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**ANALYSIS OF OPPORTUNITIES AND CHALLENGES
TOWARDS POST-INDUSTRIAL NARVA:
REDEVELOPMENT OF KREENHOLM TERRITORY**

Bachelor's Thesis

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I hereby declare that I have compiled the thesis independently and all works, important standpoints and data by other authors

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ABSTRACT

The aim of this work is to analyze the development strategies of post-industrial regions, identify the necessary measures for near future for the development of the Kreenholm area and for restarting local activity. The research problems analyzed in the thesis are the strategic importance of transforming and developing the Kreenholm site by and for local residents; the lack of local initiatives and entrepreneurship; The need for a comprehensive concept and investment. This thesis contains qualitative and quantitative research methods. Estonian- and Russian-speaking audiences are survey, collecting data for further descriptive and inferential statistics analyses. The correlation and differences between different age groups, levels of education and places of residence are tested by ANOVA, T-test, Chi-square test. Furthermore, four structured interviews with specialists are transcribed and analyzed to help reach the conclusions. The specialists of different fields represent the opinion of main stakeholders of development of Kreenholm.

Consequently, the following conclusions are reached: Narva needs a strategic reorientation at the city scale to transform from de-industrialized shrinking city into a vibrant post-industrial one. Moreover, there is a necessity of raising awareness of Narva and Kreenholm, on a domestic as well as national level, especially among younger generation. Last but not least the idea to create a platform by the larger stakeholders to support and empower local projects, leading to a step by step renewal of Kreenholm.

Key words: post- industrial city, revitalization, urban crisis, community involvement, Narva.

INTRODUCTION

Despite its small size, Estonia combines diverse historical heritage of different cultures and identities spread all over the state. Heavy industry is largely concentrated in the Ida-Virumaa region, due to this strategically convenient location near the border with Russia. Narva has been the industrial center of Estonia (Frucht 2005, 100). Ida-Virumaa is considered to be a Russian-speaking region, with widespread cooperation with Russian entrepreneurs and popularity among Russian tourists, due to its proximity to the Saint Petersburg metropole.

This thesis researches the opportunities of development and entrepreneurship for the privatized territory of the Narva's former textile factory named Kreenholm. This is a large former industrial complex, which is currently closed to public access. This area is considered to be cultural heritage of Estonia. The topic was chosen by the author based on several factors. Ida-Virumaa, Narva, and Kreenholm are more and more frequently mentioned in political discussions, which confirms the importance and relevance of this topic and research. In the recent years, interest has increased as well as the amount of finance flowing to redevelop the region. The recent participation of the city in the competition for the title "European Cultural Capital of 2024" provides an opportunity to study some current problems and aspects. Participants in this bid project are still ready to discuss this topic and continue looking for solutions for the redevelopment of the region. Additionally, the current owner of the territory is ready to cooperate and develop both short- and long-term projects.

Narva needs a new impulse and a wave of development, which requires a combination of local knowledge and experience as well as large financial resources. The first problem analyzed in the thesis is the insufficient appreciation of the strategic importance of transforming and developing the Kreenholm site from the local residents. The lack of local private initiatives in the region or of a comprehensive concept and investment opportunities for the site are among the key problems identified.

The aim of this work is to analyze the development strategies of post-industrial regions, identify the necessary measures for near future for the development of the Kreenholm area and for restarting local activity.

Research questions are:

- What are the revitalization opportunities for Kreenholm in the near future and the long run, based on others successful examples inside and outside of Estonia?
- What is the extent of Ida-Virumaa residents' cooperation and buy-in?
- How do local events affect the image, economy and tourists' interest of Ida- Virumaa region according to experts and resident's opinion?
- What financial solution can be implemented for Kreenholm?
- What are the opportunities and the level of involvement of Ida-Virumaa's youth in entrepreneurship and creative thinking?

This thesis contains qualitative and quantitative research methods. A survey was conducted covering Estonian- and Russian-speaking audiences as well as four structured interviews with specialists of different fields. This thesis is divided into two parts: a literature review and the results and discussion of the research. The literature review is divided into six subtopics. The review starts from defining the meaning of "post-industrial city". Further research into the future of a postindustrial area including urban crisis, blocking effect and area revitalization stakeholders are presented. Examples of strategies of post-industrial cities are studied: developing and revitalizing inside and outside the Estonia. Kreenholm textile mill's past, present and future are discussed, as well as the lost opportunity of Narva to become European Capital of Culture 2024. Second, the choice of methodology and the results of both qualitative and quantitative researches are described. Thereafter, the results of these are discussed. Finally, from the conclusions derived, suggestions for the development of Kreenholm and a postindustrial city are emitted.

1. LITERATURE REVIEW

This first chapter presents a literature review on the topic of post-industrial cities and the revitalization of former industrial territory. Based on these opportunities, the development of Kreenholm will be further discussed. To draw up strategic development plans, relevant literature and the examples of successful strategies that were used in other cities and in other countries were studied.

1.1. The definition of post-industrial city

The city of Narva appears in many sources as a post-industrial city. The term “post-industrial city” is given sometimes different meanings. Post-Industrialism, the post-industrial city and the post-industrial economy are commonly used terms, if ill-defined. The Oxford Dictionary of Geography defines a post-industrial city as one is buoyed by its informational and service economy, where the heavy industry has left. (Oxford Dictionary of Geography 2009 *s.v.* post-industrial city) However former manufacturing centers such as Detroit, Cleveland, and Milwaukee are also seen as textbook examples of “post-industrial,” which contradicts the Oxford dictionary of Geography definition: industry still exists in many of these places.

For the purpose of this thesis “post-industrial” will be defined as: “A city, where industry was previously the center of the economy.” Narva was a center of the textile industry, but in 2010 Kreenholm ceased its activity as a textile manufacturer. Now, Narva needs to transition away from its industrial past.

1.2. The future of a post-industrial city

The model of the “post-industrial city” includes the process of globalization, filling the city with creative people who work in offices and spend evenings in coffee houses and bars. (Bell 2004) These changes do not occur instantly, because there are a huge number of factors that affect the

speed of transformations. In practice many cities continue to develop as industrial centers. The political debate about the role of the services sector and high technology in the economy clashes with the view in favor of the industrial sector. It is put forward that enterprises producing goods will always be in demand in the economy compared to the more volatile nature of service demand (*Ibid.*).

Many socio-economic studies of post-industrial mention two most common models of strategic development of the post-industrial cities: the “model of the economy of services” common for countries like the USA, Canada, Great Britain, etc.; or the “model of industrial production” typical for Japan and Germany where information technology and human capital are factors in raising labor productivity in the industry. In fact, based on the use of human capital, both models complement each other, many deindustrialized cities use intellectual capital as an asset for the formation of a modern economy. (Castells 1996)

1.2.1. Causes of the Urban Crisis and barriers to overcome it

Many cities, that have developed around factories in the industrial era are faced with a complex of socio-economic problems: an urban crisis. The most striking signs are emigration of the population and a decrease in employment, particularly in industry. Cities characterized by these processes are called “shrinking cities”. (Oswalt, Rieniets 2006) The reasons for the degradation of the economy of previously successful territories are numerous. The economic downturn as a result of a decrease in demand for the industrial output, decrease in exports or completion of the product life cycle are all often involved. However, this does not explain the failure of local industry to adapt to changing environmental conditions. This problem is overcome by the modern approach, which Boschma and Lambuy refer to as “networked” (Boschma, Lambooy 1999). It describes the socio-cultural and institutional mechanisms that determine the level of adaptivity of a region or city. Networks and clusters are the basic concepts of these approaches. Clusters can be characterized by intersectoral networks, consisting of diverse and complementary firms specializing in a specific link or knowledge base in the value chain. (OECD 1999) Industrial complexes of old industrial territories can be classified as clusters which demonstrate the above characteristics. Companies and organizations complement the activities of each other with the availability of educational and research institutions, as well as the existence of informal institutions of interaction.

However, despite the formal implementation of the cluster approach, the economy of some territories continues to stagnate. Todtling and Triple (2004) identify the following specific characteristics of old industrial clusters:

- innovative activity, although it exists, is often narrow-specialized and focused on improving existing technology or process rather than creating a new product;
- developed and specialized systems for the generation and distribution of knowledge, education and research are aimed at the development of traditional industries and are facing a shortage of modern specializations;
- the technology transfer process is focused on large firms; small and medium enterprises practically do not participate.

Thus, clusters of post-industrial areas are experiencing an acute shortage of new forms and directions of entrepreneurial activity, the introduction of innovative technological and managerial solutions. "Entrepreneurial direct thinking, drive for innovation and to risk directly depend on the history of the place, its culture and traditions" (Simmie 2001). In other words, in the development of any process, "historical accident" play a large role, which can determine the entire sequence of further events. The result of such a process is a closing of all the choice alternatives. The name of this effect is blocking effect or lock-in. (Volchik 2006)

1.2.2. The impact of the blocking effect of post-industrial areas

For old industrial areas, the blocking effect manifests itself in the cluster structure becoming so focused on a certain type of economic activity and its usual implementation, that a different development path in the event of a large-scale change in demand becomes impossible (Boschma, Lambooy 1999). Since the costs of change development or transformation exceed benefits from possible alternatives in the short term. Grabher highlights three components of the blocking effect (Grabher 2005):

- Functional lock explains the close relationship between industrial enterprises, which include, among other things, personal and sustainable ties. This leads to informational limitations, insufficient interaction of firms with the outside world, to the lack of flexibility and poor ability to innovate.
- Cognitive blocking as a sociocultural component implies a high level of cohesion of agents, generally conservative attitudes, norms that conserve approaches to the choice of development options.

- Political blockage means the presence of close interaction of political and economic actors and trade unions, which leads to preserving the traditional industrial structure and hampering the restructuring of industry and indirectly inhibiting the development of local potential.

But in reality, many of these signs can be masked at the political level. Initiatives that promote the formation of post-industrial trends in urban development meet strong resistance from urban elites, or local residents. These contradict established norms and values in this territory and often short-term financial interests.

In practice, the old industrial cities used various strategies for overcoming the crisis, up to the complete withdrawal of industry from the territory, largely based on the conditions in which it took place. Strategic decisions on the role of industry in the future development of the city are key to resolving the crisis.

1.2.3. Local community involvement in industrial area revitalization

The interest and awareness from citizens and active communities are important issues for successful revitalization of post- industrial cities. If someone from outside, who does not know the background and the needs of the region attempts to implement something new it will take much more time and resources to get enough support and awareness. Active citizens usually offer the best vision, and ideas for the identification and reconstruction. This can be achieved only if they find support from other actors. The needs of the local community and the effect on local economy (such as cultural tourism) should be taken into account, for the revitalization of industrial areas. “Heritage is only relevant, when it is relevant for the people.” (Göttler, Ripp 2017) Community involvement in industrial areas means involving common people, institutions and organizations, that are interested, affected or live within. (Scheffler et al. 2017) A «connected and motivated community» shows a strong commitment, initiative and responsibility for being part of this action, maintenance work and promotion actions. As each community confronts different needs and interests, it is predictable that conflicts and debates will be part of the discussion. This process needs to be coordinated and balanced for a sustainable transformation in line with conservation requirements.

Communities need to see a benefit (cultural, social and/or economic) of their own in order to generate a buy-in from the population. The goal is to show a clear connection between the (new) economic activity and the local people. Communicating benefits, opportunities and values of the area would empower the community to develop activities that bring long-lasting benefits to it, as well as adequate preservation.

Community involvement should be based on sharing information, defining motivation, actions and objectives. Creating “lobby groups” that should be composed of active participants in the community social life and experts from different fields, such as finance, law, management, conservation, architectural design and urban planning, should provide opportunities of community engagement and participation in decision making processes.

1.3. Examples of strategies of post-industrial cities developing and revitalizing the area

Many former industrial cities in Europe and the U.S in the late 20th century suffered from crises stemming from economic transformations and reorganizations. Most of them have suffered from shrinking populations. The crisis which persists in some of the post-industrial cities, despite local efforts to overcome it, may lead to an irreversible process of decline, beyond the scope of urban planning interventions. Nevertheless, the gradual restructuring of some European industrial cities in recent years, as well as a move away from older economic models, highlights the relevance of local responses to global dynamics. Each country, region or city must walk its own development path. This is dictated by the characteristics of each territory and relies on several strategies to combat decay. To come up with the right strategy, one must study existing strategies for planning and managing former industrial regions.

1.3.1. The Ruhr region: the principle of turning disadvantages into advantages

The Ruhr region was the center of coal and steel industry throughout Europe. The economic restructuring, and the dawning of its awareness, was a long and painful process. The first signs of an industrial crisis arose already in the 1950s, the success of Emscher Park - a symbol of the new economy cities of the Ruhr region - has become an object of admiration for specialists in urban development by the 1990s. (Grabher 1993)

The process of restoring the Ruhr region is a history of the long journey of “trial and error” and required the coordination of short-term and long-term interests of all players. In general, the situation in the Ruhr region is a classic example of the blocking effect described above: traditional industries focused mainly on process innovations that increase productivity, but do not create a radically new product. At the same time, there was practically no entrepreneurial innovation activity in the region - all small and medium enterprises were highly specialized and completely dependent on large regional customers. (*Ibid.*)

Thus, the effect of blocking for a long time hindered the recognition of the crisis and only the obvious collapse of the economy spurred the change in the political course. The population of the cities of the Ruhr region began to decline as employment rates in the industrial sector began to decline sharply. (*Ibid.*)

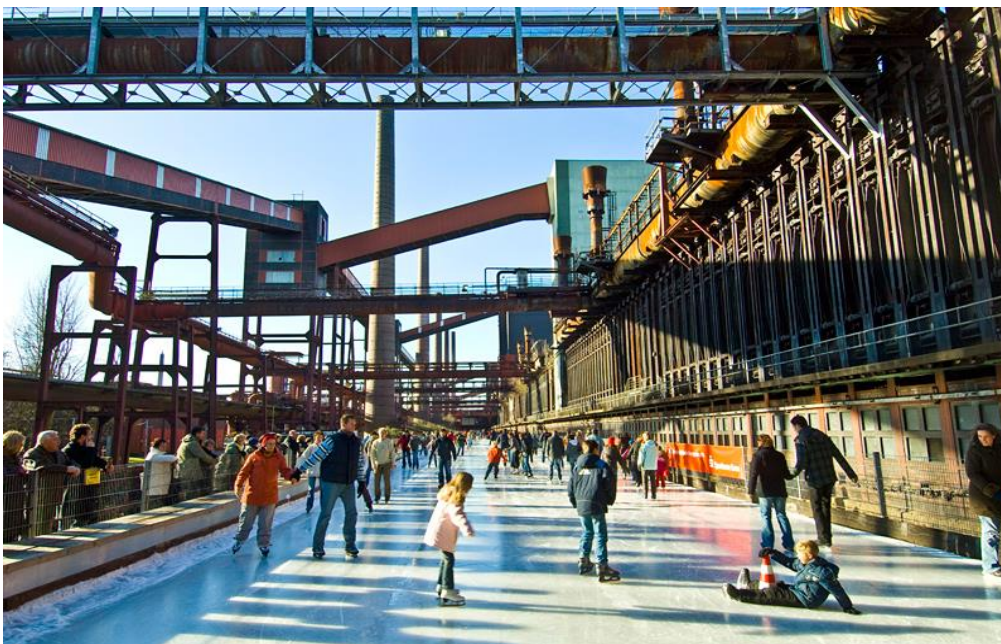


Figure1. Emscher Park: Ice Skating rink in Post-industrial site turned public park
Source: Manahan (2015)

Thus, Emscher Park (see Figure 1) was brought about: a reference example of the revitalization of a large industrial area and the use of abandoned industrial facilities for the development of creative industries, economics of entertainment and experience. The territory in the Emscher River Valley was the most densely populated and industrialized part of the Ruhr region. The idea behind the creation of the Emscher Park was the revitalization of the territory through numerous projects of various orientations and scale. Moreover, project’s initiators and executors became commercial

companies, non-profit organizations, as well as ordinary residents of the region, independently attracting the necessary resources. State participation was mainly in the coordination. As a result, more than 100 projects were implemented, such as Industrial Hiking Trails and Essen as the cultural capital of Europe. Numerous projects devoted to the "cultivation" of non-working industrial facilities and their use have acquired particular importance as venues for exhibitions, concerts, various festivals, as well as turning them into cultural heritage sites. Already in the 2000s, one of the main strategic directions of development became events and actions to change the image of the Ruhr region as among its residents and internationally.

The development of creative industries in the Emscher Park has become one of the main tools for achieving this goal. The Ruhr Union developed a new name for the region - "Ruhr Metropolis", in order to re-create the region in the national and world arena. (*Ibid.*) The emergence of an environmental cluster has become a way to solve the environmental and largely visual problems of the post- industrial territory, this was accompanied by developments in the high-tech economy. (*Ibid.*)

1.3.2. Manchester: the development of creative economy

Manchester has become a model of reorientation of a former industrial region towards creative industries. Once the world's largest industrial center for the textile industry, it was forced to look for new ways to develop and direct its economy. (Oswalt, Rieniets 2006) Manchester had traditionally a strong cultural scene, but it was only seen as a complementary sector of the economy, aimed at providing leisure for industrial workers. A special attention was given mainly to the local music scene, and the world-famous music clubs. (Dicken 2002) However, over time, culture became a clearly profiled, productive sector of the regional economy with a considerable contribution. Today post-industrial territories can become locations for cultural performances or for to develop tourism.

Manchester is now considered the most successful of all the once "shrinking" cities in the UK. This process can be divided into the three large blocks of measures. Firstly, there were large-scale reconstruction projects of the most depressed urban areas, financed by the central government. Secondly, the city authorities sought to create an international image of a developing creative industry. Thirdly, the transport infrastructure of the city was modernized. In the 1980s, the "Northern Quarter", located in central Manchester, became the scene of musical performances.



Figure 2. Northern Quarter in Manchester
Source: Bourne (2013)

Thanks to the new image (see Figure 2), Manchester came to the attention of investors unrelated to the music scene. Note that the city administration did not participate in the formation of the music industry of Manchester. Only after its formation did the city authorities begin to promote the image of a club, music city and use it in various campaigns to advertise the territory (for example, when drawing up applications for the Olympic Games).

According to the Brown et al. (2000) the successful rebranding policy of Manchester involved: support by the authorities working on the city's international image and the opening of the city to the world; the use of “competition of the cities” projects to engage local residents in the formation of the agenda and implementation of projects aimed at transforming and developing the territory through joint solutions.

1.4. Tallinn: the case of two flagship projects

Tallinn, as capital, has great influence on the state’s economy. In Estonia, the massive privatization carried out during the Ownership Reform Act in the 1990s resulted in a high share of private ownership. Due to the high private ownership rate and also public authorities’ weak role, the process of urban renewal was strongly fragmented and project-based: carried out by small and medium size private sector actors and only few public authorities, without a strategic approach.

Northern Tallinn, where the revitalization process took place, is surrounded by sea, therefore used as ports, warehouses and industrial purposes, with the majority of the seaside closed to the public.

Northern Tallinn involved different architecture types: industrial and military areas, ports, soviet panel houses, low-rise tenement-houses hemmed by numerous abandoned buildings and old railway infrastructure. Some neighborhoods have experienced rapid development, gentrification, residential and brownfield revitalization. For example, Kalamaja and Pelgulinn, with their, pre-war wooden houses have become trendy areas. Former industrial buildings and territories of the northern Tallinn region were converted to creative campuses, museums, and offices. Such urban renewal and change are strongly linked with a nascent creative economy and well financed creative urban renewal projects (initiated by public authorities and private firms). Two influential urban renewal cases shall be studied: Telliskivi Creative City and the Seaplane Harbour. (Pastak, Kährik 2015)

1.4.1. Telliskivi Creative City

Telliskivi Creative City is a creative campus providing different rental properties for creative entrepreneurs, non-profit organizations, bohemian restaurants, and niche-shops. (see Figure 3) It is a private brownfield regeneration project, initiated in an old rail factory.



Figure 3. Telliskivi Creative City Square
Source: Herkül (2019)

Telliskivi Creative City is a flagship project as the first brownfield regeneration in Northern Tallinn. Telliskivi Creative City has become a meeting place for locals and creatives. (Pastak,

Kährik 2015) Telliskivi Creative City has developed from an old soviet factory into a vibrant, artist-friendly complex that has spaces for businesses, restaurants, shops and events. Telliskivi Creative City development started in 2007 the location was bought by Eastern Europe Real Estate Investment Fund (EEREIF). (Juss 2007) The project had a real impact on the surrounding city communities with the residents attributing to a higher sense of civic engagement, safety and quality of life. The “Telliskivi” redevelopment included different methods of collecting creative ideas to support a creative economy. One of the most powerful was “Kalamaja Days”- days of discussions, forums, contributing to spatial plans and street projects. Moreover, the ideas of children aged 9-14 were used for child- and youth-friendly spaces and areas, by organizing a 3-day open air workshop: Creative City's Creativity Lab. Small and medium active and creative organizations and groups were provided with discounts on rents. More than 250 companies, eight restaurants and many shops are located in the area - as well as co-working spaces like Lift99. (Juss 2007)

1.4.2. Seaplane Harbour

The Seaplane Harbour is a museum opened in 2012, on a once closed military waterfront area. It is operated by the Estonian Maritime Museum and located in the architecturally remarkable old seaplane hangars. The Seaplane Harbour (see Figure 4) hosts international and local events, exhibitions, festivals, and forums alongside the museum’s activities.

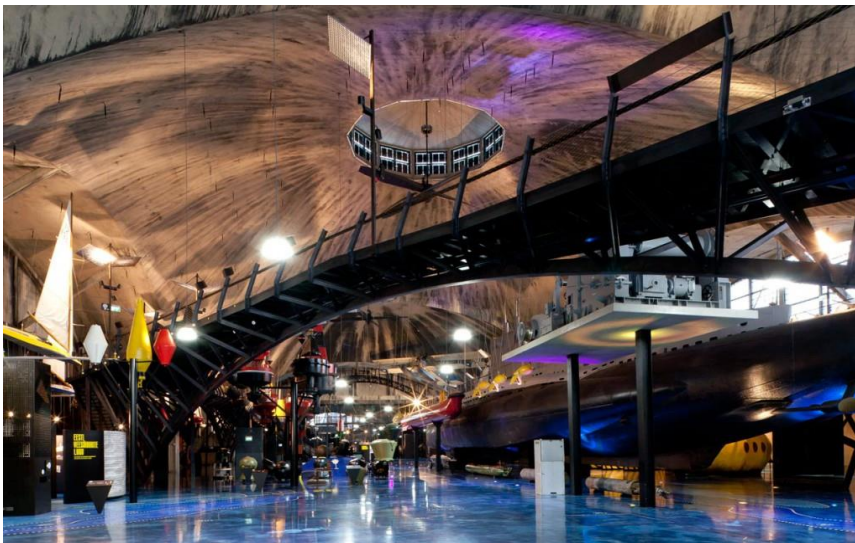


Figure 4. The Seaplane Hangars
Source: Estonian Maritime Museum

The Seaplane Harbour brings together the marine and maritime enthusiasts – specialists, researchers and hobbyists, to arrange events. (Pastak, Kährik 2015) The main objectives of the projects were opening Tallinn's seafront. Harbours and former military and industrial areas have been relatively hidden, inaccessible parts of the city. The coast in Tallinn was cut off from the rest of the city during the Soviet era. The main contributor of the project, covering 85% of the cost, was the European Regional Development Fund. (Matteus 2012)

The main benefits of the project are restoration of the old unique building and adapting it into a modern museum. It also greatly influences the surrounding historical district of wooden houses and its local community. Heritage protection and conservation considers present and future environmental, societal and economic needs. (Alatalu 2017)

1.5. Kreenholm textile mill: past, present and future

The textile industry in Narva arose thanks to the development of the cotton industry in mid-19th century Russia. Ludwig Knope, the founder of modern cotton spinning and knitting in Russia, was the inspiration for the construction of a cotton processing factory near Narva. By 1980, the number of employees grew to 11,032 people. In 2007, plans were made to stop production in Kreenholm and to adapt the spaces for new, non-industrial purposes. (Mikk 2020)

In 2008, plans for the redevelopment of former territory were published. The aim of these plans was to move the center of Narva to this territory and maintain residential, entertainment and cultural facilities, science and technology park and shopping. Ülar Mark, the creator of the biggest part of development plan said:

"It was complicated to find the balance of a suitable mix of retail and residential buildings to fit in alongside older, existing buildings... This is a relatively unique project in all of Estonia: the capacity of the structures and historic environment requires great investments in a location which does not fall into the parameters of average real estate business."

All the buildings and the former territory of Kreenholm textile mill were privatized, now owned by Narva Gate OÜ. It is an administration and development company dedicated to give new life to the historical area of Kreenholm Manufactory. According to the executive director of Narva Gate OÜ, after the closure of the Kreenholm manufacturing factories built shortly before the bankruptcy of the company housed various tenants, today there are about 60 of them. These are

small textile companies; metal processing and other areas of activity are also represented. Furthermore, in 2015 first exhibition was opened: Narva Art Residency. It is operated by the Estonian Academy of Arts in cooperation with Narva Gate and is supported by the Estonian Ministry of Culture. (Mikk 2020)

Nowadays the doors of Kreenholm manufactory are still closed to visitors without special permission for visiting. Opportunities exist for tourists to get inside the territory while attending excursions or events. During the last two years Kreenholm manufactory accommodated plenty of local and nonresidential, small and big events and festivals. More than 30,000 people visited Kreenholm. (Mikk 2020) The best known are: Kreemli ööbikud and Omen - theatre under the open sky; Narva Station - international music festival; Narva days of Opera - international opera and theatre festival. These are the biggest and popular one, the events which raised awareness of Narva and Kreenholm heritage more widely for local public, government and visitors. (see Figure 5)



Figure 5. Kreenholm Textile Manufacturing territory
Source: Zahharova (2018)

Narva Gate executive director commented:

“Major events have given a strong impetus to Kreenholm's further development...The impact of the crowded events was direct on the city's and the county's catering, trade, service and accommodation companies. In addition, they significantly improved the reputation of the city of Narva and the self-esteem of its citizens.” (Mikk 2020)

Kreenholm has received support from the Regional Competitiveness Strengthening program to develop a new tourism facility in the form of a "Textile World" visitor center. The Textile world is expected to be completed next year.

The executive director of Narva Gate OÜ considers the implementation of the textile museum as one of the most important steps to redevelop "Kreenholm". The main problem is the lack of a strong customer base in Narva and Ida-Viru County. Without the cooperation of private capital, the state and local government, no quick solutions are expected.

Development of Kreenholm Manufacturing in the short term (Mikk 2020):

- opening of the visitor center "Textile World" in 2021;
- continuation of cultural and sporting events;
- continuous meaningful work of the Narva Art Residency.

Long-term development of Kreenholm Manufacturing (*Ibid*):

- construction of the cultural quarter in the courtyards of the factories located on Varesesaari and in the factory buildings;
- according to the detailed plan, creation of the largest city heart in Narva.



Figure 6. Kreenholm and Narva waterfalls
Source: Jelissejeva (2018)

Moreover, the famous Narva Waterfalls can be seen from the territory of Kreenholm. Narva waterfalls are a tourist attraction center in Narva. Waterfalls (see Figure 6) can be observed several

times a year, because they are regulated by the operation of the hydroelectric power station. The Narva Museum organizes excursions to Narva Waterfalls.

1.6. Narva Candidate City European Capital of Culture 2024

In 2019, Narva entered the competition to be "European Capital of Culture 2024".

Involved “citizens” joined together as the “Narva 2024” team. (see Figure 8) Having successfully completed the first stage, they remained in this competition together with the city of Tartu. Narva lost this competition.



Figure 7. Narva2024 team
Source: Tunnel, Jancis (2019)

Narva and Tartu have good connections and many opportunities for cooperation. These cities have one goal - to improve the place they live, to prepare for the next generation. To achieve these goals, it is important to consider short-term and long-term strategies, as well as creating plausible plans. The Narva 2024 team made some mistakes in the first stages of development of the tender. First was the belated communication with the residents of the city. The city authorities did not show

interest in this process. One of the turning points was the conflict between the “Narva 2024” team and the authorities of the city of Narva, who refused to fully finance the development of the tender. The team lost a lot of time analyzing this conflict and defending the importance of this project in front of governance and citizens. The European Competition Commission took the low support from local authorities into account. (Sergeev 2019) However, now the city must seek other financing alternatives, which is a key challenge for such a project. The “participation” helped to raise awareness about the Narva area and its image. A slogan was adopted: “Narva is next”. (Sergeev 2019)

2. RESEARCH RESULTS AND DISCUSSION

This chapter contains quantitative and qualitative research; methods, results and discussion. The data used in the analysis was collected by questionnaire survey and interview. During the analysis, the findings were classified in different categories and findings and results were analyzed through them. Conclusions, suggestions and proposals are based on the results of the research.

2.1. Methodology and sample design

This section provides an overview of the quantitative and qualitative research methods according to the thematic blocks. The data for quantitative part was collected through an online questionnaire. Quantitative research methods were employed to account to find general trends and the dependency between responders age, place of residence, education level and responder's answers. In the survey on the Connect.ee platform, Estonian-language answers were collected. (see Appendix 1) Students and teachers of TALTECH, as well as residents of Estonia and Estonian-speaking residents of Ida-Virumaa, were asked to answer this questionnaire. Russian-language answers were collected through Google Forms (see Appendix 2). The survey was mainly aimed to collect data in the Ida-Virumaa region, as well as Russian-speaking residents of Estonia. Survey distribution was based on social networks and forums. The distribution was aimed at a large audience from various fields. The survey was split into two languages to make it more comfortable and accessible for both language groups. Answering the questions in mother language helped to collect more accurate data. Participants were asked to answer all the questions without taking into account the effects of the pandemic.

The survey, regardless of language, contains 23 questions plus 4 personal questions (age, place of living, education, gender). The Estonian version has two additional questions: "Have you been to Narva?" and "Have you heard about the former textile industry in Narva - Kreenholm manufactory?". All the 23 questions are divided into 6 main blocks: socio-demographic characteristics; awareness of Narva and Kreenholm; participation in event on the territory of Kreenholm; financing and target group; community initiative; awareness of project Narva2024.

The survey includes different types of questions: open-ended questions, closed-ended questions, rating questions, Likert scale questions (7-point scale), demographic questions and multiple-choice questions. Different types of questions enable different types of analyses. In analyzing descriptive and inferential statistical methods were used such as: ratios and frequencies, cross-tables, charts and differences testing (ANOVA, T-test, chi-square test). MS Excel is used for analysing all the data from surveys. The collected data was sorted, structured and coded. Excel was also used for both descriptive and inferential statistical analyses. Chi-square test was conducted online on Socscistatistics.com website.

The aim of qualitative research is to support and complement the results of quantitative part. The qualitative research method provides an understanding of the situation and its causes by field specialists, providing information from the first hand. It is used for scouting for new ideas. Author conducted interviews, with four specialists from different fields: the executive director of the Kreenholm, Narva 2024 project leader, Narva city entrepreneur/deputy, the Tallinn city entrepreneur.

All respondents had to answer same questions and interviews had same structure, allowing for direct comparison. Four structured interviews were prepared in text form. Each of interview contain seven main questions implying an open answer form. All the questions can be divided into five different topics or theme blocks: events on the territory of Kreenholm, the future of Kreenholm, stakeholders, community involvement and opinion for Covid-19. All of the block's topics repeat the idea researched in theory part. (see Appendix 3) These four characters (the owner of the territory, development project manager, Narva and Tallinn entrepreneur) represents main the stakeholders of the development of the territory of Kreenholm. All respondents had to answer the same questions in the structured interview, allowing for direct comparison. The collection of data started at 13 of April 2020 and ended on 20 of April 2020.

2.2. Results of quantitative research

The survey was filled by 353 responders, 207 of them (59%) answered in the Russian language, 146 (41%) in the Estonian language (see Figure 1). Responders are divided in age 4 groups, with Generation Z (...-24 years old), Generation Y (25- 39 years old) and Generation X (40- 54 years old) almost equally represented (see Figure 8). Baby Boomers (55 - 74 years old) constituted only

10% of respondents. No older respondent was observed. The presence of all four groups allows to include age parameter in research. Almost half of the answers were received from Narva. Tallinn took the second place, with almost 40%. The geographic distribution can be summarized as responders from Ida-Virumaa and “other regions” (mostly Harjumaa).

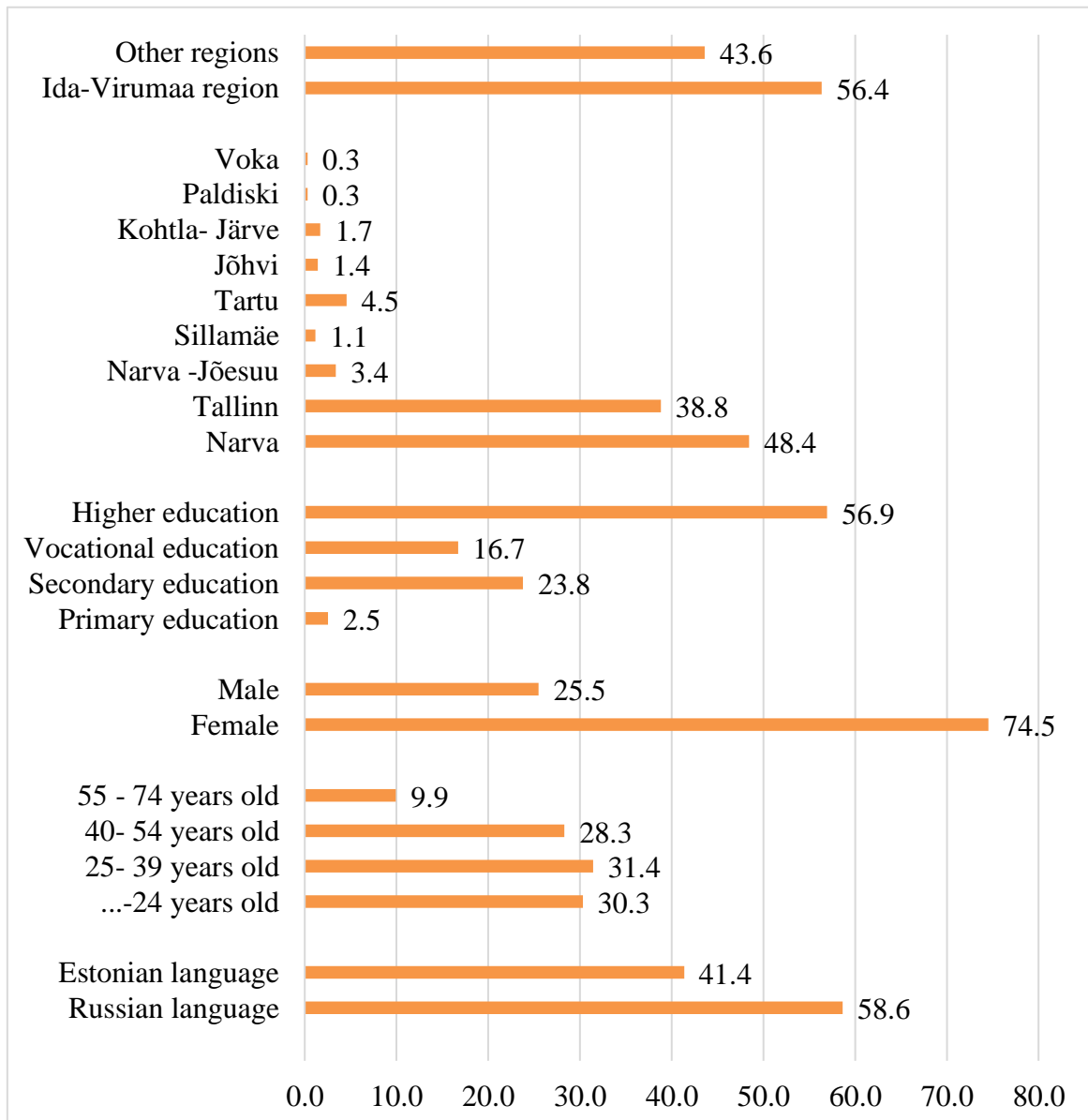


Figure 8. General data on responders (%)
Source: author's calculations

Two questions in first block addressed only Estonian speakers. It turned out, that 88% of Z generation have been to Narva, while everyone from “Baby Boomers” and Y generation having visited Narva (see Figure 9). Furthermore, 82% of Z generation, 94% of Y generation, 97% of X

generation and all the “Baby Boomers” have heard about Kreenholm Manufacture. Overall, older generations are slightly more informed about Narva.

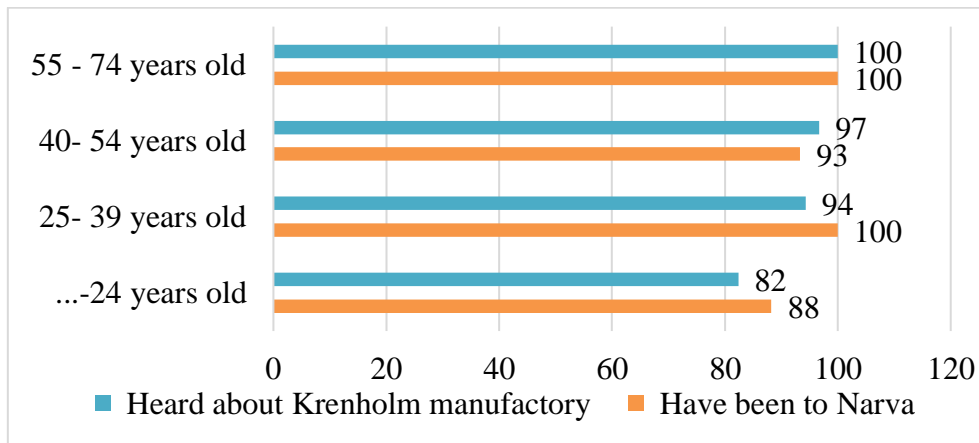


Figure 9. Awareness about Narva and Kreenholm (%)

Source: (*Ibid.*)

The second block consists of three topics. The first tackled the awareness of events, which was hosted on the territory of Kreenholm manufacture: there was a list of events to choose, but other events could be added freely. The most common answers were Narva Energy Run, excursions and sport events. Mostly people from outside Ida-Virumaa have never heard of those events (see Figure 10). “Kreemli ööbikud” performance was very popular or at least 81% of responders have heard about it. StationNarva festival and Narva Days of Opera were on the other hand mostly popular between Ida-Virumaa residence.

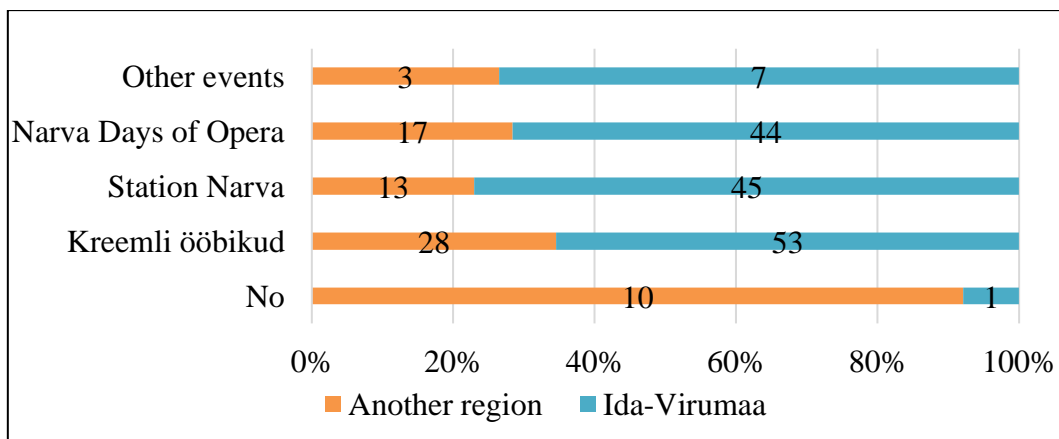


Figure 10. Number of responders, who have heard about events (%)

Source: (*Ibid.*)

Only 7% of responders from other regions and 25 from Ida- Virumaa, who answered “Kreemli

ööbikud” for a previous question was actually present on the show (see Figure 11).

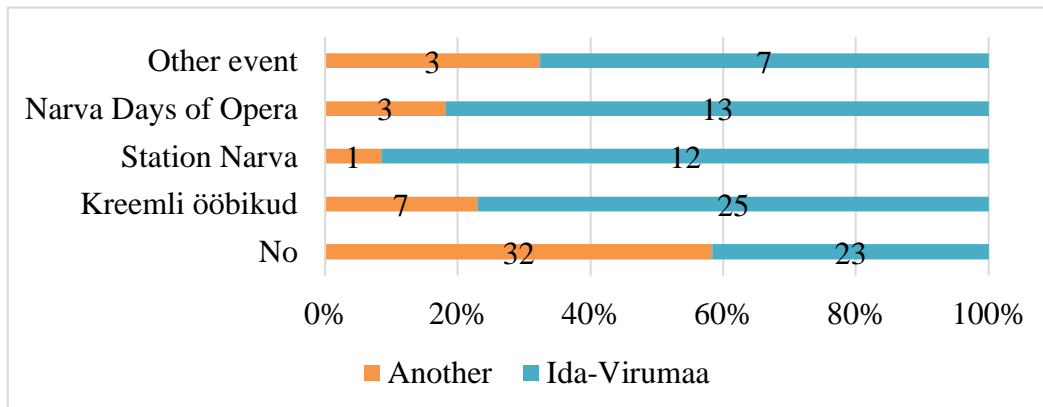


Figure 11. Percentage of responders, who have visited the events (%)

Source: *(Ibid.)*

It is important to note, that show was available for visitors 2 years in the row. Only 13% of all the responders have visited the Station Narva festival, 12% from them are from Ida- Virumaa. And 16% have visited Narva Days of Opera. 55% of total responders have not visited any events, which hints that people experienced either transformational or financial difficulties linked to visiting those events or that they do not match the local needs.

Those events seem to have a positive resonance within the community, as 87% of responders think that such as events should be repeated (see Figure 12)

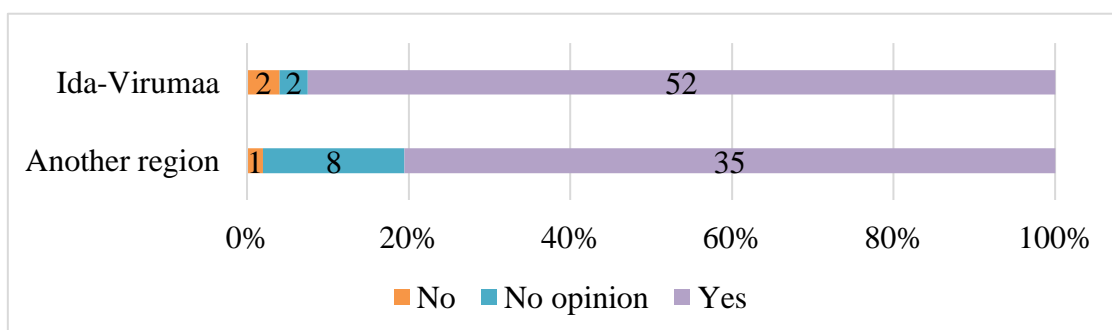


Figure 12. Opinion about the perspective of events (%)

Source: *(Ibid.)*

This is further proved by employing Likert scale to measure if such events have a positive impact on the city's image, economy and tourist interest or not. (see Figure 13)

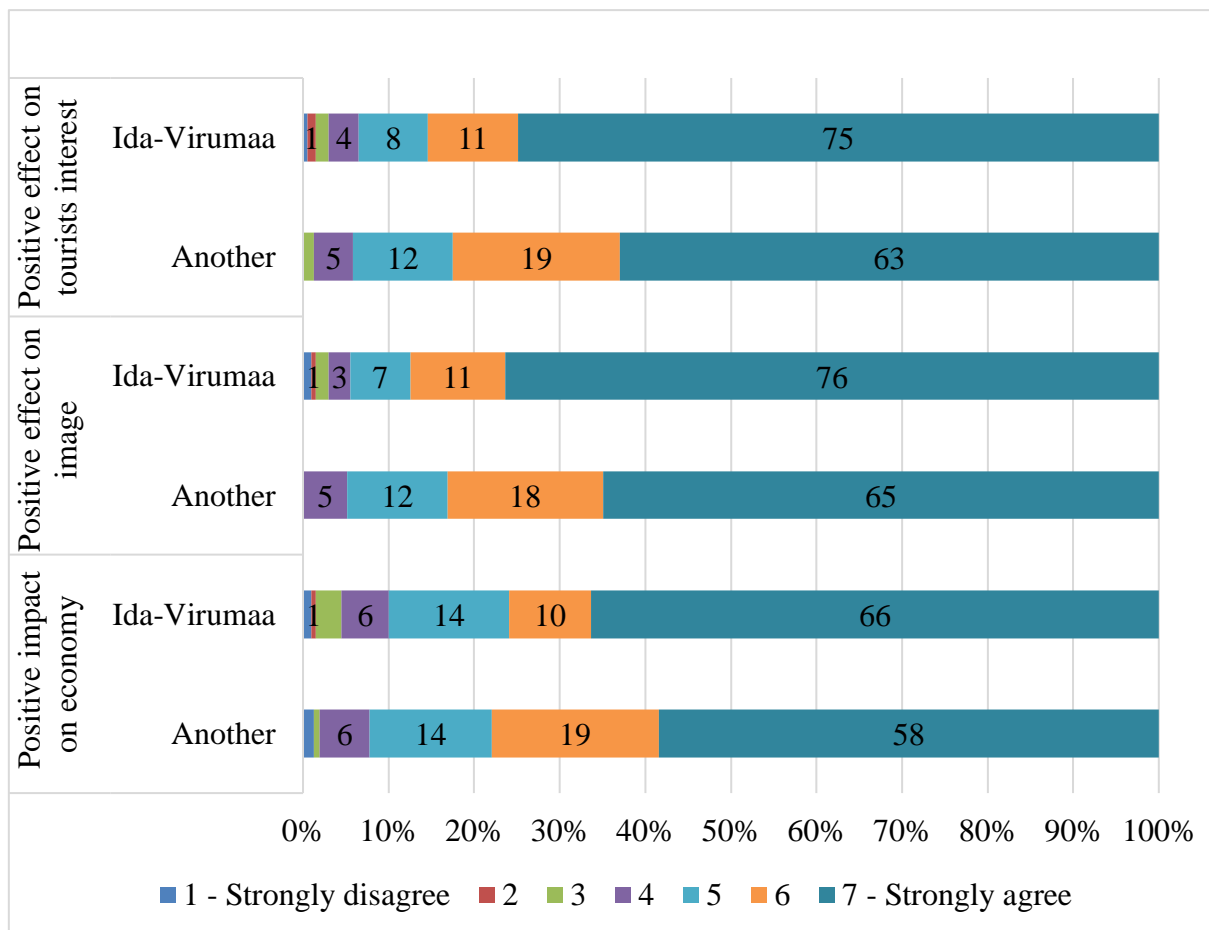


Figure 13. Opinion about positive impact on economy, image and tourist interest (%)
 Source: (*Ibid.*)

Third block was divided into two parts. First 3 questions are designed for 7-point Likert scale and last 2 are open questions, which presume responder’s imagination and knowledge. First, evaluation of the for the former manufactory to become the creative center of Narva. More than half “strongly agree” with this, most of the 7-point answer was given by 25-39 years old responders (19%), mostly from Ida- Virumaa (32%). Only 5% of responder see it as implausible (see Appendix 4). The one-way analysis of variance (ANOVA) was used to determine whether there are any statistically significant differences between the means of three or more independent age groups. Conclusion: There was no statistically significant differences between age group means as determined by one-way ANOVA ($F = 1,397, p = 0,58$) (see Appendix 5) Secondly, the surveyed were asked to evaluate the opportunities of the territory of the former manufactory to become the future economic center of Narva. Most of the people who have opinion on this matter answered positively, a fifth of responders are not sure (see Appendix 6). Most of the people, who answered positively are 25-54-year-old and from Ida-Virumaa. The one-way analysis of variance (ANOVA) was used to determine whether there are any statistically significant differences between the means

of three or more independent age groups. Conclusion: There was statistically significant differences between age group means as determined by one-way ANOVA ($F = 4,309, p < 0,001$). To identify which age groups opinion, differ T-test was done. Conclusion: There was statistically significant differences between Z and X generation means as determined by T- test ($p < 0,001$). (see Appendix 7) Answerers from Z generation estimate lower chances for Kreenholm becoming an economic center of Narva. The third question asked to evaluate if the territory of the former manufactory could become a future Narva tourist center. Most of the respondents answered positively (see Appendix 8). The distribution within answers by age, tested by ANOVA, showed the difference between Z and Y generation ($p < 0,001$) while the youngest group sees less chances for Kreenholm to become a tourist center (see Appendix 9). T-test also shows, that responders from Ida- Virumaa are less supportive in this question ($p = 0,007$). (see Appendix 10)

The second part of block three offered survey participants to answer two open questions: the future of the Kreenholm manufactory in 5 years and in 15 years. Answers were very different: long and short, informative and uninformative, positive and negative. Hence, they are not compared, but shortly reviewed here. Most of the responders did not see much difference in short- and longer-term development. Those who answered shortly or with unclear position explained very simply: "I have never seen this territory and have no information to make a prognoses." People, who see the future of Kreenholm brightly, proposed different models. The difference between 5- and 15-year perspectives is that changes in the longer term are more likely to occur. For example, most of respondents assume that in the near future the territory will continue to exist as a platform for various events and festivals. Russian and Estonian cultural cooperation action is predicted as one of the possibilities for the future, where Kreenholm will act as a "neutral territory for joint creative and business projects." Many of answerers are also informed about the construction of the "Textile World" by 2021 and believe in the feasibility of this project. Most respondents attribute to Kreenholm similar future with Telliskivi, Kalamaja, Rotermani and Aparaditehas. A lot of people assumed the opening of the territory for public use. The answers also show that the general opinion about the future of this territory is the tourist, economic, entertainment, innovative center of Narva, movie-filming space and Startup incubator. Negative predictions boil down to the fact, that there were already a lot of missed opportunities and time for starting the development. Negative forecasts are also associated with the lack of youth in a region, emigration, economic stagnation and the non-detected target audience. Some of the responders noted the size of the territory, as well as lack of financial resources for any restoration work. The general opinion here is that if nothing changes in 5 years, then in 15 it will be even more difficult and expensive to revitalize as

the fixed assets will continue to degrade.

Block 4 questions are focused on the possible stakeholders and financing tools/opportunities. It was identified that the main interested side for the revitalization and development are mostly perceived to be the city residents (27%), city government (24%) and the owner (20%). (see Appendix 11) To the question of who the main sources of financing for the rehabilitation and development should be: European funds, state government and the owner of the territory were selected in near equal measure. (see Appendix 12) With people from Ida- Virumaa voting mostly for European funds, while people from other regions expecting the state to provide. Whether this reflects a disillusionment of citizens of Ida-Virumaa towards the Estonian state or a higher faith in EU-institutions is not within the remit of this work.

Blocks 5 questions show the readiness of community to become a part of a creative team to create a strategic plan for the development and improvement of the territory of the former Kreenholm manufacturing. These questions were divided to probe the willingness to help as a volunteer or for payment. Results show, that the majority are not interested in volunteering on Kreenholm development. Less than half of the group reporting the highest readiness for such volunteering, (25-39 years old from Ida- Virumaa) would do so. (see Figure 14)

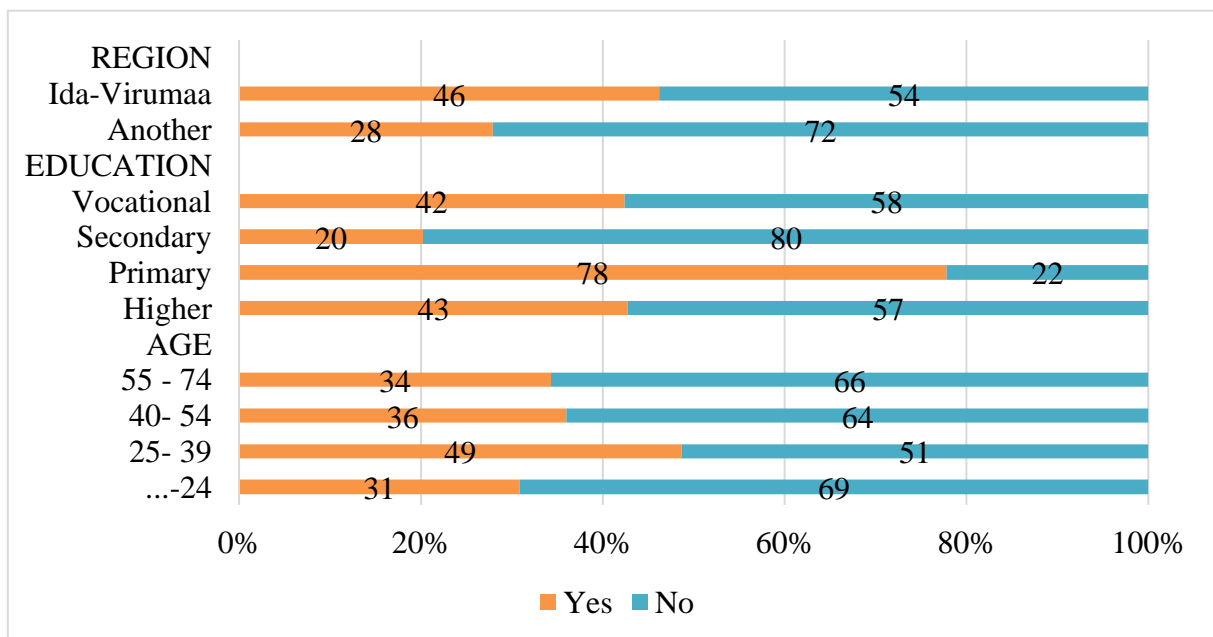


Figure 14. Readiness to be part of a creative team as a volunteer (%)

Source: (*Ibid.*)

However, significant diversity is observed within age, education level and place of residence groups. The chi-square test for independence, also called Pearson's chi-square test or the chi-square test of association, is used to discover if there is a relationship between categorical variables. (see Appendix 13) The test shows, that there is a connection between age ($p=0,046$), level of education ($p<0,001$), place of residence ($p<0,001$) and readiness to be part of a creative team as a volunteer. Results show, that teams could be created mostly from volunteers 25-39 years old from Ida-Virumaa. Mostly people with higher than primary education are not inclined to volunteer in such a project. Remuneration for involvement in a hypothetical project led to a higher willingness to be involved, particularly among those with higher education (see Figure 15).

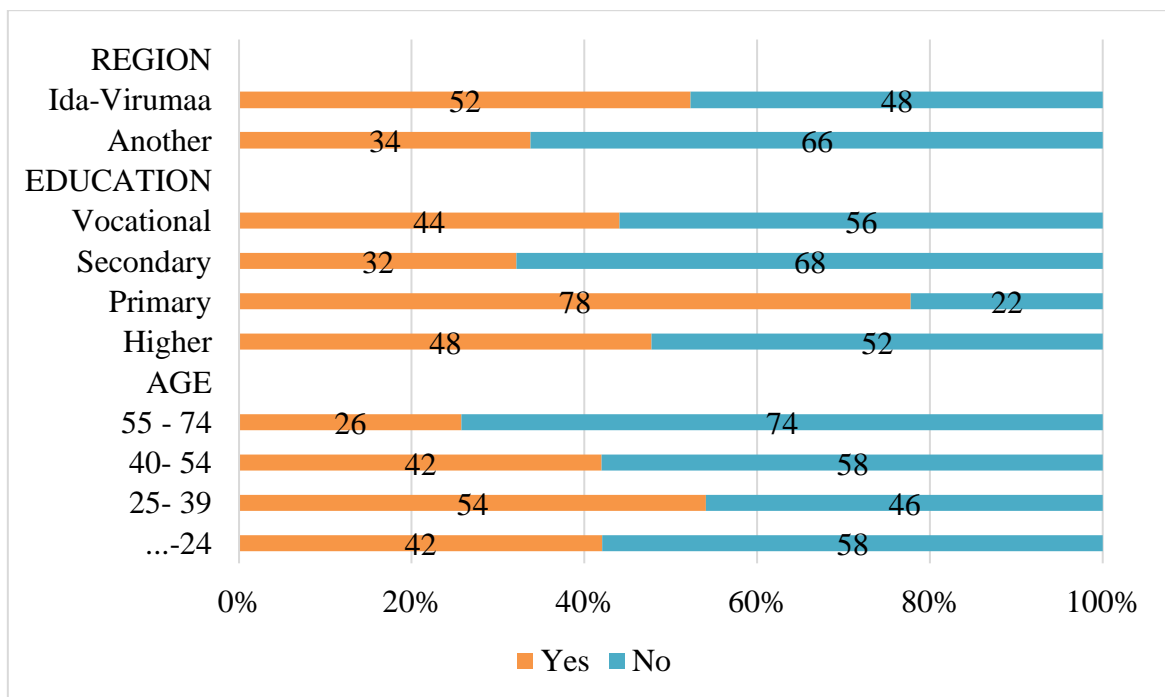


Figure 15. Readiness to be part of a creative team as paid worker (%)
Source: (*Ibid.*)

Distribution within an age, education and place of residence group is significant. Chi-Square Test Calculator (see Appendix 14) shows, that there is a connection between age ($p=0,022$), education ($p=0,0177$) and place of residence ($p<0,001$). Just as previously responders 25-39-year old from Ida- Virumaa reported a higher willingness to be involved.

The last block of the questionnaire discusses the lost opportunity of Narva becoming a European Capital of Culture 2024. The vast majority of responders have heard about Narva's candidacy, with a lower awareness amongst the under 24 group (see Figure 16).

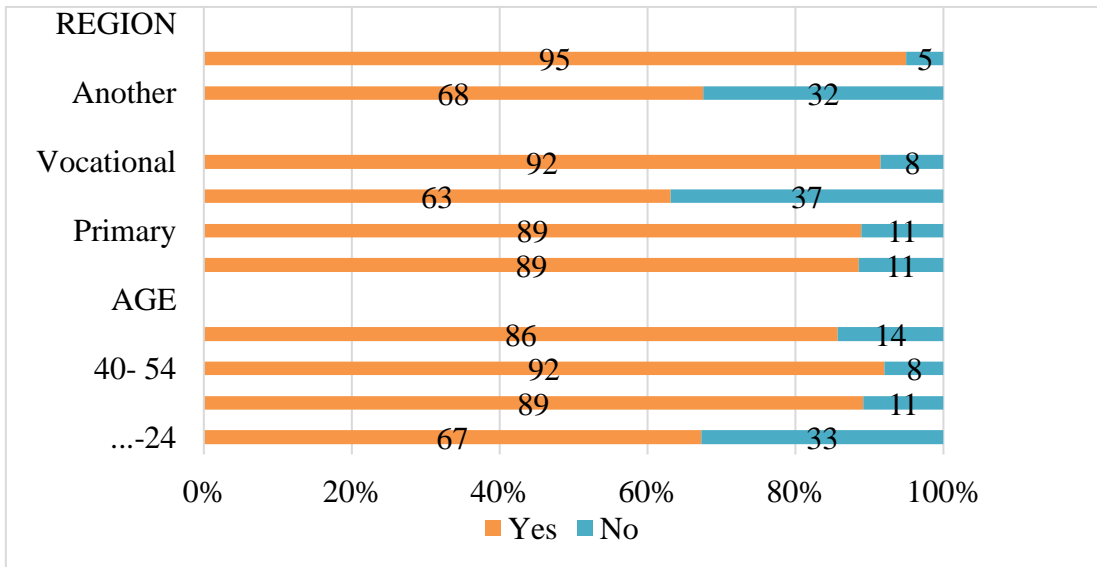


Figure 16. Awareness about Narva's candidacy in the nomination "European Capital of Culture 2024" (%)

Source: (*Ibid.*)

A further Chi-Square Test showed significant relationships between the different subgroups (see Appendix 15). People from Ida-Virumaa are more informed about this project, as well as people with higher education from the 25- 54 years old group. Only a minority of all the responders have read the Narva's candidate application to be "European Capital of Culture 2024". People with higher education 25-54 years old were the most interested to read the Narva's application. (see Figure 17)

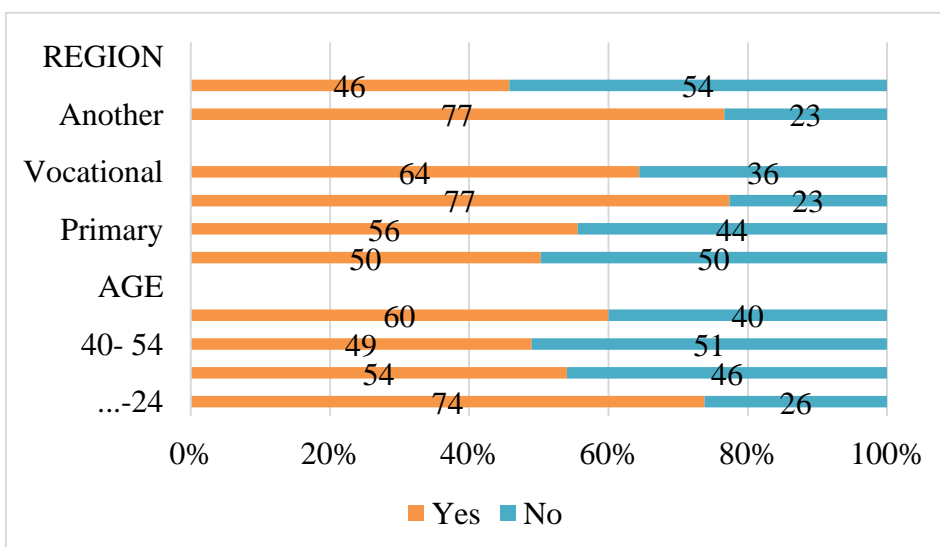


Figure 17. The quantity of responders who have read the Narva's application (%)

Source: (*Ibid.*)

Once again Chi-Square Test shows correlation between the age, place of residence and the level of education. (see Appendix 16) The groups most likely to have read the application are people from Ida-Virumaa with higher education from 25- 54 years.

A secondary of this survey, beyond the collection of data, was to raise awareness about discussed topic.

2.3. Results of qualitative research

Four structured interviews were conducted with specialists in their respective fields: the executive director of the territory - Jaanus Mikk, Narva 2024 project leader - Ivan Sergeev, the Narva city entrepreneur/deputy - Anton Pratkunas, SA Tallinna Kultuurikatel Board member - Liina Oja. The four interviews, carried out in Russian and Estonian, structured around open ended questions have been translated into English and transcribed (see Appendix 17).

All the responders have attended cultural events hosted on Kreenholm and expressed positive opinions thereupon. Furthermore, these events were seen to influence the city's economy and image positively. For the interviewees, Kreenholm need to keep hosting this direction.

Interviewee 1 - the board member of Kultuurikatel in Tallinn thinks, that Kreenholm can be used as a summer outdoor activity area. She also offered to make it a center of film production. (see Appendix 17)

The experts' opinions on finance are summarised in following table. (see Table 5)

Table 5. Main source of financing

	Sa Tallinna Kultuurikatel board member -I1	Narva Gate OÜ executive director -I2	Narva 2024 team leader I3	Narva entrepreneur, deputy – I4
Opinion:	<ul style="list-style-type: none"> • Enterprise Estonia • city of Narva • state government 	<ul style="list-style-type: none"> • private resource • national and European funds 	<ul style="list-style-type: none"> • private investments • state and international projects 	<ul style="list-style-type: none"> • investments • owner

Source: author's calculations based on data from Appendix 17

Narva 2024 team leader noted, that the Kreenholm area is about 200,000 square meters, which is 4 times bigger than Telliskivi. Sergeev also added:

"Considering that we are dealing with a protective historical heritage, the cost of a complete reconstruction of Kreenholm may amount to about 0.3-0.4 billion euros plus improvement of the territory...Thus, it is obvious that this territory cannot be developed in one swoop, and the most likely development path of Kreenholm is a gradual development in the style of creative towns around the world, in which case, financing will have to be attracted from a host of different sources." (see Appendix 17)

The question of the importance of civic initiative and involvement in the process of developing a plan. The interviewees responded unanimously in favour of this, along with the creation of a platform to support it, although the question of its funding was broached by Interviewee 4, Narva Gate executive director commented: "Different platforms can be created to initiate new ideas, but more importantly, there are also enterprising people behind the new ideas who implement them. The biggest problem in today's Narva is the lack of enterprising people."

Finally, regarding the predicted impact of COVID - 19 on Kreenholm's redevelopment, none of the responders foresaw one. The development of Keenholm is more global process, so only as much as the state finances are affected. Interviewee 2 added, that it is important to pay more attention on tourism inside the country.

2.4. Discussion and suggestions

The result of the theoretical and practical part is the collected information, which will be used to analyze the results and to answer the questions posed at the beginning of the research.

First part of the theoretical part describes the common future of the post-industrial cities. Narva in this case act as post-industrial city and the Kreenholm Manufactory act as former textile industry centre. According to the official definitions of a "post-industrial" city, the author concludes that Narva has not reached the level of a post-industrial society for 10 years after the closure of the textile manufactory, but it is noticeable that the city has took this direction. Like many cities that

are at the stage of economic diversification, Narva is experiencing an urban crisis. The most striking signs are an active outflow of the population and a decrease in employment, particularly in the industry. Cities characterized by these properties are called “shrinking cities”. However, this does not explain the reason for the failure of the local industry to adapt to changing environmental conditions. This problem is overcome by the modern approach name as “networked”. It describes the socio-cultural and institutional mechanisms that determine the low level of adaptive abilities of Ida-Virumaa region or Narva city. Networks and clusters are the basic concepts of these approaches. Clusters are localized networks of specialized organizations, whose production processes are highly interconnected through the exchange of goods, services and knowledge.

Moreover, “historical accident” plays a huge role in the development process of old industrial, which can determine the entire sequence of further events - Kreenholm textile era in case of Narva. The result of such a process is closing of all the other development choice alternatives. The name of this effect is “locking effect”. To step into the post-industrial level Narva needs to find a way to start a new period with new approaches and diversification of economy. If the city (government and residents) leaves it as it is now, the population will continue to decline, and the youth will leave the region faster. For example, the Ruhr region concentrated the economy on high technology and also took a big course on ecology and improving the living environment. While Manchester found it’s unique trait - people themselves indicating the path of development, with the authorities supporting and strengthening work on the city’s image in this direction.

The results of research show, that awareness about Narva and Kreenholm is bigger within the older generations. Kreenholm’s opportunities to become the future creative center of Narva are supported by 85% of responders. Answerers under 24 years old from Ida- Virumaa rate the ability of Kreenholm becoming an economic and tourists center of Narva poorly. 33% of responders, who answered, that they or any of the relatives have worked on Kreenholm are from Narva. The research of the level of community involvement into city and Kreenholm development showed, that the number of people who is ready to be a part of creative team, even a paid team is low. However, “city residents” were designated as the main interested side of the revitalization and development. There is a necessity to encourage citizens taking the initiative. Narva can take as an example the experience of Telliskivi Creative City, where youth and even children participated in Creative City’s creative lab and traditional festival of discussion on the topic of further development of area - “Kalamaja days”.

Open questions added in survey discussed the future of the Kreenholm manufactory territory in 5 years and in 15 years. Most of them assume that in the near future of the territory will continue to exist as a platform for various events and festivals, involving Russian and Estonian cultural cooperation. Many of answerers believe in the feasibility of “Textile World” construction by 2021. Most respondents attribute to Kreenholm similar future with Telliskivi, Kalamaja, Rotermani and Aparaditehas. Also, a common answer was the assumption of the opening of the territory for public use, to make it an open area with open entrance. Some mentioned that Kreenholm, in the state in which it is now, could become a film set. The results support the idea from the theoretical part, on creating platform for collecting the ideas and connect initiative.

Financing of the Kreenholm redevelopment will be multiple. The amount of money needed cannot be found in one place. There are plenty of European funds and projects, which can support step by step development of territory, as it was implemented in Rush area. For example, the Creative Europe aims to support the European audiovisual, cultural and creative sector. The European Route of Industrial Heritage (ERIH) is a network (theme route) of the most important industrial heritage sites in Europe. Also, Seaplane Harbour reconstruction was supported by European regional development fund.

Kreenholm has hosted big events and festivals. Author researched responder’s awareness and attendance of events, which were organized on the territory of Kreenholm manufactory. It turns out, that people are interested and believe in events transformative effect, but they do not attend them.

The vast majority of responders have heard about Narva’s opportunity becoming a European Capital of Culture 2024, with a lower awareness amongst the under 24 group. People from Ida-Virumaa are more informed about this project, as well as people with higher education from 25-54 years old. However, only a minority of all the responders have read the Narva’s candidate application to be “European Capital of Culture 2024”. People with higher education 25-54 years old were the most interested to read the Narva’s application.

Finally, regarding the predicted impact of COVID - 19 on Kreenholm’s redevelopment, none of the responders foresaw one.

To summarize the points discussed in this work as well as to suggest how the former territory of Kreenholm manufactory can be further developed by its owner NarvaGate, the city of Narva and other stakeholders:

- The city needs find new directions to develop its economy. If Narva positions itself as a post-industrial city, then it needs to pay attention to the service and info-technology economy. The authorities should especially pay attention to the direction of development of the initiative-minded residents of the city and support them in their endeavours. Should the city continue to ignore the crisis and delay its revitalization, stagnation and population decrease will continue. Making a strategic decision on the role of industry in the future development of the city is one of the keyways out of the crisis.
- Narva needs to raise awareness about itself and Kreenholm outside of Narva. Youth of Ida-Viruma are less confident in Kreenholm's ability to become a tourist center. There is a necessity to inform them about opportunities for the region and Kreenholm. Special events, projects, discussions days and work with school children can be used as to involve regional youths in future development planning as well as fostering buy-in.
- As above, youth of Ida- Virumaa residents are skeptical of Kreenholm's potential economic revival. Stakeholders need to show the Kreenholm's prospects to under 24 years old.
- Stakeholders in Kreenholm's redevelopment should create a platform to support creativity. Fostering both small projects and larger movements. As survey shows, there are people with initiative, who are ready to be part of a creative team.
- The revitalization of Kreenholm needs a step by step approach. Stakeholders need to divide big development projects of into smaller ones, which can grow in parallel. Such process would need to start from the least costly projects. A key aim would be to reach a higher awareness and coverage of participation.
- Stakeholders need to use different ways for finding and attract investors and financial support. By researching previous revitalization projects, opportunities for funds and projects should be found (Creative Europe, European Route of Industrial Heritage...)
- Even when informed, many people do not attend the events hosted in their region, according to the survey. The mismatch between the locals' interests and the themes of such events should be addressed.
- Local youths are broadly uninterested by the changes and initiatives such as Narva2024. In order to assure the continuity of projects, their needs and wants should be addressed to

stem the tide of depopulation of the city and its surroundings, as well as to involve the next generation in such a long-term project.

CONCLUSION

Narva is a post-industrial city, where a large former industrial complex is located. Kreenholm is the privatized territory of the Narva's former textile factory. This is a large former industrial complex, which is currently closed to public access. This area considered to be a cultural heritage of Estonia. Narva needs changes and Kreenholm territory transformation and redevelopment is one of the potential and promising ones. This requires the knowledge and skills of experienced local people, as well as large financial resources. Recently, the region has become more popular among Estonian tourists and the Estonian government. Large projects, cultural events and Narva's participation in the competition for the title "European Capital of Culture 2024" have raised its profile on a national level.

This thesis researches the opportunities of development and entrepreneurship for the privatized territory of Narva's former textile factory named Kreenholm. The aim of this work was to analyze the development strategies of post-industrial regions, identify the necessary measures for the future development of the Kreenholm area and restart of the local activity.

The results show, that general awareness about Narva and Kreenholm is greater within the older generations. Generation-Z participants in the survey view the ability of Kreenholm to become the economic and tourists center of Narva as unlikely. Additionally, the level of community involvement in the city and Kreenholm development can be characterized as low, especially amongst the young generation. The answers on open questions, considering the future of Kreenholm in 5 and 15 years, show a positive attitude of responders and new ideas of development. The fact, that people generated and offered ideas gives the opportunity to create a platform for Kreenholm, where creativity will find support. Furthermore, the financing question was raised: responders believe, that financing the redevelopment of Kreenholm needs to be multiple. These are expected to be the owner's, private, city and state government investments, as well as European funds, such as Creative Europe, the European Route of Industrial Heritage and European regional development funds. Events, hosted on the territory of Kreenholm have a positive effect on the city's image, economy and tourist interest. However, the level of attendance of these events is low.

In addition, only 41% of all the responders have read the Narva's candidate application to be "European Capital of Culture 2024", that is 49% of those who have even heard about it. Ida-Virumaa residents, especially young people, are not interested in changes and initiatives, which take place in their region. The experts' opinion regarding the predicted impact of COVID - 19 on Kreenholm's redevelopment was sought but none of the responders foresaw one. The development of Kreenholm is a more global process, so only possible nationwide budgetary cuts, brought upon by the pandemic, would have a real impact.

Finally, the aforementioned results and discussions were summarized and a set of suggestions for the development of Kreenholm and postindustrial city were made along three axes:

- A strategic reorientation at the city level, to transform from de-industrialized shrinking city into a vibrant postindustrial one.
- Raising the awareness of Narva and Kreenholm, both domestically (in particular among under 24 years old) and nationally. Local buy-in could be improved through hosting events more in touch with the needs of the local population.
- Creation of a platform by the larger stakeholders to support and empower local projects, leading to a step by step renewal of Kreenholm.

Thus, it is hoped that the aim of the thesis was achieved. This work would be welcome to become an auxiliary material for discussions of the further topic of the development of Kreenholm area and Ida- Virumaa region. Further analyses and practical implementation of the given suggestions would be the next step. In order to develop the theme of the thesis, the author proposes initiative to closely study the financial possibilities, such as European funds and related requirements, as well as methods and used approaches for increase of residents' initiative and involvement.

KOKKUVÕTE

Narva on postindustriaalne linn, kus asub endine suur tööstuskompleks. Narva ja Ida-Virumaa vajavad uusi impulsse ja ümberehituse lainet. Selleks on vaja kogunud kohalike inimeste teadmisi ja oskusi ning suuri rahalisi vahendeid. Viimasel ajal on piirkond muutunud populaarsemaks nii Eesti valitsuse kui ka Eesti elanike seas. Suured projektid, kultuuriüritused ja Narva osalemine konkursil „Euroopa kultuuripealinn 2024“ on tõstnud Narva mainet riiklikul tasandil. Selles lõputöös uuritakse arengu- ja ettevõtlusvõimalusi Narva endise tekstiilivabriku Kreenholmi nimelise erastatud territooriumi jaoks. Selle töö eesmärk oli analüüsida postindustriaalsete piirkondade arengustrateegiaid, määratleda vajalikud meetmed Kreenholmi piirkonna edasiseks arenguks ja kohaliku tegevuse taaskäivitamiseks.

Uuringu tulemus näitab, et üldine teadlikkus Narva ja Kreenholmi kohta on vanematel põlvkondadel suurem. Z-põlvkonna vastajad hindavad Kreenholmi võimalust saada Narva majandus- ja turismikeskuseks suhteliselt madalama punktiga. Lisaks võib kogukonna kaasatuse linna ja Kreenholmi arengus pidada madalaks, eriti noore põlvkonna seas. Kreenholmi tuleviku osas 5 ja 15 aasta pärast vastused avatud küsimustele näitavad uusi arenguideesid. See, et inimesed genereerisid ja pakkusid ideid, annab võimaluse luua Kreenholmile platvormi, kus loovus leiab tuge ja kolleege. Lisaks uurib autor rahastamisküsimust. Vastajate arvates peab Kreenholmi rahastamine olema mitmekordne ning koosnema nii linna kui ka valitsuse investeeringutest, territooriumi omanike ja erainvesteeringutest ning Euroopa fondidest, näiteks Creative Europe, European Route of Industrial Heritage and European regional development fund. Kreenholmi territooriumil korraldatavad üritused mõjutavad positiivselt linna mainet, majandust ja turistide huvi. Nende ürituste külastatavuse tase on siiski oodatust madalam. Lisaks on vaid 41% kõigist vastajatest lugenud Narva kandideerimistaotlust „Euroopa kultuuripealinn 2024“. Ida-Virumaa elanikke, eriti noori, ei huvita muutused ja algatused, mis nende piirkonnas toimuvad. Autor küsis ka eksperdi arvamust COVID-19 eeldatava mõju kohta Kreenholmi ümberehitusele, ükski vastajatest ei osanud seda ette näha. Kreenholmi areng on globaalsem protsess, nii et see mõjutaks ainult riigi rahandust.

Lõpuks eelnimetatud tulemuse ja arutelu põhjal tehti ettepanekute kogum Kreenholmi arendamiseks kolmes suunas:

- Strateegiline linna staatuse ja positsiooni ülevaade, üleminek deindustrialismilt postindustrialismile
- Narva ja Kreenholmi teadlikkuse tõstmine nii riigisiselt (eriti alla 24-aastaste hulgas) kui ka riigi väliselt. Kohalikku sisseostu saaks parandada ürituste korraldamise kaudu.
- Suuremate sidusrühmade poolt platvormi loomine kohalike projektide toetamiseks ja tugevdamiseks, mis viib Kreenholmi järk-järgulise uuendamiseni.

Autor usub, et lõputöö eesmärk on saavutatud. Autori sõnul võib teos saada abimaterjaliks Kreenholmi piirkonna ja Ida-Virumaa piirkonna edasiste teemade aruteludeks. Järgmine samm oleks antud ettepanekute praktiline rakendamine ja edasine analüüs. Lõputöö teema arendamiseks soovib autor põhjalikult uurida rahalisi võimalusi, näiteks Euroopa фонде ja nendega seotud nõuded. Samuti uurida meetodid ja kasutatud lähenemisviisid elanike initsiatiivi ja kaasatuse suurendamiseks.

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APPENDICES

Appendix 1. Survey in Estonian language

See uuring loodi eesmärgiga saada andmeid edasiseks töötlemiseks ja analüüsimiseks bakalaureuse töö osana Tallinna Tehnikaülikooli tudengina.

Autor kaalub teoreetilisel materjalil ning teiste linnade ja riikide kogemustel põhinevaid võimalikke strateegiaid postindustriaalse pärandi arendamiseks. Teoreetilist materjali kasutatakse Kreenholmi manufaktuuri endise territooriumi arengustrateegia kujundamisel.

Välja arvatud 2 küsimust, on küsitlus vormistatud testvormis.

* Selles töös ei võta autor arvesse COVID-19 pandeemiale tutvustatud regulatiivsete vastuste majanduslikke ja sotsiaalseid tagajärgi.

Elukoht (linn):

- oma valik

Sugu:

- mees
- naine

Vanus:

- ... - 24
- 25-39
- 40–54
- 55-74

Haridus:

- Põhiharidus
- Keskkharidus
- Spetsialiseeritud keskkharidus
- Kõrgharidus

Kas olete käinud Narva linnas?

- Jah
- Ei

Kas olete kuulnud endisest tekstiilitööstusest Narva linnas - Kreenholmi manufaktuuris?

- Jah
- Ei

Kas teie või keegi teie sugulastest töötas Kreenholmi manufaktuuris?

- Jah
- Ei

Kas olete kuulnud endise Kreenholmi manufaktuuri territooriumil toimunud üritustest?

Missugune?

- ei
- Kreml'i ööbikud
- Station Narva
- Narva ooperipäevad
- Muud

Kas olete külastanud endises Kreenholmi manufaktuuris korraldatud üritustel? Millised neist?

- ei
- Kreml'i ööbikud
- Station Narva
- Narva ooperipäevad
- muud

Kas arvate, et selliseid üritusi peaks tulevikus korraldama?

(võtmata arvesse pandeemia levikuga seotud regulatsiooni)

- Jah
- Ei
- Ei oska öelda

Kas arvate, et sellised sündmused mõjutavad positiivselt linna majandust?

(võtmata arvesse pandeemia levikuga seotud regulatsiooni)

Üldse ei nõustu

Täiesti nõus

1 2 3 4 5 6 7

Kas arvate, et sellised sündmused mõjutavad positiivselt linna mainet(võtmata arvesse pandeemia levikuga seotud regulatsiooni)

Üldse ei nõustu

Täiesti nõus

1 2 3 4 5 6 7

Kas arvate, et kunagise manufaktuuri territooriumist võiks saada tulevane Narva loomekeskus? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

Üldse ei nõustu

Täiesti nõus

1 2 3 4 5 6 7

Kas arvate, et kunagise manufaktuuri territooriumist võiks saada Narva tulevane majanduskeskus? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

Üldse ei nõustu

Täiesti nõus

1 2 3 4 5 6 7

Kas arvate, et kunagise manufaktuuri territooriumist võiks saada tulevane Narva turismikeskus? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

Üldse ei nõustu

Täiesti nõus

1 2 3 4 5 6 7

Millisena näete Kreenholmi manufaktuuri territooriumi tulevikku 5 aasta pärast? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

(avatud vastus)

Millisena näete Kreenholmi manufaktuuri territooriumi tulevikku 15 aasta pärast? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

(avatud vastus)

Kes on teie arvates Kreenholmi manufaktuuri territooriumi infrastruktuuri taastamise ja arendamise küsimustes huvitatud isik? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

(Mitu)

- linnavalitsus
- territooriumil omanik
- kohalikud ettevõtjad
- linnarahvas
- Eesti ettevõtjad
- riik
- välisinvestorid
- muu

Kes on teie vaatenurgast KÕIGE huvitatud osapooled Kreenholmi manufaktuuri territooriumi infrastruktuuri taastamise ja arendamise küsimustes? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

- linnavalitsus
- territooriumil omanik
- kohalikud ettevõtjad
- linnarahvas
- Eesti ettevõtjad
- riik
- välisinvestorid
- muu

Millised on teie arvates Kreenholmi manufaktuuri infrastruktuuri taastamise ja arendamise rahastamisallikad? (Võtmata arvesse pandeemia levikuga seotud regulatsioone)

- linnavalitsus
- fond
- territooriumil omanik
- kohalikud ettevõtjad

- linnarahvas
- Eesti ettevõtjad
- riik
- välisinvestorid
- muu

Mis on teie arvates Kreenholmi manufaktuuri infrastruktuuri taastamise ja arendamise PEAMISE rahastamise allikas? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

- fond
- territooriumil omanik
- kohalikud ettevõtjad
- linnarahvas
- Eesti ettevõtjad
- riik
- välisinvestorid
- muu

Kas olete valmis saama osa loomingulisest meeskonnast, et luua strateegiline kava endise Kreenholmi manufaktuuri territooriumi arendamiseks ja parendamiseks? Kas vabatahtlikkuse alusel? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

- Jah
- Ei

Kas olete valmis saama osa loomingulisest meeskonnast, et luua strateegiline kava endise Kreenholmi manufaktuuri territooriumi arendamiseks ja parendamiseks? Tasulistel tingimustel? (võtmata arvesse pandeemia levikuga seotud regulatsiooni)

- Jah
- Ei

Kas arvate, et Kreenholmil õnnestub korrata “telliskivi loomelinnak”, “Rotermanni kvartal” või “Aparaaditehas” edu?

- Jah
- Ei
- Ei oska öelda

Kas olete kuulnud Narva kandideerimisest nominatsioonis “Euroopa kultuuripealinn 2024”?

- Jah
- Ei

Kas olete tutvunud Narva konkursi taotlusega tiitlile “Euroopa kultuuripealinn 2024”?

- Jah
- Ei

Kas te arvate, kas linn suudaks kavandatud ja fikseeritud „konkureeriva pakkumise” tegevused ja ümberkujundamised Euroopa konkurentsivõimelise rahastamisega ellu viia?

- Jah
- Ei
- Ei oska öelda
-

Kas arvate, kas linn suudab kavandatud ja fikseeritud pakkumismenetluse ja ümberkujundamise tegevused ellu viia ilma Euroopa konkurentsivõimelise rahastamiseta?

- Jah
- Ei
- Ei oska öelda

Appendix 2. Survey in Russian language

Настоящий "опрос" создан с целью получения данных для дальнейшей обработки и анализа в рамках Бакалаврской работы студентом Таллиннского Технического университета.

Автор рассматривает возможные стратегии развития постиндустриального наследия на основе теоретического материала и опыта других городов и стран. Теоретический материал будет использован, как база для формирования стратегии развития бывшей территории "Кренгольмской мануфактуры".

За исключением 2-х вопросов, опрос оформлен в тестовом виде.

*В данной работе автор не учитывает экономические и социальные последствия введенных регуляторных мер реагирования на пандемию COVID-19.

Место проживания (город):

- Нарва
- (другой вариант)

Пол:

- женский
- мужской

Возраст:

...- 20

20- 40

40-...

Образование:

- Основное
- Среднее
- Среднее специальное
- Высшее

Работали ли Вы или кто- то из ваших родственников на Кренгольмской мануфактуре?

- да
- нет

Слышали ли Вы о мероприятиях, проводимых на территории бывшей Кренгольмской мануфактуре? О каких?

- нет
- Кремлевские соловьи
- Station Narva
- Narva ooperipäevad
- другое

Посещали ли Вы мероприятия, проводимые на территории бывшей Кренгольмской мануфактуре? Какие?

- нет
- Кремлевские соловьи
- Station Narva
- Narva ooperipäevad
- другое

Считаете ли Вы, что в будущем подобные мероприятия стоит проводить?

(не принимая во внимания регуляции связанные с распространением пандемии)

- да
- нет
- не имею мнения

Считаете ли Вы, что такие мероприятия влияют на экономику города...

(не принимая во внимания регуляции связанные с распространением пандемии)

Категорически

не согласен

1

2

3

4

5

6

7

•

Категорически

согласен

Считаете ли Вы, что такие мероприятия влияют на имидж города(не принимая во внимания регуляции связанные с распространением пандемии)

Категорически

не согласен

1

2

3

4

5

6

7

Категорически

согласен

Считаете ли Вы, что такие мероприятия влияют на заинтересованность городом потока туристов (не принимая во внимания регуляции связанные с распространением пандемии)

Категорически

не согласен

1

2

3

4

5

6

7

Категорически

согласен

Считаете ли Вы, что территория бывшей мануфактуры может стать будущим креативным центром Нарвы? (не принимая во внимания регуляции связанные с распространением пандемии)

Категорически
не согласен

Категорически
согласен

1 2 3 4 5 6 7

Считаете ли Вы, что территория бывшей мануфактуры может стать будущим туристическим центром Нарвы? (не принимая во внимания регуляции связанные с распространением пандемии)

Категорически
не согласен

Категорически
согласен

1 2 3 4 5 6 7

Каким Вы видите будущее территории “Кренгольмской мануфактуры” через 5 лет? (не принимая во внимания регуляции связанные с распространением пандемии)
(открытый вопрос)

Каким Вы видите будущее территории “Кренгольмской мануфактуры” через 15 лет? (не принимая во внимания регуляции связанные с распространением пандемии)
(открытый вопрос)

Кто, с Вашей точки зрения, является заинтересованной стороной в вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? (не принимая во внимания регуляции связанные с распространением пандемии)

- власти города
- собственник территории
- местные предприниматели
- горожане
- предприниматели Эстонии
- государство
- иностранные инвесторы
- другое

Кто, с Вашей точки зрения, является НАИБОЛЕЕ заинтересованной стороной в вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? (не принимая во внимания регуляции связанные с распространением пандемии)

- собственник территории
- власти города
- местные предприниматели
- горожане
- предприниматели Эстонии
- государство
- иностранные инвесторы
- другое

Каки, с Вашей точки зрения, есть источники финансирования в вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? (не принимая во внимания регуляции связанные с распространением пандемии)

- собственник территории
- власти города
- местные предприниматели
- горожане
- предприниматели Эстонии
- государство
- иностранные инвесторы
- фонды
- другое

Что, с Вашей точки зрения, является основным источником финансирования вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? (не принимая во внимания регуляции связанные с распространением пандемии)

- собственник территории
- власти города

- местные предприниматели
- горожане
- предприниматели Эстонии
- государство
- иностранные инвесторы
- фонды
- другое

Готовы ли Вы стать частью креативной команды по созданию стратегического плана развития и благоустройства территории бывшей кренгольмской мануфактуры на волонтерских условиях? (не принимая во внимания регуляции связанные с распространением пандемии)

- да
- нет

Готовы ли Вы стать частью креативной команды по созданию стратегического плана развития и благоустройства территории бывшей кренгольмской мануфактуры на олачиваемых условиях? (не принимая во внимания регуляции связанные с распространением пандемии)

- да
- нет

Считаете ли Вы, что Кренгольму удастся повторить успех “telliskivi loomelinnak”, “Rotermanni kvartal” или “Aparaaditehas”?

- да
- нет
- не имею своего мнения

Слышали ли Вы о кандидатуре Нарвы в номинации “Культурная столица Европы 2024”?

- да
- нет

Ознакомлены ли Вы с конкурсной заявкой Нарвы на титул “Культурная столица Европы 2024”?

- да
- нет

Считаете ли Вы, что город смог бы воплотить в жизнь запланированные и зафиксированные в “конкурсной заявке” мероприятия и преобразования с конкурсным Европейским финансированием?

- да
- нет
- не имею своего мнения
-

Считаете ли Вы, что город сможет воплотить в жизнь запланированные и зафиксированные в “конкурсной заявке” мероприятия и преобразования без конкурсного Европейского финансирования?

- да
- нет
- не имею своего мнения

Спасибо за ответ!

Полученный материал будет использован в аналитической части бакалаврской работы.

Appendix 3. Structured interview

Kutsun Teid üles abistama bakalaureuse töö praktilise osa kirjutamist, nimelt saama minu vastajaks.

Võttud regulatsiooni tõttu ei saa ma kontaktivestlust läbi viia, seega loodan, et see “kirjalik” versioon sobib teile ka.

See intervjuu, nagu ka lõputöö, käsitleb Narva ettevõtlust ja endise Kreenholmi manufaktuuri territooriumi edasist arengute analüüs. Analüüsis ei võta autor arvesse pandeemia leviku meetmete ja määruste majanduslikke ja sotsiaalseid tagajärgi, palun ka Teil vastuste käigus seda mitte arvestada.

Vastused võetakse vastu Teile sobival keeles.

Tänan Teid juba ette vastuste ja arvamuste eest.

1) Milline on olemasolev Kreenholmi arengukava - kas kõik läheb plaanipäraselt? Kui ei, siis mis on peamine takistus (linnaelanike, ametivõimude, riigi algatusvõime puudumine? kehv suhtlus?

rahastamise väljavool?) Millisena näete Kreenholmi manufaktuuri lühikeses ja pikas perspektiivis?

Algtekst Сущетсвующий план развития Кренгольма - идет ли все по плану? если нет то что является основной помехой (отсутствие инициативы со стороны городан, властей, государства? неналаженная коммуникация? оттоки финансирования)

2 Mida Te arvate suuremahulistest üritustest, mis oli korraldatud Kreenholmi manufaktuuri territooriumil? Kuidas Te (Narva Gate) toetasite?

Millist mõju avaldavad need sündmused majanduslikule, sotsiaalsele, linna- ja piirkondlikule sfäärile?

Kas sellesse protsessi on vaja kaasata rohkem algatusi või isegi luua platvorm nende ideede tekkimiseks ja toetamiseks?

Algtekst Как Вы относитесь к масштабным мероприятиям, которые были проведены на площадке территории бывшей “Кренгольмской мануфактуры”? Посещали? Какое влияние “данные мероприятия” оказывают на экономические, социальные, городские и региональные сферы. Стоит ли привлекать к этому процессу больше инициатив и создавать платформу для зарождения и поддержки инициатив?

3 Kes on teie arvates KÕIGE huvitatud osapooled Kreenholmi manufaktuuri territooriumi infrastruktuuri taastamise ja arendamise küsimustes? Miks?

Algtekst Кто, с Вашей точки зрения, является НАИБОЛЕЕ заинтересованной стороной в вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? Почему?

4 Mis on teie arvates peamine rahastamisallikas Kreenholmi manufaktuuri territooriumi infrastruktuuri taastamisel ja arendamisel? Miks?

Algtekst Что, с Вашей точки зрения, является основным источником финансирования в вопросе восстановления и развития инфраструктуры территории “Кренгольмской мануфактуры”? Почему?

5 Kas Te arvate, et Kreenholm suudab korrata „Telliskivi loomelinnak”, „Rotermanni kvartal” või „Aparaaditehas” edu? Kas me peame seda kogemust võtma arvesse?

.....

Appendix 3 continued

Algtekst Считаете ли Вы, что Кренгольму удастся повторить успех “Telliskivi loomelinnak”, “Rotermanni kvartal” или “Aparaaditehas”? Нужно ли равняться на данный опыт?

6 Kas Te peate kodanikualgatust ja kaasamist plaani väljatöötamise või muu protsessi oluliseks?

Algtekst Считаете ли Вы, что гражданская инициатива и вовлеченность в процесс разработки плана имеет важность?

7 Milline on teie arvates Covid-19 levikust tingitud määruste mõju ettevõtlusele linnas, piirkonnas, riigis? Teie prognoosid seoses Kreenholmi territooriumi arengukava viivitusega.

Algtekst Каким, с Вашей точки зрения, будет влияние регуляций вызванных распространением Covid -19 на предпринимательство в городе, регионе, государстве? Ваши прогнозы по вопросу задержки плана развития территории Кренгольма, вызванной общими регуляциями.

Appendix 4. Opinion on Kreenholm's ability to become cultural center (%)

Points:	By age:				By place of residence:		By education level:					Grand Total
	...-24	25- 39	40- 54	55 - 74	Another region	Ida-Virumaa	Higher education	Primary education	Secondary education	Vocational education		
Strongly disagree - 1	0	1	1	0	0	1	1	0	0	0	0	1
2	0	1	0	0	0	1	1	0	0	0	0	1
3	1	1	0	0	1	1	2	0	1	0	0	3
4	5	2	2	1	6	4	4	0	5	1	10	10
5	5	3	3	1	6	7	6	0	4	2	13	13
6	5	5	4	3	7	10	10	0	4	3	17	17
Strongly agree - 7	13	19	18	5	23	32	33	2	10	10	55	55
Grand Total	30	31	28	10	44	56	57	3	24	17	100	100

Source: author's calculations

**Appendix 5. ANOVA test results: the difference between age and opinion
Opinion on Kreenholm's ability to become a creative center**

<p>HO: Where is no connection between age and opinion about Kreenholm being the future creative center of Narva.</p> <p>H1: Where is connection.</p> <p style="text-align: center;">Anova: Single Factor</p>						
SUMMARY						
Groups	Count	Sum	Average	F	P-value	F crit
Column 1	107	616	5,75700935	2,51821167	0,05795272	2,630493149
Column 2	111	669	6,02702703			
Column 3	100	626	6,26			
Column 4	35	216	6,17142857			

Source: (*Ibid.*)

Appendix 6. Opinion on Kreenholm's ability to become an economic center (%)

Points:	By age:				By place of residence:		By education level:				Grand Total
	...-24	25- 39	40- 54	55 - 74	Another region	Ida- Virumaa	Higher education	education	Secondary education	Vocational education	
<i>Strongly disagree - 1</i>	0	1	1	0	0	2	1	0	1	0	2
2	1	1	1	1	1	3	2	0	1	1	4
3	5	3	2	0	5	5	4	1	4	1	9
4	10	6	5	1	11	11	13	1	6	3	22
5	8	8	8	2	10	17	14	0	6	6	27
6	2	4	3	2	5	6	7	1	2	1	10
<i>Strongly agree - 7</i>	4	8	9	3	12	13	15	0	4	6	25
Grand Total	30	31	28	10	44	56	57	3	24	17	100

Source: (*Ibid.*)

Appendix 7. ANOVA and T-test results: Difference between age of responders and opinion on Kreenholm's ability to become an economic center

Question	ANOVA			t-Test: Two-Sample Assuming Unequal Variances		
	Variable	Mean	p-value	Variable	Mean	p-value
<i>Age</i>	...-24	4,514018692	0,00078748	...-24	4,514018692	0,000120652
	25- 39	5,117117117		40- 54	5,28	
	40- 54	5,28				
	55 - 74	5,371428571				

Source: (*Ibid.*)

Appendix 8. Opinion on Kreenholm's ability to become a tourist center (%)

Points:	By age:				By place of residence:		By education level:				Grand Total
	...-24	25- 39	40- 54	55 - 74	Another region	Ida- Virumaa	Higher education	Primary education	Secondary education	Vocational education	
<i>Strongly disagree - 1</i>	0	1	1	0	0	1	1	0	0	0	1
2	1	1	0	0	1	2	1	0	1	0	2
3	2	1	0	0	2	1	1	0	2	1	3
4	8	4	4	1	8	8	8	0	7	1	17
5	8	6	4	1	9	10	10	1	5	4	19
6	6	7	4	2	7	11	11	1	4	3	18
<i>Strongly agree - 7</i>	6	13	15	5	16	24	25	1	5	8	40
Grand Total	30	31	28	10	44	56	57	3	24	17	100

Source: (*Ibid.*)

Appendix 9. T-test and ANOVA test results: Difference between age of responders and opinion on Kreenholm's ability to become a tourist center

ANOVA				t-Test: Two-Sample Assuming Unequal Variances		
Question	Variable	Mean	p-value	Variable	Mean	p-value
<i>Age</i>	...-24	5,130841121	3,00E-05	...-24	5,130841121	1,84059E-05
	25- 39	5,693693694		40- 54	5,94	
	40- 54	5,94				
	55 - 74	6,142857143				

Source: (*Ibid.*)

Appendix 10. T-test results: Difference between place of residence of responders and opinion on Kreenholm's ability to become a tourist center

t-Test: Two-Sample Assuming Unequal Variances		
Variable	Mean	p-value
<i>Ida- Virumaa</i>	5,130841121	0,00725609
<i>Another region</i>	5,551948052	

Appendix 11. Most interested part in the restoration and development (%)

Option:	By place of residence:		By age:				By education level:				Grand Total
	Another	Ida-Virumaa	...-24	25- 39	40- 54	55 - 74	Higher education	Primary education	Secondary education	Vocational education	
<i>Another option</i>	1	1	1	1	1	0	2	0	0	0	2
<i>City government</i>	12	12	7	10	6	2	13	1	6	4	24
<i>City residents</i>	10	17	10	8	8	2	16	2	4	5	27
<i>Estonian entrepreneurs</i>	2	3	2	2	1	1	4	0	1	0	5
<i>Foreign investors</i>	1	2	1	0	2	0	1	0	1	1	3
<i>Local entrepreneurs</i>	5	4	4	3	2	1	5	0	4	1	9
<i>State government</i>	4	5	2	3	3	1	5	0	2	2	9
<i>The owner of the territor</i>	8	13	5	5	7	3	11	0	6	4	20
Grand Total	44	56	30	31	28	10	57	3	24	17	100

Source: (*Ibid.*)

Appendix 12. Main source of financing (%)

Option:	By place of residence:		By age:				By education level:				Grand Total
	Another	Ida-Virumaa	...-24	25- 39	40- 54	55 - 74	Higher education	Primary education	Secondary education	Vocational education	
Another option	2	1	2	0	1	0	1	1	1	0	3
City government	4	6	5	1	2	3	3	4	3	1	10
City residents	1	0	0	0	0	0	1	0	0	0	1
Estonian entrepreneurs	3	4	4	0	2	1	2	2	2	1	7
Foreign investors	7	9	10	1	3	2	5	6	5	1	16
Funds	4	16	14	1	1	5	3	7	8	3	21
Local entrepreneurs	2	3	3	0	1	1	1	1	1	1	5
State government	11	9	11	0	6	3	7	6	6	1	20
The owner of the territor	10	8	8	0	7	3	8	4	4	3	19
Grand Total	44	56	30	31	28	10	57	3	24	17	100

Source: (*Ibid.*)

Appendix 13. Chi-Square Test: Association between age, level of education, place of residence and readiness to be part of a creative team as a volunteer

Question	p-value	α	Hypothesis
Age	0,04568	0,05	H1
Level of education	0,000199	0,05	H1
Place of residence	0,000448	0,05	H1

Source: (*Ibid.*)

Appendix 14. Chi-Square Test: Association between age, level of education, place of residence and readiness to be part of a creative team as paid worker

Question	p-value	α	Hypothesis
Age	0,022134	0,05	H1
Level of education	0,017737	0,05	H1
Place of residence	0,00052	0,05	H1

Source: (*Ibid.*)

Appendix 15. Chi-Square Test: Association between age, level of education, place of residence and awareness about Narva's candidacy

Question	p-value	α	Hypothesis
Age	0,022134	0,05	H1
Level of education	0,00001	0,05	H1
Place of residence	0,00001	0,05	H1

Source: (*Ibid.*)

Appendix 16. Chi-Square Test: Association between age, level of education, place of residence and awareness about Narva's application

Question	p-value	α	Hypothesis
Age	0,001801	0,05	H1
Level of education	0,00001	0,05	H1
Place of residence	0,00029	0,05	H1

Source: (*Ibid.*)

Appendix 17. Interview part 1 and part 2 translated by author into English

Part 1:

		SA Tallinna Kultuurikatel Board member	Narva Gate OÜ executive director
	<i>Questions</i>	Liina Oja	Jaanus Mikk
Block 1: Events on the territory Kreenholm	<i>Visited, participated?</i>	yes	yes
	<i>General opinion?</i>	positive	positive
	<i>What is the impact to the city's economy?</i>	positive	positive
	<i>Effect on city's image?</i>	positive	positive
	<i>Whether to hold such an event?</i>	yes	yes

Block 2: Future of Kreenholm	<i>How can future of Kreenholm look like?</i>	Initially, one could start with summer and outdoor events, in order for people to get used to it and start walking around. A film centre could be organised, where filmmakers from all over the world could come to film. Set up Hollywood temporary film villages. The area is large and there are many construction options. There could also be an adventure park for children, a la Legoland, etc., but focusing on the historical heritage, presenting sewing studios. Until the buildings can be renovated to be in usable condition, adventure trips and geocaching could be organized there.	Development of Kreenholm Manufacturing in the short term: opening of the Visitor Center "Textile World" in 2021; continuation of cultural and sporting events; continuous meaningful work of the art residency. Long-term development of Kreenholm Manufacturing: the establishment of a cultural quarter in the courtyards of the factories on Varesesaare and in the factory buildings; according to the detailed plan, creation of the largest city heart of Narva.
	<i>The success of "Telliskivi loomelinnak", "Rotermanni kvartal" or "Aparaaditehas" is repeatable?</i>	Yes, in long term	Yes, but it is important to not to repeat common mistakes.
Block 3: Stakeholders	<i>Who is most interested side in restoring and developing the infrastructure</i>	In particular, the local government or Enterprise Estonia. Obviously, this will not immediately return the investment and it is risky for private companies to invest.	Narva City
	<i>Main source of financing</i>	Enterprise Estonia and the city of Narva. It can also be a country.	Private resources, possibly with national and European funds.
Block 4: Community involvement	<i>Locals initiative and involvement in the process of developing a plan is important?</i>	yes	yes
	<i>Creating a platform to support and develop such an initiative?</i>	yes	yes
Block 5: Covid-19	<i>Impact of pandemia (measures) on the future of Kreenholm.</i>	Same as for economy generally.	Same as for all the economy fields.

Part 2:

		Narva 2024 team leader	Narva entrepreneur, deputy
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	<i>Questions</i>	Ivan Sergeev	Anton Pratkunas
Block 1: Events on the territory Kreenholm	<i>Visited, participated?</i>	Yes. Kreenholm appears as one of the "main characters" in application form for Narva for the title of European Capital of Culture 2024. I spent hundreds of excursions around Kreenholm for international diplomats, city guests, television and other journalists, etc. I imagined the idea of Kreenholm as a platform for cultural events - and spread it all over Estonia - back in 2016, a few years before Kreenholm was "opened" by the public and producers in its new amplua.	yes
	<i>General opinion?</i>	positive and very important	positive
	<i>What is the impact to the city's economy?</i>	transformative in positive way	positive
	<i>Effect on city's image?</i>	transformative in positive way	positive
	<i>Whether to hold such an event?</i>	yes	yes
Block 2: Future of Kreenholm	<i>How can future of Kreenholm look like?</i>	Long-term.	Same like Telliskivi loomelinnak in Tallinn, but bigger.
	<i>The success of "Telliskivi loomelinnak", "Rotermanni kvartal" or "Aparaaditehas" is repeatable?</i>	Learning the experience of Telliskivi loomelinnak, Rotermanni kvartal and Aparaaditehas and using it is necessary, but to hope that we will do the same and "everything will be in that way" does not make sense simply based on the scope of Kreenholm. Here you need to think deeper and with a larger scope.	YES, I think that success will be repeated and will be even better! The main question is WHEN?
Block Stakeholders	<i>3: Who is most interested side in restoring and developing the infrastructure</i>	Kreenholm is private property, so the owner should theoretically be the most interested side. The city government and the community must support the development of this territory.	The city of Narva, entrepreneurs, investors, partially the state (strategically important place in Estonia and Russia)
	<i>Main source of financing</i>	Private investments, both state and international, and loans and projects, etc.	Money of investors and owners.

Block 4: Community involvement	<i>Locals initiative and involvement in the process of developing a plan is important?</i>	yes	It's important, but the civil initiative has no money, and without them, this project is nowhere.
	<i>Creating a platform to support and develop such an initiative?</i>	yes	yes
Block 5: Covid-19 Kreenholm.	<i>Impact of pandemia (measures) on the future of Kreenholm.</i>	No, the processes and problems are more global.	No, the main influencer is relationship between Estonia and Russia.

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