



Mikser

EUPOLIS GUIDE FOR REPLICATION OF SOCIAL- CULTURAL- URBAN HUBS

Mikser House Experience

Impressum

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TABLE OF CONTENTS

05

Introduction

07

Purpose of the Guide

08

Understanding the Social-Cultural Urban Hubs

09 Importance of Social-Cultural Urban Hubs
in Sustainable Urban Development

11 Bridging Institutional Gaps

15

**Case Study: The Mikser House Model -
A Catalyst for Urban Regeneration**

20 Innovative Sustainability Model

22 Vision & Mission

25 Urban Context

29 Organizational Model

30 Building Typology

32 Program and Activities

34 Space Programming

40 Organizational Structure

42 Stakeholders

43 Audience

50 Business Model and Financial Sustainability

55

**Step-by-Step Guide to Replicating
Social-Cultural Urban Hubs**

56 Phase 1: Initial Funding and Feasibility

57 Phase 2: Planning and Assessment

57 Phase 3: Designing Inclusive and Sustainable Spaces

58 Phase 4: Implementation and Activation

58 Phase 5: Community Engagement Tools and Strategies

59 Phase 6: Securing Operational Funding and Sustainability

60 Phase 7: Monitoring, Evaluation, and Adaptation

60

Challenges and Solutions

63

Conclusions



1 INTRODUCTION

The Community Guide for Replication of the Social-Cultural Urban Hubs is a part of the efforts of the euPOLIS project to enhance citizens' motivation and long-term involvement in shaping their neighborhoods and local communities.

euPOLIS aims to improve Public Health in cities by introducing nature-based solutions into urban planning practices. Our experts are taking the best from nature's ways to regulate and improve biodiversity by incorporating various BLUE (water) and GREEN (plant life) aspects of nature into urban open spaces where it can intensify people's wellbeing in terms of climate, ecological and socio-economic conditions. One of the specialties of our methodology is the planning of urban spaces populated with vegetation with a proven beneficial impact on cardiovascular, respiratory, and metabolic diseases. But not only that. euPOLIS promotes co-creation of inclusive public spaces that inspire exchange and emancipation of citizens and their interaction with creative communities in search of better societal solutions. The philosophy is deeply grounded in the extensive and permanent citizens' participation in urban-planning processes.

We believe citizens are the ultimate experts on matters of the quality of their lives. With participation being one of the crucial pillars of the euPOLIS philosophy, our demo cities are in a constant co-creative process between local citizens and teams of professionals

who collect their insights and needs, emotions, hopes, and even psycho-physical state (through wearing special biometrical devices) and include them in the designing processes of implementing the nature-based solutions. All these steps aim to help cities embrace the transition to bottom-up decision-making methods and empower citizens to participate in inventing their public environment.

To further enhance stakeholder and citizen engagement in co-creating health and well-being-focused nature-based solutions, the euPOLIS project consortium has been actively self-evaluating and refining its recommendations as the project progresses. Building on the consortium's previous work (under work packages 2, 4, 6, 8, and 9¹), the framework of this task (T8.5) was utilized to facilitate experience sharing among partner cities and city networks outside the consortium. This collaborative effort aimed to identify significant institutional gaps in participatory urban planning in four demo cities and develop recommendations to bridge these gaps by leveraging local potential and fostering unconventional partnerships for co-creation in our cities.

¹ euPOLIS project deliverable D2.1 offers a general strategy of the stakeholder's engagement plan and guidelines, followed by D2.2 and D2.3 which provide analysis of the present groups of stakeholders and initial questionnaires creating a knowledge base about euPOLIS cities. Deliverables D2.4 and D2.5, evaluate the effectiveness of the overall euPOLIS participatory approach (to be updated in D2.6 at the end of the project. Methodology for specific participatory design processes tailored to local needs and the project's context is defined in D4.3, while the practical implementation of WP2 activities and WP4 recommendations, the stakeholders' engagement, was demonstrated in the deliverable D6.2 strongly supported by expert training in synergy with work package 8 and the additional outputs, communication tools and dissemination materials produced under work package 9.

Apart from inspiring examples of such partnerships to stir cities towards “win-win” collaboration with innovative actors from the civil society, creative, and cultural sectors, the Guide focuses concretely on the creation of social-cultural urban hubs as multifaceted catalysts of urban development and anchors of urban public life. It relies on the vast experience in envisioning, constructing, and maintaining such facilities in Belgrade and Sarajevo by one of the euPOLIS consortium partners – Mikser Association, whose methodology: Innovative Model of Cultural-Social Community Hub represents one of the seven innovative technologies² brought into the euPOLIS project to support the participative process of nature’s solutions being reinaugurated into urban cores to benefit citizens’ health and well-being.

By transferring this valuable experience and prototyping hub as a place of education, emancipation, and engagement, the consortium aims to empower citizens and stakeholders to actively participate in shaping their public environment. This collaborative effort demonstrates the potential for such hubs to foster inclusive and accessible urban spaces that enhance public health and well-being, ultimately contributing to more resilient and sustainable cities.

² Brought-in euPOLIS technologies: The myFeel application - Existing and New Functions tailored to the euPOLIS project (Sentio Labs); The euPOLIS BioAssist application (BioAssist); The Urban Water simulation tools (NTUA - UWMH Lab); The network of permanent sensors (Plegma) The euPOLIS 4D Visualisation module (GSH); The euPOLIS Master Planning Methodology, the GDPM (EnPlus); Innovative Model of Cultural-Social Community Hub (Mikser)

2 PURPOSE OF THE GUIDE



This guide provides a roadmap for replicating social-cultural urban hubs that foster sustainable urban development, enhance citizen engagement, and promote cultural innovation. It draws on the successful model of Mikser House independent cultural center which became the test-bed for innovative citizens-driven city-making, while integrating lessons from the euPOLIS approach to participatory urban planning piloted in four demo cities: Belgrade, Lodz, Copenhagen's Municipality of Gladsaxe and Athens' Municipality of Piraeus.

The euPOLIS project's implementation mirrored broader European challenges in citizens' participation, where innovative tools coexist with systemic gaps in inclusive representation, bureaucratic resistance, and uneven adoption of collaborative frameworks. To address these shared limitations, we propose replicating our Social-Cultural Urban Hub (Mikser House) as a mitigation measure—a localized, inclusive space that bridges institutional-community divides.

3

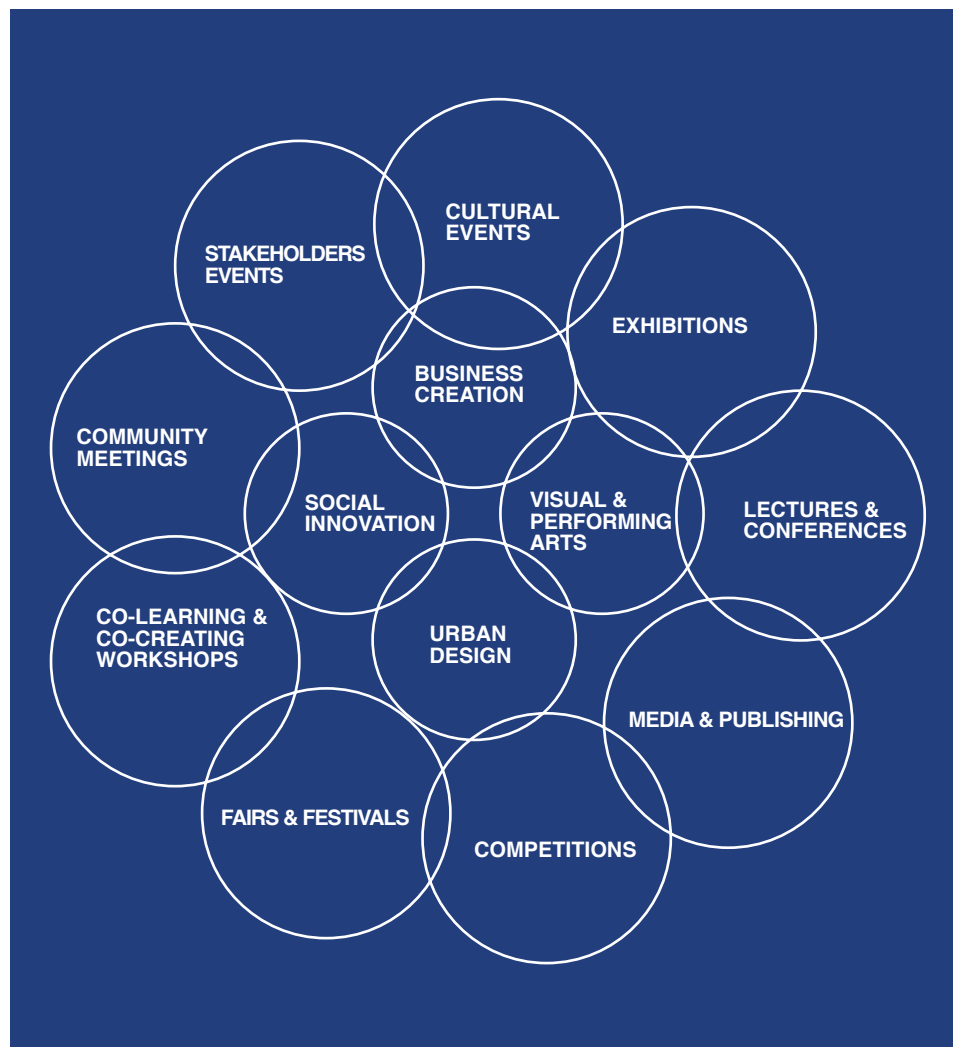
UNDERSTANDING THE SOCIAL-CULTURAL URBAN HUBS

“Third places are important for civil society, democracy, civic engagement, creative interaction and establishing feelings of a sense of place.”

The Great Good Place
Ray Oldenberg (1989, 1991)

The third place — a concept in community-building — refers to social environments that exist between the primary domains of home (first place) and workplace (second place). These spaces act as anchors of community life, fostering meaningful interaction and social cohesion. While informal gathering spots have long existed in societies, their intentional integration into urban design today reflects a strategic response to modern challenges: addressing isolation in mobile, rapidly changing cities by cultivating intentional spaces for connection and collective resilience. Crucially, third places reject elitist cultural frameworks that prioritize formal institutions, instead centering **informal actors** and **everyday social spaces** — a shift that democratizes cultural agency and empowers grassroots engagement.

Importance of Social-Cultural Urban Hubs in Sustainable Urban Development



Multifunctionality of social-cultural urban hubs

The Social-Cultural Urban Hub is a multifunctional, hybrid platform that integrates cultural, educational, commercial, and innovation-driven activities within a transformable, community-led space. By fostering place-based co-creation and demonstrating Nature-Based Solutions (NBS), it catalyzes sustainable development through inclusivity, creativity, and environmental stewardship. These hubs empower communities to reclaim and reimagine their neighborhoods, addressing systemic challenges like inequality, social isolation, and unequal access to cultural resources.

As anchors of community life, they transform neglected urban areas into vibrant, globally visible creative districts through bottom-up governance models. By bridging creative communities with academia and private sectors, euPOLIS Hubs amplify local talent and innovation in sustainable design and circular economy practices, positioning themselves as regional nodes for progressive urban development.

Their transformative potential is amplified when city authorities recognize their role in vision-building, participatory regeneration of brownfields and heritage sites, and knowledge-sharing. Unlike rigid institutional frameworks, independent hubs leverage agility to respond swiftly to crises — whether climate-driven (e.g., flood relief), solidarity initiatives, or refugee — integration while fostering resilience through grassroots mobilization.



Bridging Institutional Gaps

Analysis of participatory planning in four euPOLIS demo locations has revealed key gaps in participatory urban planning practice that social-cultural urban hubs can help address:

GAPS IN PARTICIPATORY URBAN PLANNING	SOME EXAMPLES FROM THE DEMO SITES
Limited Citizen Engagement in Decision-Making	In Gladsaxe , while there is a citizen strategy promoting involvement, participation often depends on pre-existing networks and active social groups, making it difficult for new residents to engage.
	In Belgrade , urban planning consultations often follow formal procedures that do not fully incorporate grassroots citizen voices, leading to skepticism about project transparency.
Lack of Long-Term Engagement Strategies	Lodz has made efforts in participatory workshops but lacks structured mechanisms for ongoing community involvement beyond the initial design phase.
	In Piraeus , while workshops have engaged diverse groups, there is no continuous citizen-driven forum for long-term participation in urban planning processes.

GAPS IN PARTICIPATORY URBAN PLANNING	SOME EXAMPLES FROM THE DEMO SITES
Challenges in Engaging Vulnerable and Diverse Communities	In Gladsaxe, social segregation by ethnicity, employment status, and age has made it difficult to ensure broad participation in planning processes.
	Lodz has noted challenges in integrating lower-income and elderly residents in urban co-creation, as traditional engagement formats often do not reach these groups effectively.
	In Belgrade, while stakeholder mapping efforts have been conducted, collaboration between public institutions, private businesses, and NGOs remains
Fragmented Stakeholder Collaboration	Piraeus, has observed a gap in coordination between municipal authorities and grassroots citizen initiatives, limiting the scope of participatory planning efforts.
Over-Reliance on Digital Tools Without Offline Alternatives	Piraeus' engagement efforts through digital questionnaires and social media outreach have proven insufficient for elderly residents, who prefer in-person interactions.
	Digital tools need to be complemented with physical participation opportunities, such as neighborhood gatherings or facilitated discussions.

GAPS IN PARTICIPATORY URBAN PLANNING	SOME EXAMPLES FROM THE DEMO SITES
Lack of Community-Owned Engagement Platforms (All Four Cities)	None of the four cities currently have dedicated physical hubs where citizens can consistently participate in urban planning outside of project-specific workshops.
	Social-cultural urban hubs could fill this void by serving as permanent platforms for engagement, providing space for dialogue, workshops, and co-creation sessions.
Trust Issues & Resistance to Change	In Belgrade, concerns about rapid urban development and commercialization of public spaces have led to skepticism about new projects.
	In Piraeus, concerns about gentrification and loss of local identity have resulted in citizen apprehension about urban interventions.

Bridging Institutional Gaps

By empowering community-driven hubs as anchors of participatory processes, we transform symbolic engagement into decision-making power — countering bureaucratic inertia and fragmented data practices while institutionalizing inclusive participation as a replicable methodology across cities. These hubs directly involve marginalized groups in NBS design, aligning with euPOLIS's goal of redistributing agency through bottom-up governance models. To address systemic challenges, they take on five critical roles:

1

Permanent Participation Platforms:

Providing structured, ongoing engagement spaces beyond short-term projects.

2

Digital-Physical Bridges:

Blending online-offline approaches to include diverse groups.

3

Local Ownership Catalysts:

Empowering residents through co-design and co-management of urban spaces.

4

Neutral Collaboration Hubs:

Serving as shared ground for authorities, citizens, businesses, and experts.

5

Inclusive Advocacy:

Developing tailored tools and outreach strategies for marginalized populations.

This approach ensures participatory urban planning evolves from fragmented initiatives into a scalable, equitable framework that sustains community agency and systemic change.





4

CASE STUDY: THE MIKSER HOUSE MODEL - A CATALYST FOR URBAN REGENERATION

Urban regeneration has become a crucial strategy for revitalizing post-industrial cities, transforming underutilized spaces into vibrant cultural and creative hubs. Through the adaptive reuse of abandoned industrial spaces, Mikser Association has created such dynamic community hubs, Mikser House in Belgrade and Sarajevo, where citizens gather to co-create, collaborate, and engage in cultural activities. These hubs have become catalysts for neighborhood improvement, fostering a sense of ownership among residents and promoting sustainability, inclusivity, and cultural cohesion.

The first model of Mikser House was established and tested in Savamala, a neglected neighborhood of Belgrade, transforming an abandoned warehouse into a vibrant social-creative space. This initiative extended from the Mikser Festival, an internationally

recognized event promoting design, architecture, and social innovation. By repurposing industrial spaces, Mikser House showcased how creative interventions can breathe new life into urban areas while preserving their historical identity.

In five years, The Mikser House in Belgrade hosted over 1,500 events, including 400 music performances, 180 dance shows, 19 theater productions, 75 literature events, and 240 design markets, attracting 1.25 million visitors. Inspired by its successful format in Belgrade and driven by the idea of connecting the war-torn region of the Balkans, Mikser House expanded to Sarajevo's Pofalici, transforming the abandoned Vaso Miskin Crni railtrack factory into a regional hub.

Mikser House multifunctional spaces — performing stages, auditoriums, creative labs, and a Balkan

Design Store — served as a platform for exchange between residents and the creative community, while public consultations, workshops, collaborative projects, and community discussions about the future of Savamala paved the way for residents' engagement in participatory urban planning. This holistic approach positioned Mikser House as a catalyst for socio-economic change, bridging the gap between artistic expression, civic engagement, and economic viability. In addition to its role in cultural and urban development, Mikser House has also been a leader in responding to social challenges. Refugee Aid Miksalište, a sister initiative of Mikser, has provided essential support to refugees and migrants passing through Serbia. Coordinating 1200 volunteers from 68 countries, the initiative has offered food, clothing, medical assistance, and education to over 300,000 refugees, often stepping in where the government's bureaucratic processes lagged. Combining own resources with enormous support from local citizens, and international organizations such as the United Nations High Commissioner for Refugees (UNHCR), CARE International, and the Red Cross, these efforts highlight the adaptability and responsiveness of grassroots cultural initiatives in addressing urgent social issues.

As cities worldwide seek models for adaptive reuse and community engagement, the experience of Mikser House provides a compelling case for the transformative potential of cultural hubs in shaping the future of urban living.



Street Smart Learning



Mediating Platform for City and Citizens' Participation





Innovative Problem Solving



Culture & Creative Tourism



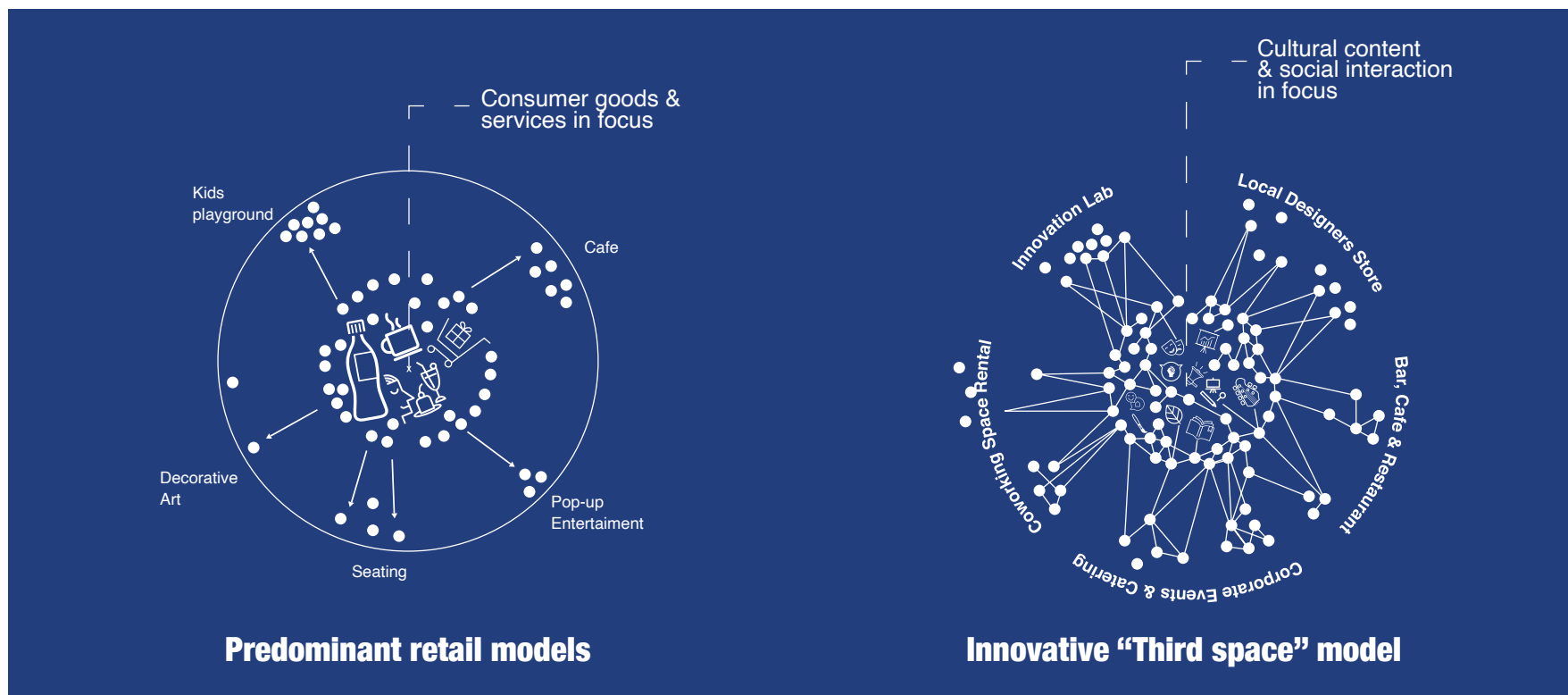
Transformation of Neglected Spaces



Support Alternative Culture Scene



Innovative Sustainability Model



Business model transformation to experience economy

Mikser House has developed a self-sustainable business model around its audience's need for a meaningful **"third place"**, by placing creative experience and vibrant exchange among diverse society actors in focus, using art and cultural content as a "social glue", while placing commercial income generators at the perimeter of social interaction.

A Multifunctional Sustainability Model for Urban Regeneration

Mikser House operates as a multifunctional platform, incorporating various elements to drive social and economic change:

Innovative Sustainability Model

1

Cultural Programming:

Hosting exhibitions, concerts, performances, and discussions that attract artists, architects, and change-makers.

2

Creative Sector Hub:

Providing space for designers, startups, and makers, fostering collaboration and innovation.

3

Community Engagement:

Encouraging participatory urban planning through workshops, open forums, and grassroots initiatives.

4

Social Entrepreneurship:

Supporting sustainable business models by integrating design, craft, and urban renewal projects.

5

Digital Engagement:

Utilizing social media campaigns, web TV channels, newsletters, and mobile apps to reach broader audiences.

6

Impact on Community and Urban Development



Our Vision

Vision & Mission

A diverse group of people, including men and women of various ages and ethnicities, are standing outdoors and clapping. They are wearing lanyards with badges. In the background, a large sign with the word 'PLATZ' in blue capital letters is visible. The scene is brightly lit, suggesting daytime.

**Create a Transformative
Place & Experiences
Which Trigger
Positive Urban
& Societal Changes**

**Share the Vision
Across the Team**

**Be Open & Learn
Along the Way**



**Be Flexible &
Adopt to Social
Challenges**

**Stay True to Your Vision
& Long-Term Objectives**

**Stay Horizontal
Inclusive, Multicultural
Interdisciplinary**

1

Promote multidisciplinary approach and multicultural exchange

Build a creative hub for All, create a sense of ownership, community belonging and acceptance, empower culture and creative players in solving societal challenges.

2

Place-making! Demonstrate in practice innovative methodologies of transformation of neglected urban areas and industrial complexes into creative districts with global visibility

Create a successful creative business with high quality content to attract local, regional and international visitors, enhance culture and creative tourism in-sync with the neighborhoods' livability factors, support local community in revitalization of the neighborhood.

3

Support local activist and sub-culture scenes

Discover talents and active community agents, provide emerging artists, activists and creative players with better access to resources and visibility.

4

Support and integrate marginalized communities

Create an inclusive, accessible place without barriers and empower participation of sensitive groups.

5

Fill in the void in activities and services overlooked / neglected by public sector

Actively involve in public debates, and lend voice to creative and local communities (with special attention to sensitive ones), use excellence and visibility to influence policymaking.

6

Build strong community connections and a sustainable platform for Citizen's participation

Dedicate a space for community meetings, educate citizens on participation and livability factors (with focus on environment and innovation), test diverse participation methods, support community and solidarity actions and co-creative neighborhood interventions (infrastructure repairs, greening the area, dedicated spaces...)

7

Become an important urban development actor

Map the area and its knowledge-holders, create local and global synergies, enrich the team with experts in urban development, enable strong experience and good practice exchange, become a mediating, co-creative platform among City authorities, creative and culture players (+ scientists, social experts, etc.) and Citizens.





Building on the Mikser House model's success in fostering grassroots-driven urban renewal, this chapter outlines a strategy to unlock local potentials for co-creation by mapping and amplifying existing social activators, fostering synergies among diverse stakeholders, and establishing a nucleus for collaborative learning and advocacy.

1

Mapping and identifying individual efforts

Identify activators of social interaction in each city / demo sites, to establish trust and secure diversity of perspectives.

2

Establish synergy

Increase visibility of (existing) individual efforts, amplify euPOLIS.

3

Amplify impact

Enhance collaborations and networking initiatives, **develop euPOLIS nucleus** as a place to educate, up-skill, disseminate euPOLIS principles through co-creative processes of all local actors, with wellbeing of citizens and regeneration of city nature at its core.

4

Embrace the role of the long-term urban catalyst

Interconnect the actors, initiate partnerships, promote the idea of uniting the efforts, sharing resources and creating alleys for advocacy actions and project planning and execution.



Urban renewal through networking of urban hubs

Organizational Model

Mikser House concept is ideally relying on 4 pillars: entrepreneurial entity fully managing the culture-creative center (ltd), non-profit entity dedicated to promotion of social, cultural and environmental sustainability (cso, ngo, foundation), festival entity capable to “mobilize” partnerships / sponsorships and propel center’s activities across entire neighborhood or even a city, and a strong communication department in both conventional and digital media able to “mirror” all Mikser House activities online and “mobilize” vast digital community, crucial for enhancing the platform’s visibility and impact in awareness raising and marketing.

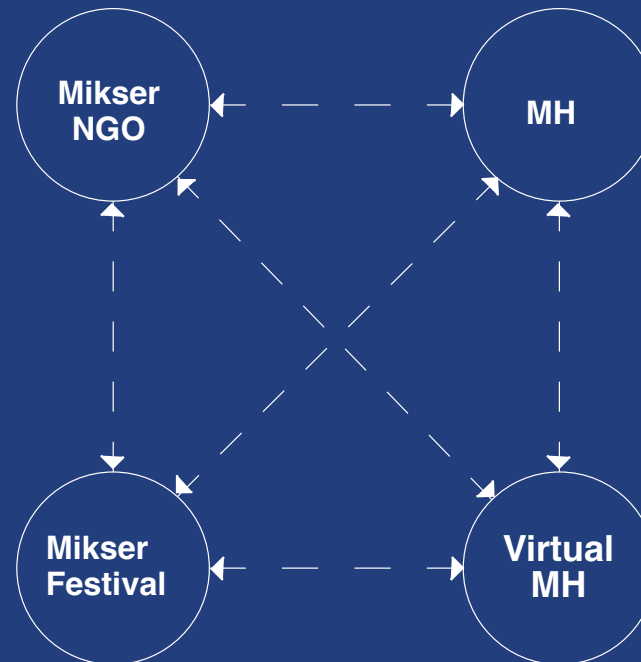
■ Mikser House organizational model of intersupporting entities

Cultural entity

NGO, Association, Foundation
Programing, State Funding
Community engagement

Festival(s)

Higher visibility
Engaging stakeholders & sponsors
Enriching talent pool
Mobilizing neighborhood
Exchange with international scene



Creative company

Limited company,
cooperative, partnership
Management
Profit centers: Bar, shop,
event management

Digital MH

Communications Marketing
(Digital) Audience building
Community engagement tools
Building up Mikserverse
for new busines

Building Typology

Mikser House's architectural flexibility underscores its adaptability as a model for urban regeneration. The initiative demonstrates that social-cultural hubs can thrive in the following typological frameworks:

- 1** Repurposed industrial structures, such as Belgrade's Savamala warehouse and Sarajevo's Vaso Miskin Crni Railtrack factory, which transform neglected spaces into vibrant community nodes while preserving historical fabric;
- 2** Modular, prefabricated units like shipping containers or trailers, offering scalable, low-cost solutions for temporary or evolving needs; and
- 3** New constructions that prioritize sustainability, integrating green infrastructure, energy-efficient design, and circular economy principles.

This typological diversity aligns with broader urban resilience strategies, such as cities' green infrastructure initiatives, which emphasize adaptive reuse and environmental stewardship. Whether retrofitting abandoned factories or deploying modular units, Mikser House's core ethos — multifunctionality, inclusivity, and community-driven design—remains the constant thread, ensuring that physical spaces serve as catalysts for social cohesion and ecological renewal. By embracing these typologies, cities can balance preservation, innovation, and sustainability, fostering hubs that reflect both local identity and global best practices.





**Former Industrial Buildings,
Warehouse, Factories etc.**



Prefabricated Structures



New Buildings



Program and Activities

Mikser House's transformative impact stems from its diverse programming, which weaves cultural expression, community action, urban innovation, and economic vitality into a cohesive framework for urban regeneration. By curating activities across seven pillars — culture and art production, local community actions, urban development programs, innovation incubators, informal education, talent nursery, and commercial activities — the model fosters cross-sector collaboration, empowers local creatives, and bridges gaps between residents, policymakers, and industries.

Culture and art production

Exhibitions, concerts, visual arts, music and theatre performances, film & video, new media, outdoor festivals, crafts, literature, etc.

Local community actions

Solidarity initiatives, community meetings, neighborhood interventions - spatial and social.

Urban development programs

City co-creation, participatory workshops, collaborations with universities, revitalization of neighborhood, visitors, tourism

Innovation incubator

Cooperation with cities and companies, speed dating, hackathons, thinktanks, innovation mills, etc.



Informal education

Lectures, conferences, seminars, workshops, tutorials, summer schools.

Talent nursery

Competitions, showcases workshops, career days, portfolio reviews, speed-dating

Commercial activities

Local designers store, corporate events, event management and production, venue rentals, etc.

Program diversity



Space Programming

Mikser House is a flexible modular concept that easily adapts to given urban context and building facilities, depending on their surroundings, configuration and size. Basic space programming can functionally operate in facilities starting from 800m² up in a transformable monospace structure, while elaborated co-partership versions of a “creative complex” can inhabit larger structures consisting of several building units (optimally, up to 6000 m²).



Building type:
Converted warehouse



Area: 800 m²

Building		Area (m ²)
A	Event Space	400
B	Mikser Cafe and Bar	120
C	Balkan Design Store	80
D	Workshop Area	40
E	Storage	20
F	Restrooms	20
G	Art Gallery	120



EXAMPLE 1

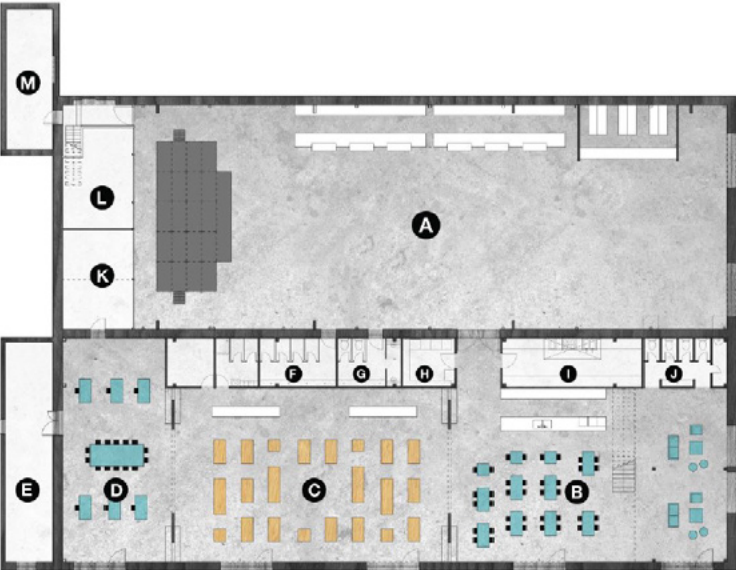
Mikser House Savamala, Belgrade

EXAMPLE 2

Mikser House, Sarajevo

 **Building type:**
Converted factory

 **Area:** 1300 m²



Space	Function	Area (m ²)
A	Event space	590.12
B	Mikser Canteen	207.00
C	Balkan Design Store	213.00
D	Project space	110.00
E	Storage 1	47.00
F	Toilet (girls)	16.50
G	Toilet (boys)	13.70
H	Storage for kitchen	11.30
I	Kitchen	30.00
J	Toalet	17.87
K	Storage 2	31.05
L	Storage 3	28.62
M	Storage 4	29.14
Total:		1345.28 m ²



Space Programming



Building type:

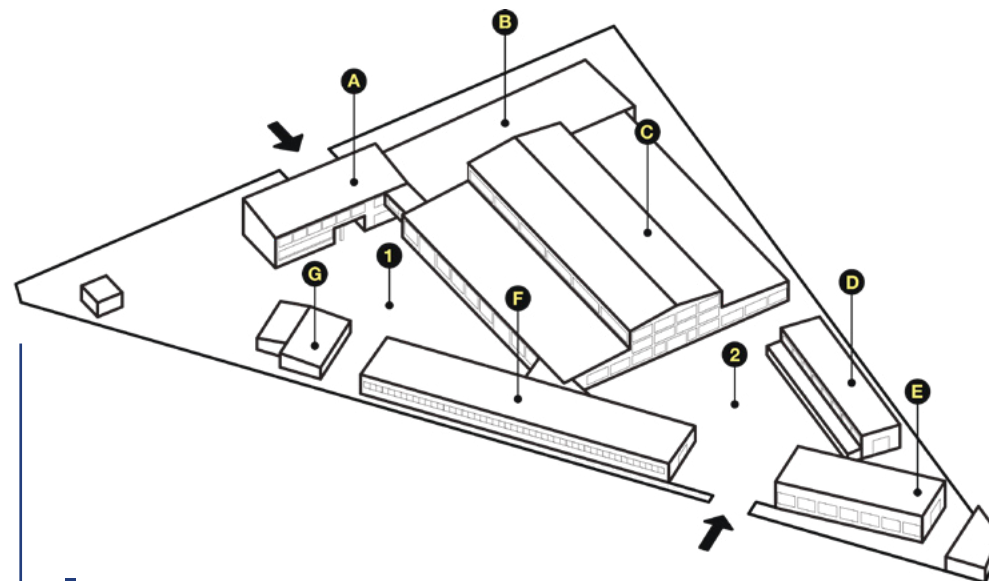
Converted industrial complex



Total Area: 13000 m²

Indoor Area: 6000m²

Building		Area (m ²)
A	Local Designers Store	300
B	Dance Hall / Clubbing	1000
C	Event Hall / Cafe & Bar	3000
D	Art Exhibition Space	470
E	Cinema / Theater	300
F	Co-working / Innovation Lab	750
G	Kids Playground	200
1	Outdoor Family Space	150
2	Urban Garden	100
Total Built area:		6270 m ²



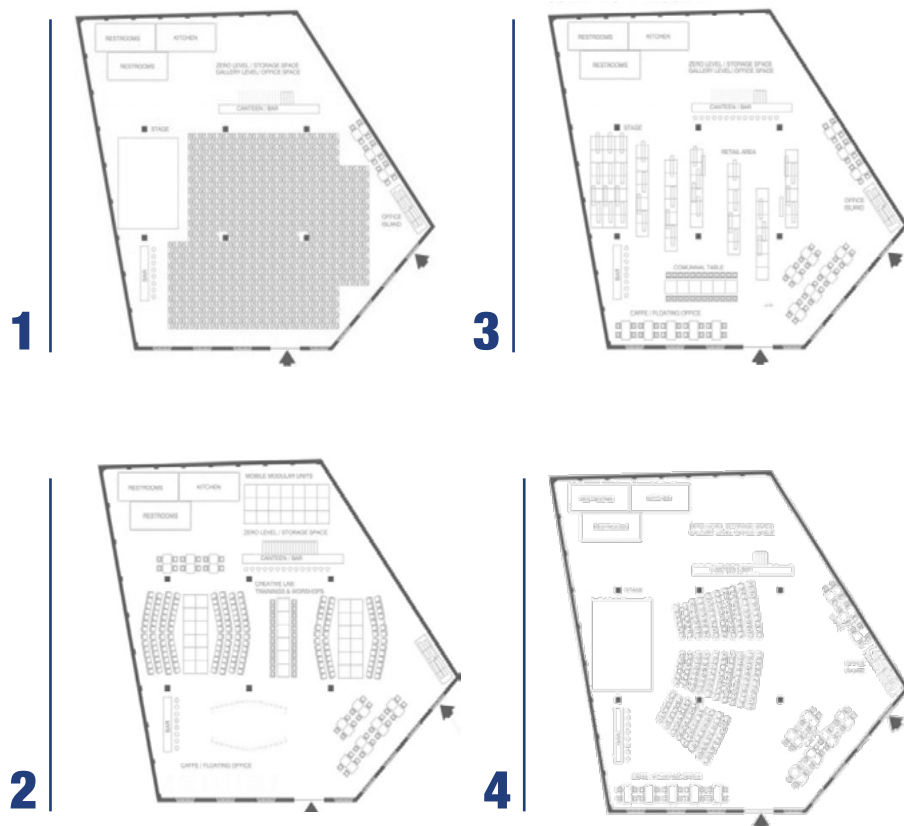
EXAMPLE 3

Mikser House Dorcol, Belgrade





Transformability



1 Concerts & Parties

2 Workshops

3 Seminars

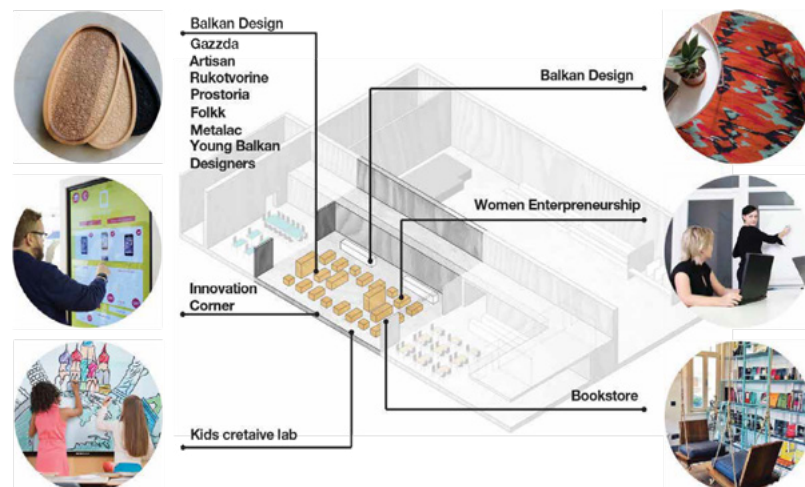
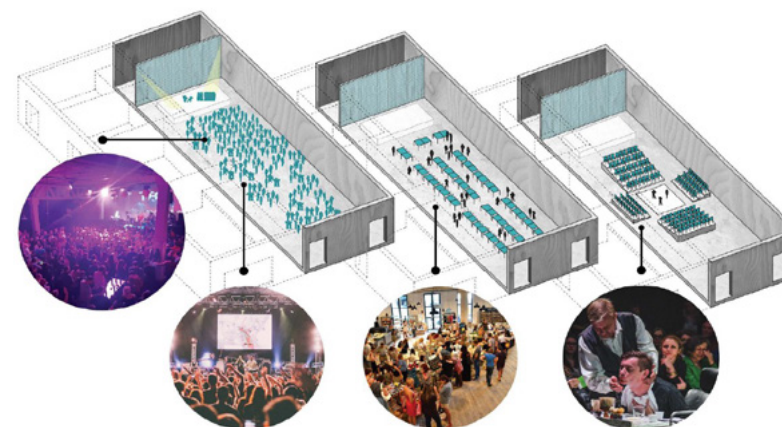
4 Auditorium & Performances

Space Flexibility

Main Event Hall

Possible Space Transformations

Concert - Design Market - Theater

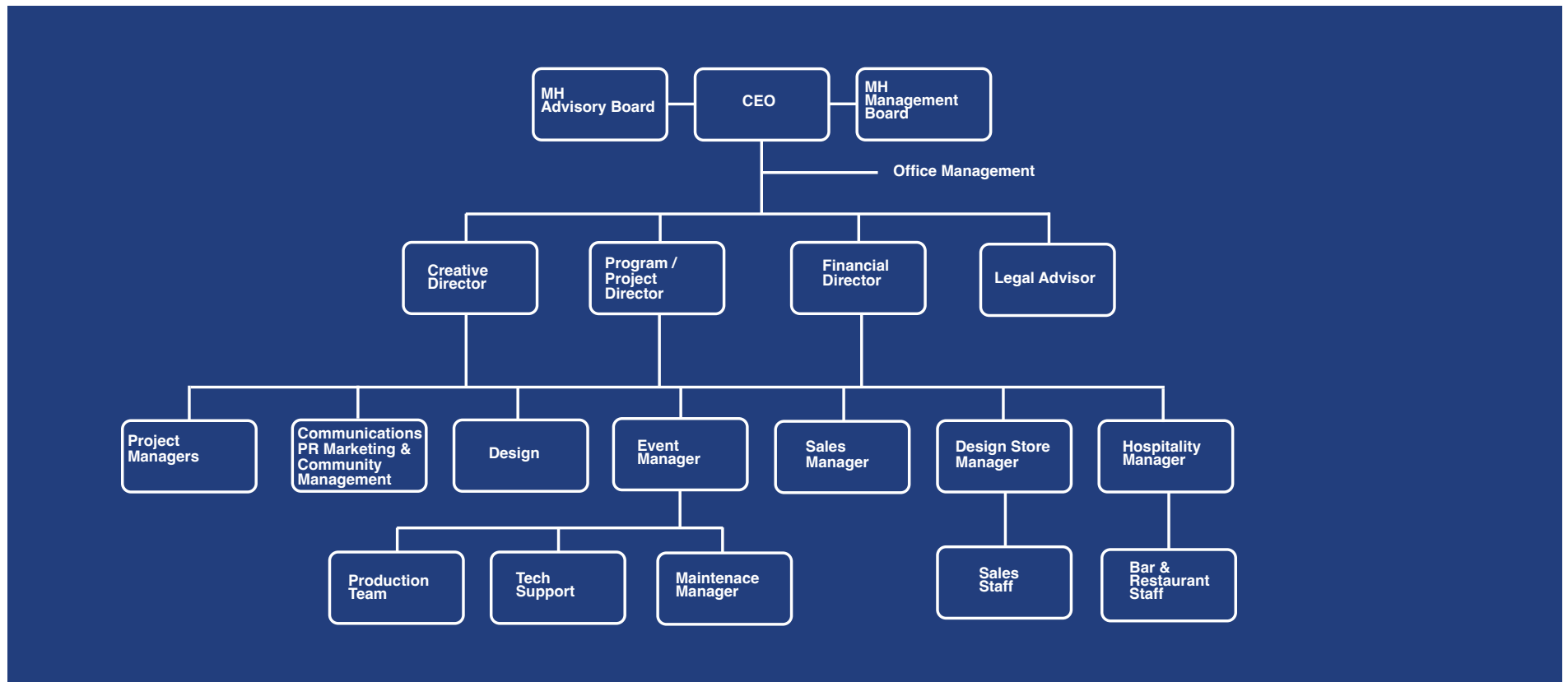


Organizational Structure

Mikser House's organizational structure reflects its **commitment to collaborative, adaptive governance**, ensuring that roles are distributed to maximize motivation, expertise, and collective impact.



- 1** Divide responsibilities on time in order to increase motivation and desire to work.
- 2** Take care of your team, find the best specialists in your reach. Work project-based, but still together.
- 3** Train volunteers.
- 4** Form a Board of Advisors.



A group of ten people, five men and five women, are posed in a large, open-plan workshop or studio. The space is filled with creative materials, including a large, colorful, abstract sculpture made of many small, hanging pieces in the background. In the foreground, there are several wooden stools, a table with various objects, and a large, colorful, abstract rug. The people are dressed in casual, modern clothing, with some wearing black outfits. The overall atmosphere is one of a collaborative and creative environment.

Choose the Right People for the Right Job

Stakeholders

Representatives of Key Stakeholders

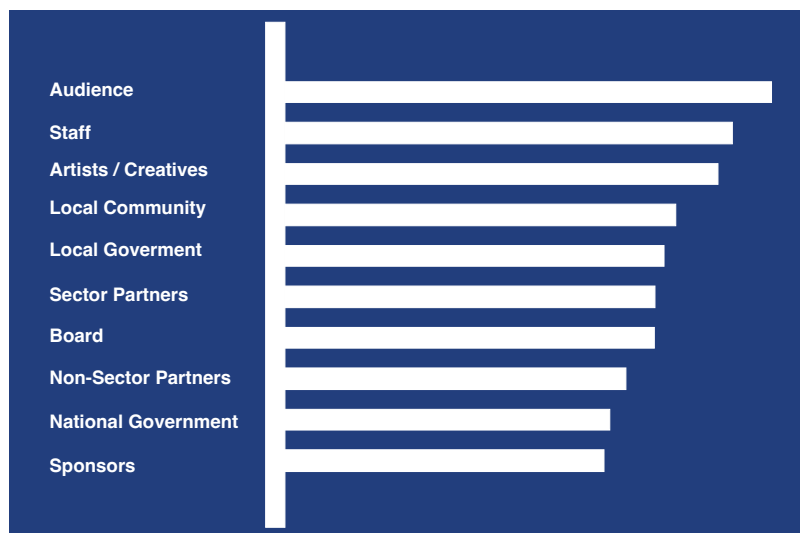
Influential individuals / Local and International Experts and Role models in the fields of Art, Culture, Design, Architecture, Film, Theater, Sustainable Development, IT, Policy Making, etc.

Representatives of Organizations that are supported through MH

Representatives of relevant Institutions

Media representatives

IT Sector representatives

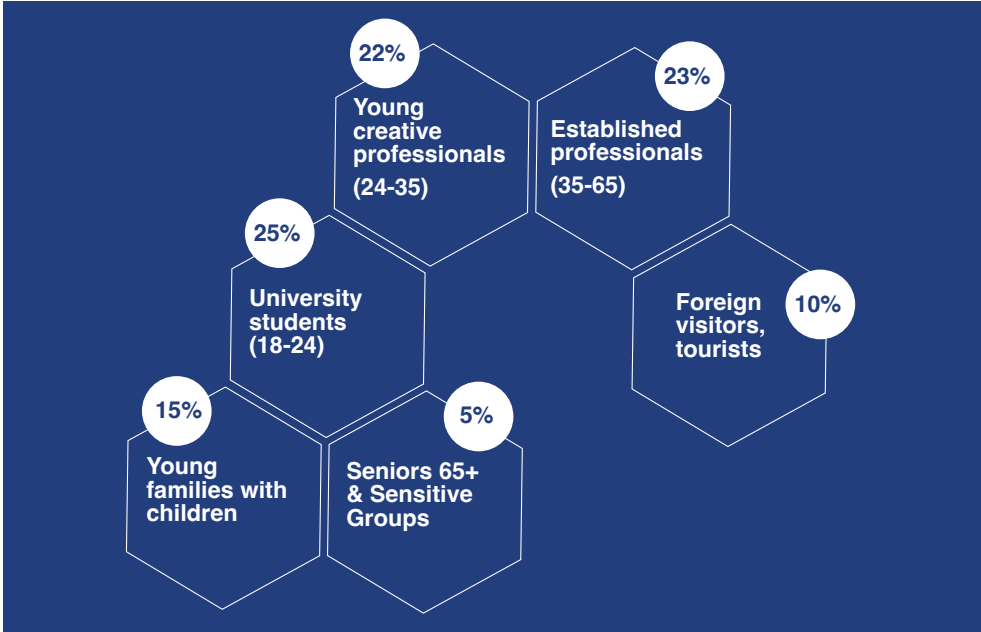


Ratio of audience / stakeholders



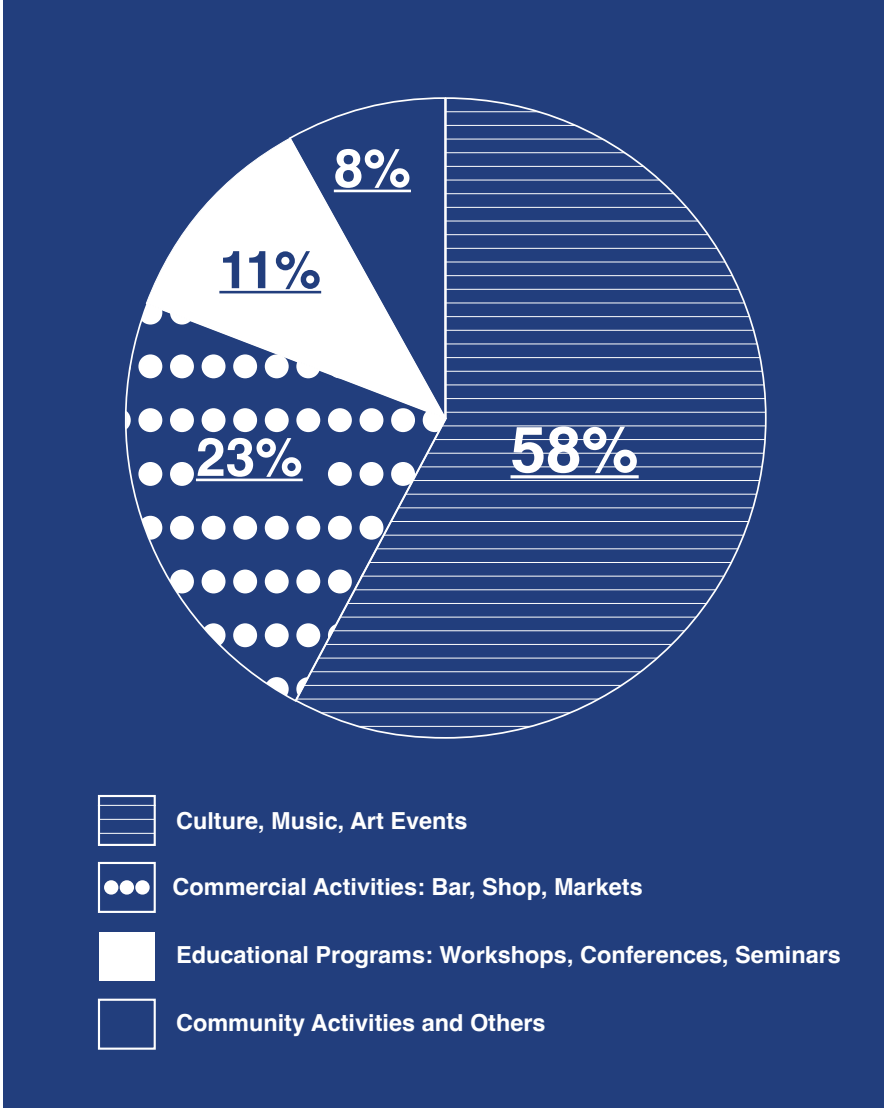
Audience

Mikser House’s audience reflects its mission to bridge cultural divides and foster inclusivity, attracting a demographically diverse crowd that spans age groups, educational backgrounds, and interests. While its programming — ranging from music festivals to design markets — draws a majority of young, educated attendees, the space also engages broader communities through family-friendly events, grassroots activism, and partnerships with international organizations. By blending niche artistic expression with accessible cultural experiences, Mikser House cultivates a dynamic, cross-generational audience that mirrors its role as a catalyst for urban renewal and social cohesion.



Target audience groups

Users / Visitors



Motivation for visiting Mikser House

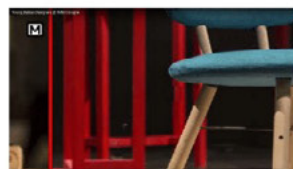


Diverse artistic, cultural and creative “real-life” programs taking place in physical Mikser House hub can offer valuable source of content for digital Mikser app which can serve both as a community engagement tool and an effective marketing and communication channel supporting “offline” activities. Thanks to the original content fed by Mikser House events and programs on 24/7 basis, the Mikser app can become a platform of itself, a medium with a growing number of audiences and third party partnerships and further diversified content.

Mikser Web TV Mikser Magazin

Broadcasting of video materials on the following platforms:

- Mikser Web TV
mikser.rs/mikser-tv/
147 video blogs
270 interviewed people
80.000 video views
- Live Stream / mikser.rs
- Mobile Application

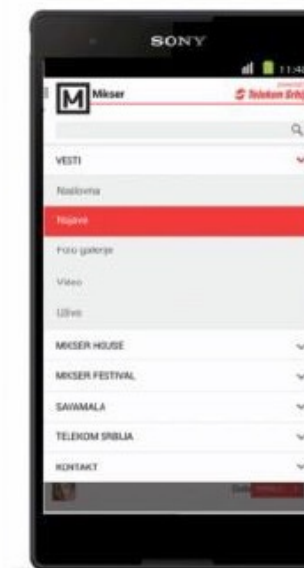
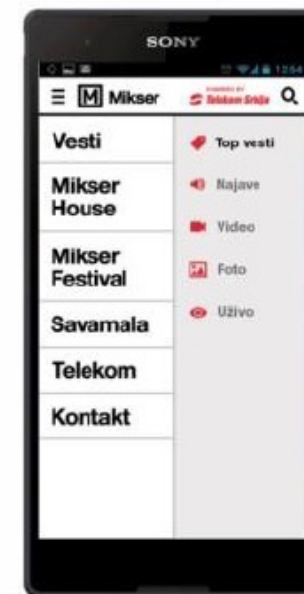
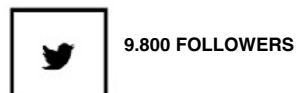


Mikser
magazin
19

Mikser Mobile Application



Social Networks



“The term audience development describes activity which is undertaken specifically to meet the needs of existing and potential audiences and to help arts organisations to develop on-going relationships with audiences. It can include aspects of marketing, commissioning, programming, education, customer care and distribution.”

Definition of Audience
Development, Arts Council, UK





Audience Development actions:

Strong Marketing / Communications / PR Team

Annual marketing / communication & PR strategy / plan

Database of audience / users

Audience research / surveys

Membership / MH friends scheme for audiences /

Loyalty programs for users

Involving audience in deciding on and planning program / activities, participatory platform for audience opinion sharing / participation in center's activities

Develop spin-off projects and initiatives:
festivals, community actions,
web tv, fanzines, etc.

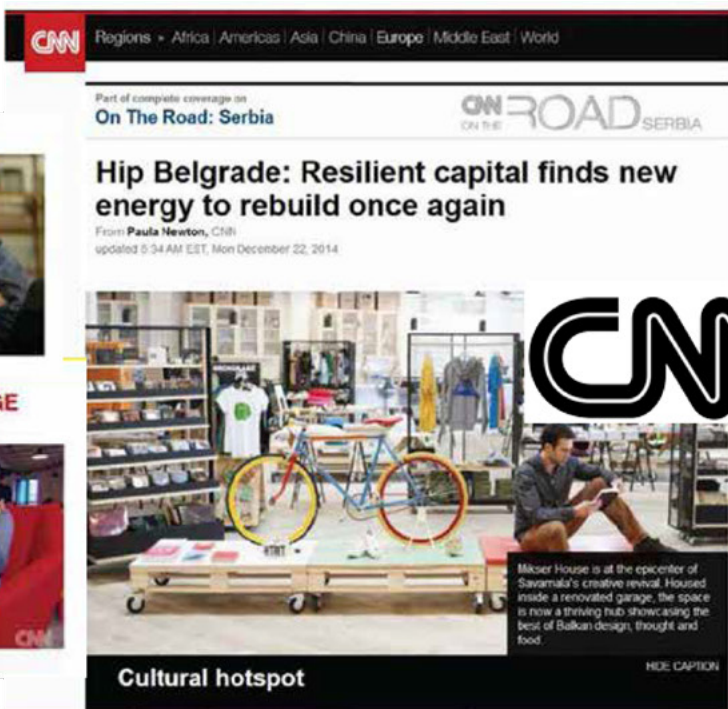
Mikser House's global visibility is rooted in its dual identity as a cultural catalyst and symbol of regional resilience, earning international acclaim through its transformative impact on urban regeneration, humanitarian initiatives, and cross-border cultural exchange. By revitalizing abandoned industrial sites in Belgrade and Sarajevo into hubs for creativity and reconciliation, the model has attracted media coverage from over 50 leading global outlets, including CNN, The Guardian, and Le Figaro, which have highlighted its role in redefining the Balkans' image from conflict zones to thriving creative ecosystems.

The Guardian notably ranked Mikser House among the "ten most inspiring spaces in the world", while CNN dedicated three reports to its regional cultural influence. Prestigious universities worldwide, including institutions from Europe and North America, have also studied Mikser's collaborative approach to urban revitalization, citing its grassroots partnerships with residents and creatives in Belgrade's Savamala district.

LE FIGARO



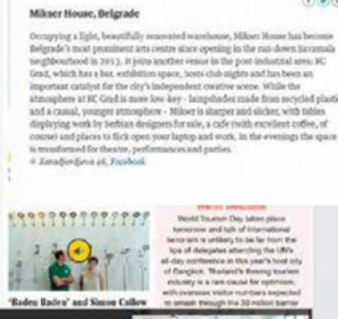
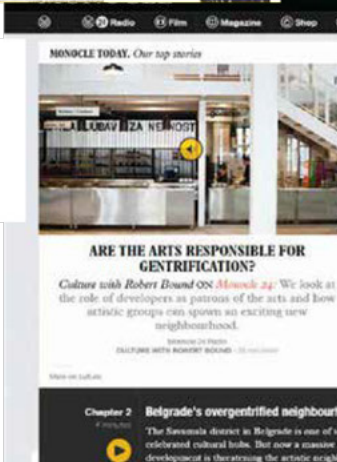
PRINT



The Guardian



MONOCLE



The New York Times

Selection of Mikser's international press clipping

Audience

49

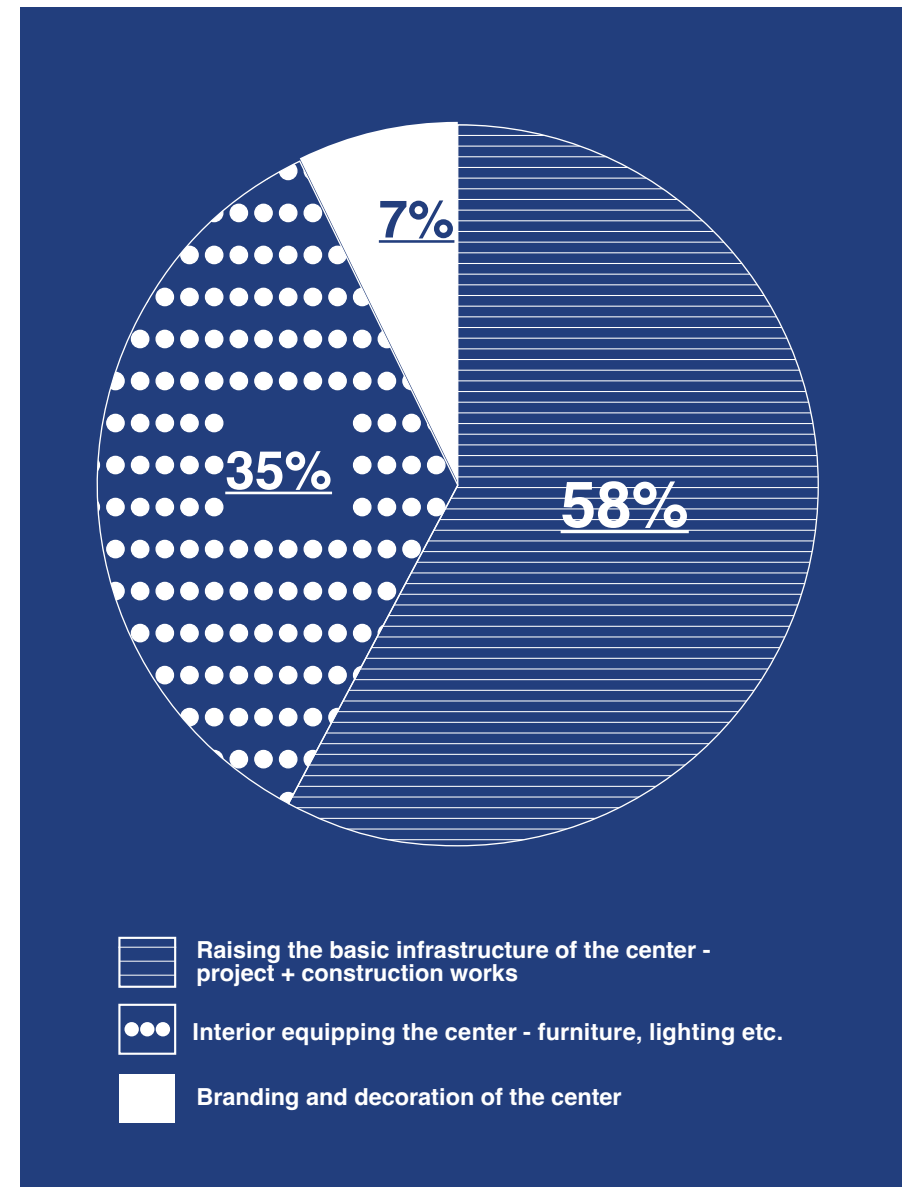
Business Model and Financial Sustainability

Mikser House's financial sustainability hinges on a phased business model that balances initial investments in infrastructure and brand-building with strategic revenue diversification, leveraging lessons from its operational challenges in Sarajevo and Belgrade.

After the initial investment in constructing, refurbishing, and furnishing the Mikser House venue, the first year of operation requires significant investments in programming and marketing to establish brand awareness as a **Social-Cultural-Urban Hub**. Based on the operational experience of Mikser House hubs, the first year may conclude with a minimal loss of approximately 5%. By the second year, optimizing program and marketing expenditures, coupled with increased revenue from corporate space rentals, strengthens the financial sustainability of the hub.

As a result, Mikser House is projected to achieve a 5% profit by the end of its second year.

Basic Investment



Profit & Loss

Business Model and Financial Sustainability

Revenue Generators		Description	Estimated Monthly Income / Year 1	Estimated Monthly Income / Year 2
Event Hall 2,000 standing spots + 300 seats Renting for profit	Cultural Events	Day: conferences & seminars, playrooms for children - min 15 events per month / Evening: min. 10 events per month (concerts, theater performance, film screenings, clubbing)	10%	10%
	Corportive Events	Third party conferences, corporate celebrations, b2b gatherings – 6-8 per month	15%	25%
Sale of liquor during the events		15,000 visitors per month, 40% average margin	20%	20%
Sponsorships		Space branding contract / Single event branding / Hospitality product exclusivity category	15%	10%
EU Projects & State Funding		Donation contracts with institutions (city, municipality, other funds)	5%	5%
Restaurant		Food concept restaurant, 6000 consumers per month	10%	10%
Cafe & Bar		9000 consumers per month	5%	5%
Local Designer Store		Rent / lease for retail shops and brand stores, sales comission	10%	10%
Work Space Rental		Coworking space, creative studios and affiliates, 10 % of the total object available	8%	5%
Innovation Lab Rental		Workshop area, meeting room, smaller classes, use of computers, printing, etc.	5%	3%
Operating Cost		Description	Estimated Monthly Income / Year 1	Estimated Monthly Income / Year 2
Space Rent			10%	10%
Salaries for Employees			35%	35%
Program costs			30%	25%
Marketing costs			15%	10%
Utilities, taxes and other costs			5%	5%
Miscellaneous		Insurance, maintenance, repairs	10%	10%
TOTAL ESTIMATED MONTHLY COST (percentage of monthly profit)			105%	95%

The projected break-even point for Mikser House falls between 8 and 12 months, depending on space rental income and the gradual reduction of initial marketing costs. If rental expenses are lower or the facility is owned, break-even can occur as early as six months.

Significant investments in promotion and brand awareness are required three months before launch and six months after opening, potentially doubling the projected annual marketing costs in the first year. However, from the second year onward, the business is expected to achieve steady growth, with earnings before tax (EBT) increasing at an average rate of 15% per year.

The initial capital invested in adapting and equipping the facility is projected to be recovered within 5 to 7 years, depending on rental costs. If the property is purchased, the return on investment is expected within 12 to 15 years, aligning with the projected growth rate and purchase price.

Strategic partnerships with digital operators and communication platforms can accelerate brand recognition and audience engagement, potentially shortening the expected timelines for profitability and return on investment.





5

STEP-BY-STEP GUIDE TO REPLICATING SOCIAL- CULTURAL URBAN HUBS

The success of Mikser House demonstrates that underutilized urban spaces can be transformed into thriving cultural and social hubs that foster creativity, entrepreneurship, and community engagement. This chapter provides a structured roadmap for replicating this model, drawing on key lessons from Mikser House's journey in Belgrade and Sarajevo.

By outlining the essential steps — from site selection and adaptive reuse to program development and financial sustainability — this guide aims to support urban innovators, cultural entrepreneurs, and city planners in creating social-cultural hubs that drive urban regeneration, inclusivity, and sustainable growth.

PHASE 1	Initial Funding and Feasibility
PHASE 2	Planning and Assessment
PHASE 3	Designing Inclusive and Sustainable Spaces
PHASE 4	Implementation and Activation
PHASE 5	Community Engagement Tools and Strategies
PHASE 6	Securing Operational Funding and Sustainability
PHASE 7	Monitoring, Evaluation, and Adaptation

PHASE 1

Initial Funding and Feasibility

Develop a Comprehensive Business Plan

Detail the hub's mission, vision, and operational model.

Conduct a Feasibility Study

Assess the viability of the project based on market demand, potential revenue streams, and community needs.

Identify Start-up Costs

List all initial expenses, including property acquisition or lease, renovations, equipment purchase, and initial marketing.

Secure Seed Funding

Focus on fundraising to cover start-up costs

Public Grants

Target local, national, and European grants for urban regeneration, cultural heritage, and social inclusion.

Private Investment

Seek out socially responsible investors, venture philanthropists, and impact investors interested in supporting community-driven initiatives.

Corporate Sponsorships

Partner with local businesses to secure sponsorships in exchange for branding opportunities and social responsibility recognition.

Crowdfunding Campaigns

Engage the community through online platforms, offering incentives for early supporters.

PHASE 2

Planning and Assessment

- Identify underused spaces suitable for transformation.
- Engage stakeholders such as residents, NGOs, and city officials.
- Conduct surveys or workshops to understand community needs.
- Establish partnerships with local businesses or institutions.

PHASE 3

Designing Inclusive and Sustainable Spaces

Balancing People, Profit, Planet

Adopt the euPOLIS “sustainability star” framework to align societal well-being with economic viability and environmental conservation.

Use a participatory approach

Include the needs, perspectives and expectations of diverse potential user groups: neighbors, partner organizations, art collectives, local educational institutions, etc.

Integrating Nature-Based Solutions (NBS)

Incorporate green infrastructure like urban gardens, green roofs, rain collectors or bioswales to enhance environmental sustainability while improving health outcomes and support blending cultural activities with sustainability education.

Integrating Nature-Based Solutions (NBS)

Design spaces accessible by vulnerable groups through tailored activities such as transportation services or specialized workshops. Apply the toolbox for Gender-sensitive spaces, and ensure accessibility by removing physical barriers.

PHASE 4

Implementation and Activation

- Renovate spaces using eco-friendly materials sourced locally.
- Launch digital platforms (websites, apps) for online engagement.
- Organize opening events such as festivals or workshops to attract interest.

PHASE 5

Community Engagement Tools and Strategies

Use offline tools

— ■ Flyers, posters distributed locally; word-of-mouth campaigns

Leverage online tools

— ■ Project websites; newsletters, social media campaigns targeted at diverse audiences.

Tap into ICT Solutions

— ■ Mobile apps; e-questionnaires; interactive tablet stands.

Partner with organizations representing sensitive groups

— ■ Schools, local women's organizations, elderly care homes, associations of people with disabilities, etc.

Utilize trusted community members as mediators to encourage participation.

— ■ Representatives of local community, active cultural organizations, other local hubs.

Foster a sense of ownership and belonging through participatory Events

— ■ Host events that enhance exchange and celebrate local traditions while fostering innovation through creative activities like art exhibitions, festivals, neighborhood parties, workshops, etc.

Securing Operational Funding and Sustainability

DIVERSIFY REVENUE STREAMS:

Membership Programs

Offer tiered memberships providing access to facilities, events, and resources.

Rental Income

Rent out spaces for workshops, meetings, exhibitions, or private events.

Program Fees

Charge fees for specialized courses, workshops, and training programs.

Merchandise Sales

Sell locally crafted products, sustainable goods, or branded merchandise.

ONGOING FUNDRAISING EFFORTS:

Annual Appeals

Launch fundraising campaigns targeting individual donors.

Grant Writing

Continuously seek funding opportunities from foundations, government agencies, and international organizations.

Sponsorship Packages

Offer tiered sponsorship packages to local businesses in exchange for promotional benefits.

Benefit Events

Organize fundraising galas, concerts, or auctions to raise funds and awareness.

DEVELOP PARTNERSHIPS:

Collaborate with universities and research

Joint projects can bring funding and expertise.

Engage with local government

Secure long-term funding commitments or in-kind support.

Partner with NGOs

Collaborate on social programs and initiatives that attract funding and resources.

PHASE 7

Monitoring, Evaluation, and Adaptation

- Use ICT solutions like mobile apps for real-time feedback collection.
- Measure impact on health and well-being using surveys or wearable devices.
- Adjust programs based on user feedback while maintaining inclusivity.
- By prioritizing financial planning and diversification, urban hubs can secure long-term sustainability while fulfilling their mission to empower communities, promote cultural innovation, and enhance urban environments.

Challenges and Solutions

CHALLENGES

- Resistance to change among stakeholders due to lack of trust or awareness about benefits of hubs.
- Digital exclusion of vulnerable populations due to limited access or literacy gaps.
- Limited funding resources hindering implementation efforts.

SOLUTIONS

- Build trust through transparent communication strategies involving trusted community members as mediators.
- Offer training programs to bridge the digital divide while ensuring alternative offline engagement methods are available.
- Diversify funding sources through partnerships with local businesses or grants from international organizations.

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CONCLUSION

Vision for Future Urban Hubs

1

Empowering Communities

Social-cultural urban hubs should empower citizens to actively shape their neighborhoods. By fostering inclusivity, creativity, and collaboration, these spaces can transform passive residents into active participants in urban development projects. This empowerment builds stronger communities with a shared sense of ownership over their local environment.

3

Promoting Cultural Innovation

Urban hubs are incubators for cultural innovation, providing platforms for creative communities to interact, experiment, and generate new ideas. By blending traditional cultural elements with contemporary practices, these spaces foster cohesion while driving innovation that benefits the broader city.

2

Enhancing Sustainability

Future hubs must integrate sustainability as a core principle by promoting nature-based solutions (NBS) such as urban gardens, green roofs, or bioswales. These efforts not only improve environmental health but also contribute to the physical and mental well-being of citizens. Sustainable practices ensure that hubs remain resilient amid urban challenges.

4

Call to Action for Cities Worldwide

Cities worldwide are encouraged to replicate the Mikser House model or adapt it to their local contexts. Whether transforming physical spaces or creating digital platforms, urban hubs can serve as catalysts for sustainable development, social inclusion, and cultural enrichment. Governments, NGOs, businesses, and citizens must collaborate to establish these hubs as essential components of urban planning strategies. By prioritizing community engagement, inclusivity, and sustainability, cities can create environments where all citizens thrive—turning neighborhoods into vibrant ecosystems of creativity and collaboration.

Thank you to the participants of the euPOLIS Urban Lab held within the framework of the Mikser Festival 2024, whose feedback helped us to refine the final version of this Guide:

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euPOLIS Guide for Replication of the Social-Cultural-Urban Hubs

Mikser House Experience