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TEMPoraryUSes as start-up actions to enhance port (in)tangible heritage

D3.1.2 – GUIDELINES FOR ESTABLISHMENT AND OPERATION OF LAGS

Document control

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INTRODUCTION

The present Guideline contains instructions about the proper composition of the urban strategy co-design group, according to the quadruple-helix scheme¹ as best framework for harmonizing public and private interests, as well as different perspectives and competences.

The document consists in three Sections. In the first Section, a summary of the main activities that each Local Action Group (LAG) has to perform is presented. In the second Section, a detailed description of the figures that have to be included in each LAG is illustrated, together with the reasons why each figure has to be part of the LAG. In the third Section, the key aspects related to the role of LAGs in the definition of the Urban Strategies are illustrated.

1. LOCAL ACTION GROUP ACTIVITIES

LAGs are informal groups (one for each pilot city) that are in charge of:

- co-designing the Port Cities' Urban Strategies (PCUSs) (see Section 3). The design of PCUSs will be discussed through approximately 8-10 periodical meetings/workshops that will be held in each TEMPUS city as well as during the Cross Border Cooperation (CBC) meetings;
- allowing adequate and competent CBC actions (Activity 4.4) at the three CBC meetings, i.e. "Launch", "Sailing", and "Mix and Match" events. The aim of the CBC meetings is to exchange experiences and to obtain cross-fertilizing outcomes. At CBC Deep Dive Sessions (DDS), the LAGs representatives will briefly describe the local draft strategy, and a final brainstorming seminar will be held, where the best solutions and ideas for the development of each strategy will be jointly debated and evolved;
- defining the open calls' framework (Activity 4.3), with the support of Local Shipyard Groups (LSGs);

¹ Building on the triple helix model, the quadruple helix model adds a fourth component to the framework of interactions between university, industry and government: civil society and the media. The aim is to bridge the gaps between innovation and civil society. Indeed, this framework claims that under the triple helix model, the emerging technologies do not always match the demands and needs of society, thus limiting their potential impact. This framework emphasizes a societal responsibility of universities, in addition to their role of educating and conducting research. The quadruple helix model has been argued to include both the civil society and the users of innovation. This is the approach that the European Union has intended to take for the development of a competitive knowledge-based society. Subsequently, the quadruple helix has been applied to European Union-sponsored projects and policies.

- organizing on-site visits (for citizens, relevant stakeholders,..) to the pilot, including the Temporary Uses Actions (TUAs) opening events in order to accelerate the evolution of the heritage site into a catalyst of urban life;
- engaging relevant stakeholders and forming a long-term commitment and collaboration on heritage valorisation, thanks to the set-up of the Local Governance Groups (LGGs);
- drafting, on the basis of Entrepreneurial Local Maps and Open Calls, the Local Entrepreneurial ecosystem (LES) Business Strategies (BS) that will lay out the future mid/long term course for the future development of local entrepreneurial ecosystems;
- participating to Perspective Forums (PFs) of some LAGs members (at least one from Academy and one from third sector);
- individuating, together with innovators, the most suitable entities to initiate the TEMPUS Community of Practice (CoP).

Each LAG representative is also expected to participate in the Sharing Experience and knowledge Workshops (SEWs) that will be held in the pilot cities and to the final CBC SEW that will be held in Rijeka.

Moreover, the ideal number of participants in the LAG shall not exceed 25 people in order to foster better communicative processes and the effectiveness of the Pilots implementation. Indeed, working in small groups encourages to think out loud, discuss, decide and develop ideas together, account for one another's weaknesses, and to take part in a collaborative process.

2. LOCAL ACTION GROUP COMPOSITION

Each LAG group has to include several figures, some of them are mandatory while other are optional.

The **mandatory** figures are representatives of:

- **Archaeological, historical, natural science, ethnography and art museums and conservation institutes:** they can contribute to define the urban strategies taking into account the port heritage theme;
- **Regional and local development agencies in charge of Cultural Heritage (CH) tourism and urban development;**
- **Public Institutions:** more in detail:

- **Municipality:** two municipality representatives are called upon to participate in each LAG. The first one should be an expert on administrative and regulatory procedures, and can coincide with the “Municipal officer” described in LSG Guidelines (see Deliverable 3.1.1). He/she will support the urban strategies, taking care of the regulatory standards and will be involved in the proposals made by LSGs for improving local regulation. The second one should be an expert in urban planning, so that he/she can have a global vision of the Urban Strategies and of the valorisation and regeneration processes.
- **Port Authority,** who can be a useful interface between the planning group and the owners of the port areas
- **Region,** who can provide useful information about funding programmes and regional standards.
- **Relevant enterprises, such as port areas and infrastructures’ owners:** they can influence the strategic outline of the target area development and contribute to promote it in the future;
- **Associations and regional innovation agencies working in the cultural, heritage/tradition protection, archaeological, social, tourism fields;**
- **Universities and research institutes;**
- **Expert on port heritage themes:** he/she will support the diffusion of the cultural and historical resources, related to the port area, that can attract the interest of the people and that will be highlighted from the mapping of Cultural Heritage (CH) resources;
- **Co-working entrepreneurial groups, incubators and enterprise accelerators:** they will contribute to define a business strategy and to select the areas that are functional for the development of a set of entrepreneurial activities.

The **optional** figures are:

- **Civil society members:** they should not take physically part to the LAG meetings, but they shall be constantly updated about the planning procedure through the TEMPUS platform and communication and dissemination activities. When the preliminary urban strategy will be drafted they could be involved, through the TEMPUS platform, for selecting their preferences on some aspects of the valorisation and regeneration process individuated by LAGs.
- **Media Member:** they consist in local newspaper agencies. The local newspaper agency that will follow the overall path aimed to define the PCUSs shall be selected, if possible, through an Open Call. The

journalist of the selected newspaper agency will participate to most of the LAG meetings in order to share to the community the development path of PCUSs.

- **Tour operator and tourist guides:** they can create a tourist path of the cultural and natural areas that will be defined through the mapping. They can also include the “Sail-it” Map in their travel destinations.

Each LAG shall be managed by a **Facilitator**. The **Facilitator** shall be an expert in strategic planning with a high level of knowledge on local territory and shall organize the LAG meetings, smooth possible conflicts and carry out knowledge acceleration processes, in order to support the Work Package Leader (WPL). He/she shall guarantee the pro-active behaviour of LAGs’ members.

It is recommended to include in the LAGs a **representative of each local Project Partner (PP)** with a targeted role according to the specific expertise of each Local Partner.

LAGs should not include technical figures strictly related to the design/concept and implementation of physical infrastructures (e.g. Engineers, Architects, etc.), which shall be part of LSGs.

3. ROLE OF LAGS INTO PORT CITIES URBAN STRATEGY DESIGN

From an operative point of view, LAGs will be one of the main actors of the co-design of PCUSs. Indeed, the PCUS elaboration path, that is one of the main output of the project, will be concluded by the adoption, by the LAGs and other public and private stakeholders, of the final strategy, by subscribing a joint statement of interest and commitment to keep on supporting the planned actions after the project finalization.

For this reason, it’s important to report, as a key-element of the guideline for LAGs’ operations, the list of the phases to be followed to implement the co-design of PCUSs:

- Initial building sessions for aligning stakeholders on the strategic issues challenged by the group with a preliminary overview of the assigned theme and related available materials;
- Analysis of the Cultural and Natural Heritage and Entrepreneurial maps in order to develop a first urban strategy;
- Progressive fine-tuning of PCUSs, thanks to the first results of the Temporary Uses Pilot Actions (TUPAs) activated in the pilot cities and to the support of dedicated CBC Deep Dive Sessions.
- Finalization of PCUSs, also on the basis of LES Business Strategies (Activity 4.3);

4. CONCLUSIONS

According to the LAGs role defined into TEMPUS framework, the fundamental “pillars” on which these groups have to be laid have been defined. Moreover, more specific and targeted technical/non-technical figures could be added in addition to what is already listed in order to take care of the local peculiarities for the proper functioning of the multidisciplinary group itself. The addition of these figures shall be adequately motivated, describing the specific role and task that they will play in the LAG. This information will be useful to nourish and enrich the TEMPUS methodology.