration. Finally, we present the parameters of the supported voluntary action in the field along with evaluation of outcomes, lessons learned, and identification of future research challenges.

2. The ReNewTown project

The project with the title *New Post-Socialist City: Competitive and Attractive* (in short the ReNewTown project: http://www.renewtown.eu) has been funded by the Central Europe Programme co-financed by the European Regional Development Fund. Its primary focus is on reduction of disparities in improved quality of post-socialist urban environment (not only by positive transformation of residential landscapes but also by improved quality and accessibility of public spaces, increased provision of cultural and social events, increased

support of entrepreneurial initiatives, etc.). To this end, several model approaches have been identified and four pilot actions implemented in post-socialist cities from four different Central and Eastern European countries (Czech Republic, Poland, Slovakia and Slovenia).

The core six models are those directly related to the ReNewTown project key areas (Ograjenšek, 2013):

- Improved provision of local cultural and social events. Improved public spaces between blocks of flats.
- Provision of support for the development of small business operators in the area of blocks of flats.
- Improved attractiveness of the architecture of the socialist-period building.
- Promotion of the local community involvement in events organized in its quarter.
- New functions for structures from the period of socialism.

Further to these, other models of socialist urban heritage revitalisation we managed to identify in the framework of the ReNewTown project focus on:

- Use of voluntary work to improve post-socialist urban environment.
- Improved awareness of the socialist urban heritage through communication channels. Improved energy efficiency of buildings from the socialist period.
- Direct involvement of the local community in decision-making processes on urban development projects.
- Shared responsibility between owners and users for maintaining building structures (not necessarily built during the socialist period but neglected during this time).
- Improved attractiveness of structures intentionally neglected during the period of socialism (1945-1989/1991).

We also acknowledge the fact that sometimes *demolition of existing structures* needs to pave the way for revitalization efforts. The main issue in such cases is the challenge to assign the proper contents to newly created empty spaces.
Each of these models is presented and described in the core ReNewTown project publication entitled *Post-Socialist City: A Role Model for Urban Revitalisation in the 21st Century*. This *Handbook of Models* contains numerous practical examples of identified models' implementation from the Czech Republic, Germany, Poland, Slovakia and Slovenia along with valuable lessons learned. These were provided by individuals directly involved in models' implementation processes in their communities. They were not only given the opportunity to describe the positive aspects of their achievements, but also to state what they would do differently were they to launch the same project from scratch.

The *Handbook of Models* further builds on three important ReNewTown project pillars which are available online:

- database of pilot actions: http://www.renewtown.eu/pilot-actions.html
- database of good practices: http://www.renewtown.eu/good-practices.html
- database of initiatives: http://www.renewtown.eu/initiatives.html

Finally, the Handbook also contains a showcase of benchmark analysis comparing attitudes of people living in post-socialist cities (Slovenian cities of Velenje and Nova Gorica are used as illustrative examples) with the attitudes of adult population in a selected country (in this case Slovenia) towards urban development (past, present, and future), trends in population and business development, as well as social capital, social responsibility, values, and happiness.

3. The role of social capital in urban regeneration

In the literature social capital has been identified as an important factor affecting housing renovation and renewal (Cirman et al., 2013). The concept of social capital has been increasingly employed to denote the ability of the actors involved to participate, co-operate and mobilise to attain a common goal through co-ordinated action.
Putnam (1993) refers to social capital as the "features of social organization, such as networks, norms and trust, that facilitate coordination and cooperation for mutual benefit" (Putnam 1993:36), and several analyses have highlighted its significance in neighbourhood change and regeneration (Forrest and Kearns, 2001; Purdue, 2001; Bridge, 2006; Kleinhans et al., 2007), as well as urban regeneration (Centro Bull and Jones, 2006), slum clearance

(Taylor, 2000) and management of multi-unit residential buildings (Yau, 2010).

Starting from the context in which civic capacity, i.e. the collective action, is required to replace the state's provision of services, Saegert et al. (2002) identify three components of social capital: participation in resident associations, pro-social norms, and a building's formal organisation. A similar operational definition of social capital and of its components was used by Temkin and Rohe (1998). In their study of fostering community development, social capital is defined as consisting of two main components. The first is the socio-cultural milieu, measuring residents' commitment and attachment to the neighbourhood. The second is the institutional infrastructure, measuring the organisational ability of the neighbourhood to act in its common interest, and to turn commitment into effective collective action. A combination of both components was found to be the key determinant, making neighbourhoods with larger social capital less likely to decline.

The important role the social capital plays for the renovation activities in multi-dwelling buildings was also demonstrated by Cirman et al. (2013). The renovation probability was found to be positively affected by both components of social capital according to the operational definition provided by Temkin and Rohe (1998). The first component, defined and measured as the socio-cultural milieu, encompassing a positive attitude to one's neighbours and an ability to reach an agreement, revealed a positive impact on renovation. The second component – the organisational ability of owners to act collectively – also turned out to be very important.

We believe the existence of these two social capital components at the neighbourhood (or quarter) level to be the necessary prerequisites for implementation of what we call the "supported voluntarism" approach. Our preliminary (descriptive) empirical evidence in support of this belief is summarized in the subsequent Velenje case study.

4. The role of city marketing in urban regeneration

In a global world the struggle for attention, preference, and funding, makes it very important for cities to clearly differentiate themselves and to consistently communicate to the world what makes them different and worthy of a permanent (business or individual) residence on one, and a tourist visit on the other hand.

The task of communication falls to *city marketing*, which Smyth (2005) defines as a promotion of a city (or a district within a city) with the aim of drawing attention to preselected activities which take place there. It is used to alter the external perceptions of a city with different (sometimes not necessarily compatible) goals, such as to motivate business relocation; to attract resident immigration; and to encourage tourism development.

City marketing can take place organically or strategically. *Organic city marketing* is only possible in cities with centuries of history such as Jerusalem, Rome or Berlin. No unified strategy to market such cities has ever been established and can ever be established because of a huge variety of cultural attractions they give home to. It falls to disorganized stakeholders (ranging from representatives of the local population to visitors and conquerors) to glorify their past and make significant contributions to their present and future. In this endeavour they are following their own master plan, which is often not compatible with master plans elaborated and implemented generations before them. This is particularly true for architectural imprints the totalitarian regimes of the 20th century made on the cities from this group: for example Mussolini's in Rome and Trieste, Hitler's in Berlin and Garmisch-Partenkirchen, Ceaușescu's in Bukarest, Soviet in Warsaw, and so on.

On the other hand, *strategic city marketing* is typical for cities built from scratch: young cities which need to differentiate themselves from their counterparts for the eyes of their contemporaries, and thus need their stakeholders to present a unified front. The worldwide best known example of a city from this group is Las Vegas, established at the beginning of the 20th century, and now universally reputed as the Entertainment Capital of the World. When looking for Slovenian examples, the cities of Velenje and Nova Gorica can be presented. Both were planned and built in the 1950s and 1960s, but for entirely different reasons:

- Velenje, which today is one of the most important industrial centres of Slovenia (with a coalmine, an electrical power plant as well as an important European household appliances producer to employ the wives of the coalmine workers), was a designated city of light and gardens for miners who spend half of their day in the darkness of the pit;
- Nova Gorica, which today is one of the most important service centres of Slovenia (with highly

developed tourism industry built around numerous casinos) was created to outshine the 'old' Gorica (Gorizia) which became part of Italy after the World War 2.

Both types of city marketing – the organic and the strategic one - pursue the same goal: that of obtaining cultural and economic benefits to guarantee both preservation and further city development. It has to be pointed out that these days generally they both co-exist, as the difficulty to construct the perception of a city solely with strategic efforts is broadly recognised. Consequently, the organically generated word-of-mouth (in this day and age primarily in its electronic form) cannot be denied importance.

In the framework of this paper, internal (citizen-oriented) as opposed to external (visitor-oriented) strategic city marketing is of specific interest. In the subsequent Velenje case study we show how citizen-oriented city marketing can help strengthen the community and facilitate voluntary involvement of citizens into (re)development activities managed by city authorities.

5. Post-socialist city of Velenje: a case study

5.1 History of Velenje

Documents mention the Velenje market square for the first time in 1264, while the earliest reference to the castle rising above it can be found in the historic records of 1270. The market square of Velenje began to mildly prosper at the end of the 19th and in the beginning of the 20th century, when a coalmine was opened in its vicinity.

However, it was only after 1950 that, in response to an increased demand for coal, the need for a modern town became apparent.

Figure 1 The City of Velenje

Source: Municipality of Velenje.

Table 1 Selected Indicators for Slovenia and Velenje

Indicator	Slovenia	Velenje
Population density (pop./km2), 1.7.2010	101	396
Migration (per 1.000 inhabitants), 2010	-0,3	-14,2
Net population increase (per 1 000 inhabitants), 2010	1,6	-11,0
Average age (years), 1.7.2010	41,6	40,5
Students (per 1000 inhabitants), 2010	52	57
Average gross wage index (index, SI=100), 2010	100	93
Average net wage index (index, SI=100), 2010	100	94
Social security beneficiaries (per 1000 inhabitants), 2010	46	90
Registered unemployment rate (%), 2010	10,7	12,4
Activity rate (%), 2010	58,8	57,9
Number of apartments per 1000 inhabitants, 31.12.2010	412	380
Cars per 100 inhabitants, 31.12.2010	52	49

Source: Statistical Office of the Republic of Slovenia, 2013

This new town was supposed to be built in place of the initially proposed cottages for numerous miners from the entire Yugoslavia (having very heterogeneous backgrounds, speaking different languages and practicing different religions).

Under the leadership of the then Director of *Rudnik Velenje*, Nestl Žgank, architects and urban planners of *Slovenija Projekt* from Ljubljana, led by the architect Janez Trenz, started developing plans for a modern city with approximately 30,000 residents.

Žgank's motto that "… the dwelling places of miners, who spend half of the day underground, should be filled with light and sunshine…" resulted in a contemporary, modernistic town with free-standing structures situated in large, green areas. Unfortunately, for a variety of reasons, the town planners later did not continue with the implementation of this concept. Nevertheless, they managed to preserve the late modernistic character of the city centre,

which makes it one of only a few in Europe (see Figure 1).

Unprecedented expansion of the settlement with more than 20 large buildings having been built in only two years astonished the entire country. On 20 September 1959, the day designated as a municipal holiday, Velenje was awarded the city rights. At present it is the fifth largest city in Slovenia. Selected indicators comparing Velenje with Slovenia are included in Table 1.

Table 2 Building Typology Structure in the Respondents Neighbourhood in Slovenia and Velenje

What kinds of buildings are prevalent in your neighbourhood? Are they...	Slovenia (n = 328)	Velenje (n = 303)
	In %	
Family houses	31.8	30.1
Low-rise apartment buildings (up to 4 storeys)	34.8	15.3
High-rise apartment buildings (5 storeys or more)	30.1	52.8
Other	3.3	1.5
I do not know, I cannot say	0.0	0.4
Total	100.0	100.0

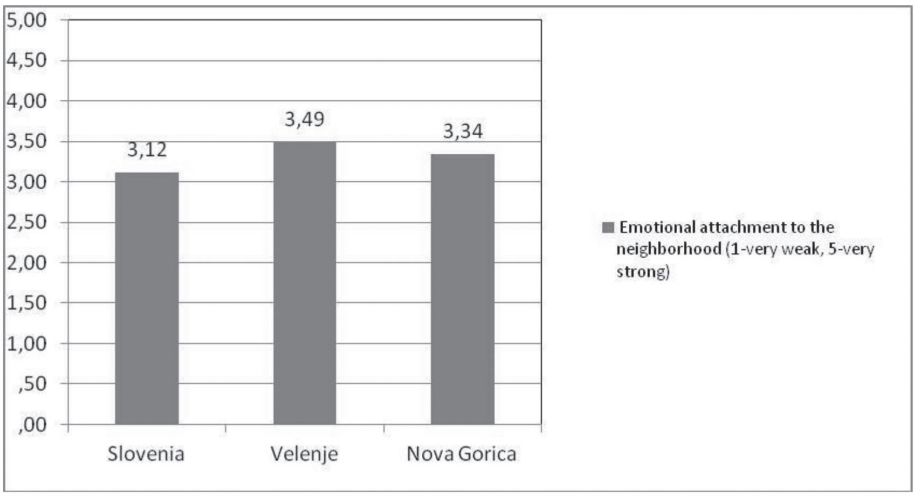
Source: 2012 ReNewTown Telephone Survey on Quality of Life.

Specific characteristics of past urban development in Velenje are also evident from the current structure of dwellings (see Table 2). Velenje demonstrates a much higher percentage of households living in neighbourhoods with high-rise apartment multi-dwelling buildings than Slovenia as a whole.

In terms of the aspects of social capital, respondents living in Velenje are relatively strongly attached to their neighbourhood, more so than, for example, those of another Slovenian post-socialist city of Nova Gorica and much more than the average attachment to the neighbourhood in Slovenia (see Figure 2). While 16% of respondents in the Slovenian sample feel very weak attachment to the neighbourhood, the respective share of respondents for Velenje (6.1%) is significantly lower. Almost one fifth of respondents in Velenje feel very strong attachment to their neighbourhood.

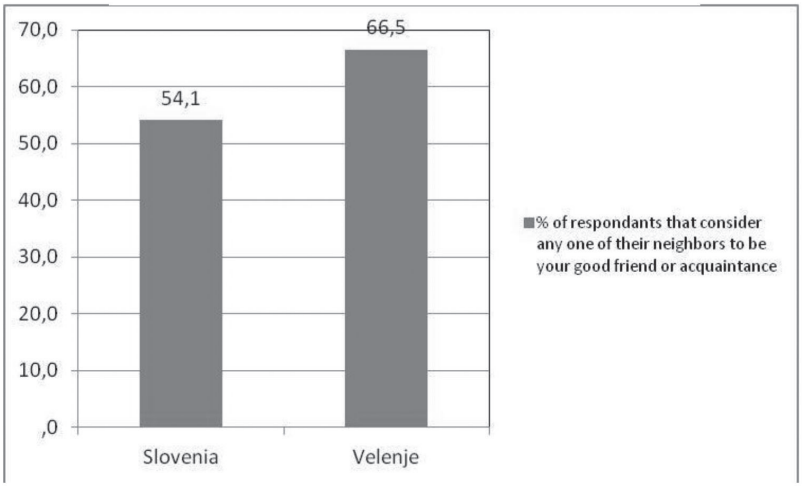
Strong attachment to the neighbourhood and its residents in Velenje is also evident from the high percentage of respondents claiming that they know most of their neighbours compared to the Slovenian average (see Figure 3). In Velenje two thirds of respondents know most of their neighbours compared to 55% in Slovenia. In addition, two thirds of residents also consider their neighbours as their very good friends or acquaintances.

Figure 2 Emotional Attachment to the Neighbourhood in Slovenia, Velenje and Nova Gorica



Source: 2012 ReNewTown Telephone Survey on Quality of Life.

Figure 3 Social Ties with Neighbours in Slovenia and Velenje

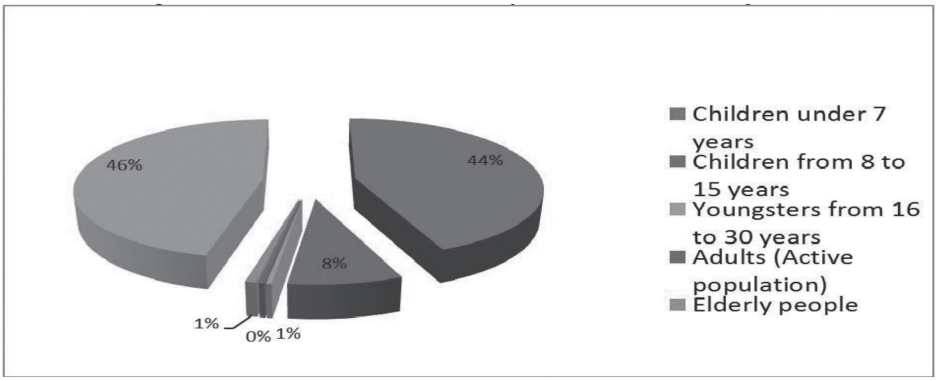


Source: 2012 ReNewTown Telephone Survey on Quality of Life.

5.2 History of the voluntary work in Velenje

Velenje has a long and outstanding tradition of voluntary work. In the 1950s and 1960s both the necessary infrastructure as well as administrative and housing units in the city had been built with the help of volunteers.

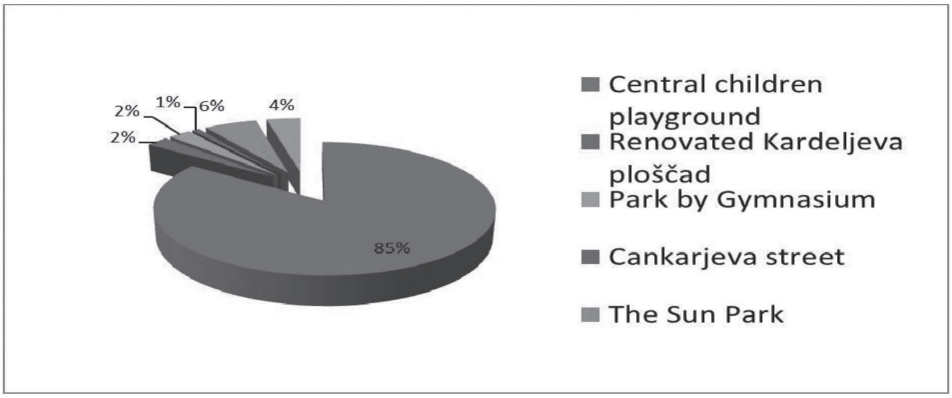
Figure 4 Who Should Be the Main Beneficiary of the Revitalised Public Space?



Source: Velenje Pre-Pilot Implementation Household Survey.

This tradition continues to the present day as demonstrated by the voluntary work of the Velenje coalminers with regard to the maintenance of the recreational centre Golte[1], as well as initiatives implemented by the *Youth Centre Velenje* and *Velenje Brigadiers Society* (e.g. renovation of the open air cinema in Velenje[2]. That is one of the main reasons why, within the ReNewTown project, Velenje was chosen as a showcase for voluntary work: building on direct involvement of the local community in decision-making processes on, and implementation activities in the framework of, urban development projects from the start, thus creating a strong case of internal (citizen-oriented) city marketing aimed at achievement

Figure 5 Which Existing Public Space in Velenje Should Serve as a Role Model for the Pilot Area?



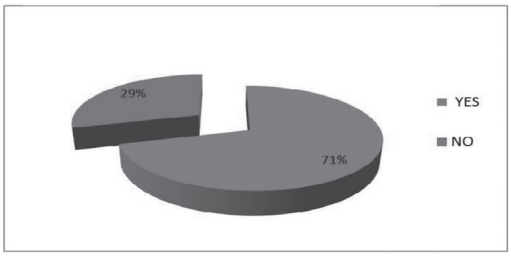
Source: 2012 ReNewTown Telephone Survey on Quality of Life.

of long-term community creation and community satisfaction goals.
Selected results of the Velenje pre-pilot implementation survey of the pilot action area households are summarized in Figures 4-6. These provide answers to the following questions:

- Who should be the main beneficiary of the revitalised public space?
- Which existing public space in Velenje should serve as a role model for the pilot area?
- Would you be willing to participate in the voluntary pilot action implementation project?

The survey was carried out in September 2011 and included 228 out of 581 households in the neighbourhood (39.2%).

Figure 6 Would you be Willing to Participate in the Voluntary Pilot Action Implementation Project?



Source: Velenje Pre-Pilot Implementation Household Survey.

5.3 Background information on the ReNewTown pilot action in Velenje

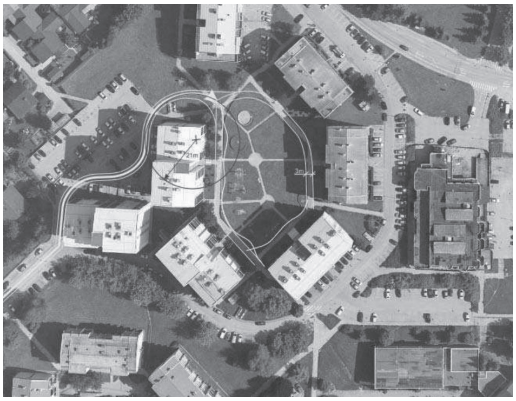
The ReNewTown pilot action in the City Municipality of Velenje was designed to preserve both tangible and intangible heritage of the target area and target period.
The pilot action area is a public space between blocks of apartments in the Local Community of Gorica on the Koželjskega Street – one of the multicultural residential parts of Velenje.
The Local Community of Gorica (*Krajevna skupnost Gorica*) is one of the youngest settlements within the City Municipality of Velenje: it was established on 17 June 1986.
It is mainly a satellite settlement (established in the 1970s), providing housing for workers of *Rudnik Velenje* (Velenje coalmine), *Gorenje Velenje* (home appliances manufacturer), and *Termoelektrarna Šoštanj* (electricity producer). Consequently, it only features service establishments. Apart from the school, the kindergarten and a post office, several retail outlets, food and hospitality establishments, as well as personal services providers can be found in the area, but there are no industrial enterprises (see Figure 7).
With its 4,382 inhabitants (in June 2012) and the surface area of 103.43 ha the Local Community of Gorica is the second largest settlement in the City Municipality of Velenje, featuring 18 blocks of flats (with 1045 apartments) and 378 private houses. The local kindergarten was attended by 159 children and the local primary school by 395 pupils in 2011.

Figure 7 Aerial Photo of the Local Community of Gorica

Source: Municipality of Velenje

The population structure by nationality is very heterogeneous; apart from Slovenians (who represent the majority) it also includes Bosnians, Croats, Serbians, Roma, etc. The target public space is surrounded by 6 apartment blocks (see Figure 8). The size of the area is 3,386 m^2.
Before the pilot action implementation the public space was used as a children playground and a park (see Figure 9).

Figure 8 Aerial Photo of the Pilot Action Target Area



Source: Municipality of Velenje

Figure 9 The Pilot Action Target Area Before Renovation

Source: Municipality of Velenje

The voluntary action of renovation aimed to strengthen the community by facilitating the intergenerational and multicultural dialogue when creating and later on maintaining a multi-functional public space (see Figure 10) catering to the needs of all generations living in its vicinity (please note the children playground after renovation still encompasses an area of 2,076 m^2).
The ReNewTown pilot action in Velenje was financed through the Central Europe Programme co-financed by ERDF with EUR 6,166 for preparation of the relevant project documentation and EUR 43,336 for implementation of relevant construction site activities. In addition, sponsors and donors contributed EUR 28,887.

Figure 10 The Pilot Action Target Area After Renovation

Source: Municipality of Velenje

Volunteers contributed 1,567 hours of work (their hourly fees ranging between EUR 5.00 and 10.00). In all their activities they were heavily supported by the municipality project team. Hence the term "supported voluntarism".

5.4 Lessons learned

The voluntary action of public space renovation in Velenje aimed to strengthen the neighbourhood community by facilitating the intergenerational and multicultural dialogue when creating and later on maintaining a multi-functional public space catering to the needs of all generations living in its vicinity. This generated a positive short-term impact on residents' quality of life and will be continuously monitored for long-term impact.
The pilot action successfully strengthened the membership of the *Velenje Brigadiers Society* as well as the *Youth Centre Velenje*. Heads of several other Local Communities within the City Municipality of Velenje already indicated their interest for organizing similar voluntary actions in their part of the municipality.
Further investments in the pilot area are basically maintenance costs. Municipality is hoping for an arrangement with residents which would reduce vandalism in the area.
The evaluation process carried out with all the stakeholders indicated a high degree of satisfaction with pilot action design and implementation, in particular with internal city marketing activities (e.g. citizen mobilisation).

However, some vital lessons learned in the processes of pilot action implementation and evaluation have to be pointed out:

- The planning process should have taken longer. There was not enough time to think all the project-related issues through. As a consequence, some donors and sponsors were searched for only after it was established at the construction site that their products and/or services were needed.
- The implementation process should have taken longer. Originally it was planned that voluntary work will take two working weeks and be finished by 13 July 2012 (in reality it was completed on 20 July 2012). Some activities simply demanded a longer implementation time (and some sponsors and donors had a much longer than expected reaction time).
- It would have made sense if more ground preparation and construction work had been done using heavy machinery before the kick-off of the voluntary work.
- It would have made sense to elaborate a daily action plan for activities on the construction site: a clear timeline with clear tasks and responsibilities would have been much appreciated and there would have been no need for some groups of volunteers to wait for the other groups to finish with their designated tasks.
- In the future it would make sense to avoid the first 4 weeks of the 12-week summer vacation period when implementing a major voluntary project like that.
- Sometimes a clash of cultures (nostalgic brigadiers vs. capitalist youth) could be observed on the construction site. It would therefore be better to start building a community of volunteers way in advance of the voluntary action implementation.

Finally, volunteers were surprised and hurt by some unexpectedly negative anonymous comments posted on the local discussion forum by a single individual[3]. However, these got drowned in the otherwise overwhelmingly positive local community's virtual and real echo.

6. Challenges for future research

The field practice shows that *at the level of a multi-unit residential building*, there is usually one key person or a small group of key persons who is/are the driving force behind the renovation and revitalisation efforts (Cirman et al., 2013).
The Velenje case indicates that *at the neighbourhood level*, the story is the same: the necessary efforts related to project planning, marketing, implementation, and evaluation demand a small, dedicated, creative and well-organized task group to facilitate local community's direct involvement in decision-making processes on, and hands-on implementation of, urban development projects.
We believe the Velenje model of supported voluntarism to be transferable to any local community which does not lack initiative and support of local decision-makers as it is clear that the Local Community of Gorica would not have been able to implement this project without an outside (municipal) initiative and leadership, as well as relevant

internal city marketing activities to strengthen communal identity and community satisfaction.

It further helps to place an initiative like this in the framework of an EU-, state- or region-funded project with a clearly defined budget, targets and deadlines.

While the Velenje pilot action is set to serve as a good practice example both in Slovenia and abroad (within the ReNewTown project, knowledge dissemination took place in the framework of special *Exchange of Experience Seminars* carried out in the period May – September 2013, in the *Handbook of Models*, as well as in the so-called *Transnational Strategy for City Development*), for us the major research challenge lies in empirical verification of (1) the individual happiness – community satisfaction – social capital – voluntarism – positive urban transformation links[4] on one, and (2) internal city marketing – social capital - voluntarism – positive urban transformation links on the other hand. In the process we plan to build both on the ReNewTown databases of pilot actions, good practices, and initiatives, as well as on the benchmark analysis comparing relevant sample scores from two Slovenian post-socialist urban settlements (Velenje and Nova Gorica) with the sample scores for Slovenia as a whole.

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2 For details see http://www.renewtown.eu/view/items/renovation-of-the-open-air-cinema.html.

3 See http://www.velenje.com/DISKUSIJEsporocila.php?stev=848279.

4 Cirman & Ograjenšek (2014) is an empirical study of community satisfaction's factors and implications in Slovenian post-socialist cities.

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Unutarnji marketing grada: pozitivna aktivacija stanovnika kroz podržani voluntarizam

Sažetak
Gradovi planirani i izgrađeni tijekom socijalističkoga razdoblja u potpunosti ili djelomice (u obliku brzorastućih stambenih naselja) mogu se pronaći diljem srednje i istočne Europe. U većini takvih gradova, gradske se vlasti suočavaju s brojnim ekonomskim i socijalnim problemima, od kojih su mnogi uzrokovani ili povezani s nedostatkom socijalne kohezije. Jedan od vidljivih znakova tih problema zanemareni su javni prostori, često osuđeni na propadanje zbog nedostatka koordiniranog djelovanja. U ovome radu pokazat ćemo važnost društvenoga kapitala, kao i važnost hrabrosti i kreativnosti javne uprave u primjeni alata unutarnjega marketinga grada putem tzv. „podržanog voluntarizma" usmjerenog k pozitivnoj transformaciji javnih prostora u post-socijalističkim stambenim naseljima. Kao primjer koristit ćemo slovenski post-socijalistički grad Velenje.

Ključne riječi: unutarnji marketing, podržani voluntarizam, urbana revitalizacija