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EUROPEAN UNION

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

# D3.3.5 – Trigger Effect Evaluation Report

## Document control

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Authors	M. Morganti, M. Bottacini, M. Marsigli, M. Chiari, Ivana Tokić, Suzana Belošević Romac
Reviewers	L. Laghi

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## 2. RAVENNA

### 1. INTRODUCTION

The present Deliverable contains a synthesis of the impacts of the actions carried out in the pilot area of the “Former Agrarian Consortium”. To this extend, the present Deliverable contains a summary of the communication and engagement actions taken regarding the TUA in each phase of its realization and which reactions have been obtained from the targets of such actions. This document contains important lessons learned during the implementation of the Pilot that will be paramount for the work of the Local Governance Group (D4.4.4) in maintaining the TEMPUS legacy in time. Together with D 3.1.1 Guidelines for coordinated operation of LSGs and D3.1.2 Guidelines for establishment and operation of LAGs, this document contributes to the OP2 TEMPUS Methodology, which is the main tool for boosting the replication of TEMPUS results across the Adriatic Sea and beyond.

### 2. PILOT DESCRIPTION

The Pilot project, as conceived in the Third Major Modification, aims to create a temporary stage for the city and citizens in which experiment and implement the different opportunity offered by the Temporary Uses to bring visibility and attention to a certain area and trigger the regenerative process. The new type of pilot becomes a methodologically relevant and easily replicable experience, collecting and recounting a catalog of possibilities in which to actively involve the CCIs for the valorization of a cultural asset. The options tested also become concrete suggestions for implementing the strategy defined within the LAG and reported in OP1. The infrastructure work is kept to a minimum and involves two distinct activities:

- the cleaning and organization of the area, to trace an outline of the paving and the green areas, identifying distinct spaces for the implementation of complementary activities;
- the positioning of containers to form the backstage of the open-air art gallery that will serve simultaneously as a stand-alone installation (thus with its own attractiveness) and as a backdrop for the realization of other activities.

The space thus defined, thanks to the activities planned for the activation of the TUA, will be transformed into a scenography and stage, with the support of CCIs and Research Centers. In accordance with the 4 fluxes identified for the „two-stage exhibition“ (D4.2.2) and the Open call for heritage-driven ideas (D4.3.2), the pilot action is being reconfigured in order to entrust 6 different assignments (1 for the flux „Culture“; 2 for the flux „Technology“; 1 for the flux „Materials“ and 2 for the flux „People“) with the aim at transforming the stage into a scene and triggering its use:

1. **Flux „Culture“**. Call for proposals for the realization of an Urban Art Festival entailing the creation of murals on the containers placed in the area.
3. **Flux „Materials“**. Call for proposals for architects to create simple design works aimed at creating public spaces, to be used during the opening times of the TUA and for the exhibition. In the picture below is shown the creative reuse of the airbags involved in the securing of the goods in shipment containers as seats and as covering for the area. The activity includes the involvement of the citizens through dedicated self-construction workshop, to be held on the weekends to ensure the largest possible turnout: this way, the citizens will participate in the process of temporary reappropriation of a space in the city.
3. **Flux „Technologies“**. Call for proposals for the realization of demonstration workshops on the potential use of technologies related to the world of makers and fab-labs. The workshops are addressed to different targets, from general public to enterprises, focusing both on the creative process that leads to the use of the technology and on the different ways of using the technology to address different problems. In preparation for the workshops, a 3D printing of a statue depicting Dante Alighieri has been made, to better illustrate the technology potential. The statue had a huge success among the attendees and has become a sort of symbol of the TUA activation (see pictures below).
4. **Flux „People“**. Call for proposals for setting an agenda of events focusing on the relevant themes of the TEMPUS project. Specifically: meetings to explore the effectiveness of exploiting temporary uses in the valorization processes of the cultural heritage, focusing on the role of CCIs, and especially architects, restorers, landscape architects; site-specific participatory performances to improve the overall quality of the public stage.

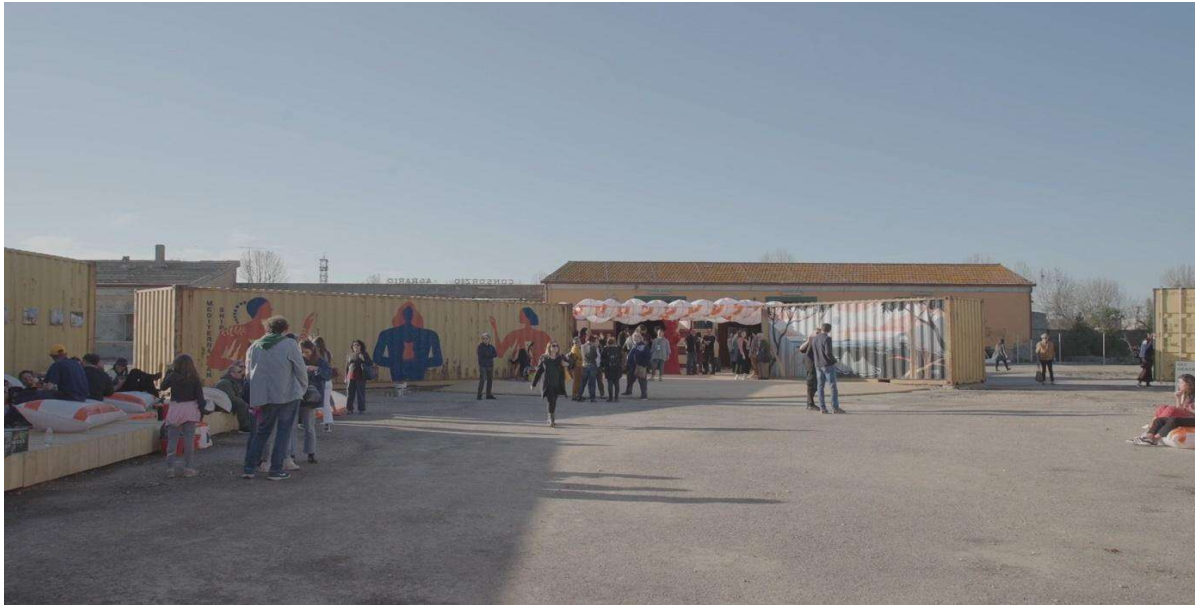
The rich schedule of temporary actions envisioned to activate and promote the transformation of the Agrarian Consortium area, named „Tempus fugit“, have been realised in the span of approx. 3 weeks, in preparation for and drawing attention to the launch weekend (25-26 march, 2023), during which the majority of the temporary actions took place.

In this format, the TUA assumes the role of prototype location and promoter of a CCI-led redevelopment, in coherence with the strategy elaborated by Ravenna's LAG (OP1).

In addition, for the time allowed by the agreements signed with the property in the framework of the TEMPUS project, the Ravenna TUA can become a space temporarily returned to the community. A space that, according to the rules shared with the LGG-Local Governance Group (D4.4.3), of which the CCIs selected for the implementation of the activities will be a central part, can be used for the organization of different types of events (from festivals to exhibitions; from public meetings to private parties).



*Figure 1 - Air view of the intervention area after the conclusion of the works*



*Figure 2 - TEMPUS Fugit event – square view*



*Figure 3 - TEMPUS Fugit events*

### 3. COMMUNICATION AND ENGAGEMENT PLAN

The table below summarizes the engagement and communication actions undertaken and aimed at specific target groups, considering the implementation of Ravenna's pilot as a whole:

**before** to implementation, **during** construction, and at its **launch**. Included in the actions taken is the formation of the LGG (Local Governance Group, D4.4.3), which is necessary to ensure the sustainability of the TUA after the end of the project.

	Target(s)	Communication or engagement actions
Before	Public Administration	<b>Meetings</b> organized involving the Urban Regeneration sector of the Municipality in order to create synergies between the TEMPUS activities and the objectives of the ongoing DARE project, aiming at inserting the TUA as priority area to focus on for the regeneration of the Darsena district, which is the main focus of DARE.
	Investors	<b>Event</b> organized within the DARE project (RADAR) aiming at involving potential investors, researchers, SMEs, landlords, CCIs, real estate advisors, and PA officers, in discovering the potential of the Darsena district, promoting the ongoing regeneration process in the area, to which TEMPUS contributes, and favour the transformation of the district's brownfields and dismissed spaces and buildings. Investors were involved in guided tours of the district (section of the event: RADAR to explore) and thematic tables of discussion, exchange and collaboration with institutions, businesses and other actors involved in the regeneration process (section of the event: RADAR to connect)
		<b>Meetings Organization.</b> Two types of meetings were organized: <ul style="list-style-type: none"> <li>with TUA area's owner (CAP Candiano s.r.l.) to jointly define a possible requalification of the area</li> </ul>



			<ul style="list-style-type: none"> <li>with the local Administration to ensure their support to the requalification process</li> </ul>
		B4	<b>Site visit</b> to show the intervention area and the outlines of the project, aimed at the specific understanding of the entire area and its potential, starting from the transformations envisaged by TEMPUS and the potential of the temporary actions experienced in the TUA
	CCI	B4	<b>RADAR Event</b> organized within the DARE project to promote the transformation of the Darsena by creating networks between all interested actors (see B2). During the event CCI were offered: a broad look at the transformation process triggered in the Darsena, to which TEMPUS contributes, and its potential, provided by a panel of experts (section of the event: RADAR to imagine); the opportunity to create relationships, exchanges and collaborations with institutions, investors, businesses, the research sector, and PAs, for the development of synergistic and innovative project ideas (section of the event: RADAR to connect).
During	General Public	D1	TEMPUS Fugit events promotion through <b>billboards, press releases, information materials, newsletter, and social posts/communication</b> with linkage, via QR-code, to the News section of myportrheritage platform, in which the events program was published and constantly updated. In addition, synergies were created with the Ravenna touristic Information website <sup>1</sup> and with the TEMPUS official website.
		D2	Promotion of TEMPUS Fugit events through <b>articles</b> on the local newspapers:

<sup>1</sup> <https://www.turismo.ra.it/eventi/altri-eventi/tempus-fugit/>

CCI	D3	Publication of the <b>Call of interest</b> for the realization of activities within the TUA area following the 4 Fluxes structure.	
	D4	<b>Meetings</b> to plan the coordinate the CCIs activities to launch the TUA and identify other realities potentially interested in collaborating, setting the basis for the institution of the LGG core group (D4.4.3)	
	D5	<b>Site visit</b> to plan and coordinate the start of the activities in preparation for the TUA launch (March 25-26, 2023)	
Launch	Public Administration	O1	<b>Site visit</b> to check the area after the end of the intervention (together with the investors)
		O2	<b>Workshop</b> to share results of temporary actions realized during Tempus Fugit, involving a representative of the LGG core group (D4.4.3), to discuss the choices made for the management of the TUA beyond the end of the project..
	Investors	O3	<b>Site visit</b> to see how the area changed after the end of the intervention (together with the Administration)
		O4	<b>Workshop</b> to fine-tune the functions to be established in the area, involving a representative of the LGG core group (D4.4.3) to discuss the choices made for the management of the TUA.
	CCI	O5	<b>Perspective Forum</b> (D4.4.2) to discuss the TUA evolution and management and the institution of the LGG core group (D4.4.3)
		O6	<b>Meeting</b> to officially set-up the LGG (Local Governance Group, D4.4.3)

	General Public	O7	Coverage of the TUA launch by exploiting all the <b>social media</b> channels made available by the PPs and the CCIs involved.
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*Table 1 - Communication and engagement plan for the Pilot*

## 4. EXPECTATIONS AND IMPACTS

The following table describes the reactions expected to the communication and engagement actions taken, comparing them to the reactions actually obtained (i.e. impact).

Action	Expected reactions	Impact
B1	Inclusion of the TEMPUS project inside the Darsena neighborhood regeneration process promoted by the DARE project	Inclusion of the TUA within the RADAR event
B2	Acquaintanceship with the Darsena district. Identification of interesting areas and relevant project for potential investments. Valorisation of the specific features of the former agrarian Consortium Potential expressed by the TUA realisation	Interest in investing in the TEMPUS area transformation expressed by some of the subjects. Availability to support the identification of potential investors expressed by real estate advisors.
B3	Debate and disclosure of the respective interests and priorities	Sharing of collaboration modalities.
B4	Check of the overall status of the Area and possible developments, including the potential expressed by the TUA.	Signing of the agreement to verify the feasibility of the requalification pathway which, even if not having proof feasible, has reinforced the relations with the territory and

	Check of the transformation options allowed by local regulation plans	prompted the searching for new ways to work together on the reactivation of the area.
D1	Participation to the events	High participation, despite the short time available for the events organization and promotion
D2	Awareness of the transformation actions taken in the area and participation to the events	Confirmation of the interest in promoting the project and the activities expressed by all local media outlets. Wide dissemination of the events schedule and general interest towards the whole framework.
D3	Involvement of Cultural and Creative Industries in the TUA activation. Selection of the CCI directly involved in the planning of the actions for the TUA activation. Institution of the core group of the CCI ecosystem.	Quick and proactive response to the call, despite the short time available. Selection of the subjects to involve in the activation of the intervention area: DENARA APS (flux materials); WASP s.r.l. (flux technologies); XX APS (flux culture); Rete Almagià (flux people).
D4	Creation of synergies and identification of effective ways to collaborate. Confirmation of interest in being part of the initial core of the LGG	Strengthening of the relations among the subjects involved. Expression of interest in being part of the LGG core group. Expansion of the network of the subjects involved with the interest of the professional association of Architects and Studio Doiz in collaborating and entering the LGG.
O1	Visibility of the temporary actions taken as the first step towards the transformation of the area and promotion of the possibilities	Acknowledgement of the potential of the TUA explicitly expressed by hypothesizing the possible use of the

	<p>offered by the container-based setup.</p>	<p>area for cultural events directly organized by the Municipality.</p>
O2	<p>Involvement of the Municipality in the re-activation of the TUA and sharing of perspectives for the incremental reactivation of the whole Agrarian Consortium area</p>	<p>Strengthening of the collaboration with the Municipality, sustained by the offer to provide the necessary technical support to facilitate the progressive and incremental transformation of the area, from temporary use to permanent reality, especially considering the present shifting from the old to the new local urban planning. Moreover, the Municipality has expressed the possibility to present the Agrarian Consortium on occasion of the MIPIM 2024 (see conclusions).</p>
O3	<p>The demonstration of the opportunities offered by temporary uses in testing new functionalities in the framework of incremental and progressive reactivations.</p>	<p>Expression of interest in the temporary use approach and will to test new ways to collaborate to implement activities in the area also beyond the end of the project.</p>
O4	<p>Sharing of priorities and perspectives for the transformation of the entire area</p>	<p>Given the outcome of B4, with the workshop a different way to proceed has been found, resulting in the expression of openness to the participation in a collaborative path to define a strategic masterplan for the incremental and progressive reactivation of the whole area of the Agrarian Consortium, starting from the results obtained within TEMPUS, starting from the participation to the MIPIM 2024 (see conclusions), further</p>

		strengthening of the relationship especially with the PA.
O5	<p>Identification of the short-mid term actions to implement to further the experimentation started in TEMPUS;</p> <p>Set-up of the LGG core group to grant sustainability to the TUA beyond the project's ending.</p>	<p>Expression of interest by the identified CCIs to further the collaboration for the valorization of the area and the potential of the experimentation (creation of the LGG core group), also by participating together in future tenders to fund future activities and cultural experimentations in the area.</p>
O6	<p>Start of the LGG works with the participation of all involved in the activation of the TUA</p>	<p>Start of the LGG works with the participation of all the CCIs involved in the activation of the TUA except WASP, due to it not being located in Ravenna. A strong interest in further its involvement also in different capacity has been expressed by the society, e.g. suggesting the potential installation in the area of activities and/or machinery.</p>
O7	<p>Visibility and dissemination of the actions and of the transformation of the area. Bringing attention back to the left bank of the Candiano Canal, lagging behind compared to the right bank regarding reactivation.</p>	<p>Great interest shown in the potential expressed by the area and wide participation in the event as a result of an organic action of communication through formal and informal local networks, with wide involvement of cultural and creative realities (main target audience). Many realities expressed interest in using the space.</p>

*Table 2 - Expected reactions versus actual impact of the communication and engagement actions*

## 5. CONCLUSIONS

As a result of the comparative analysis of the expected reactions and the actual impacts detailed in Table 2, here follows the description of how positive impacts can be capitalized on and, on the other hand, how negative impacts will be minimized. The very useful resulting indications will be shared with the Local governance Group (LGG).

Target(s)	Positive impacts to be capitalized
Local Authority	The PA offers the opportunity to the realities operating in the Darsena to take part in MIPIM 2024 <sup>2</sup> (The Leading Property Market, 12-15 March 2024), allowing them to present their transformation idea in this international level event dedicated to the transformation of the built environment. In preparation to this event, thanks to action O2 a tight-knit work group has formed, comprising investors, LGG, PA, and landlords.
Investors	Beyond any optimistic expectation, investors have risen to the challenge of being part of a complex transformation process of the area that includes, among more profitable functions, also the strengthening and development of the TUA as a “cultural device”, undertaking the finetuning of the strategic masterplan and participating in the preparation for the MIPIM 2024. More importantly, the investors have recognized the value of the “cultural device” as a first step for the development, in the long run, of an entrepreneurial focal point at the local and supra-local level, enabling and rooting generative economy practices based on the synergy among R&I, creative processes and artistic languages.
CCI	The LGG has immediately sprung into action, rapidly identifying fundings for the progression of the activities in the area, i.e. the “Creative Living Lab” tender, offered by the Italian Ministry of Culture, and which deadline is on the 17 <sup>th</sup> of May, 2023. Moreover, potential fundings have been identified in the renting of the area as a location for events. The fundings thus collected are planned to be

<sup>2</sup> <https://www.mipim.com/en-gb.html>

	invested in the appointment of professionals for the transformation of the area in a permanent “cultural device”.
General Public	The entire operation met the open appreciation of the press, encouraging the further exploitation of the TUA. Moreover, requests for future use have been abundant and from a variety of sources, s.a. university students, businesses located in the Darsena and in the port area, artists, etc.



## 4. RIJEKA

### 1. INTRODUCTION

The present Deliverable contains a summary of the communication and engagement actions taken regarding the TUA in each phase of its realization and which reactions have been obtained from the targets of such actions. This document contains important lessons learned during the implementation of the Pilot that will be paramount for the work of the Local Governance Group (D4.4.4) in maintaining the TEMPUS legacy in time. Together with D 3.1.1 Guidelines for coordinated operation of LSGs and D3.1.2 Guidelines for establishment and operation of LAGs, this document contributes to the OP2 TEMPUS Methodology, which is the main tool for boosting the replication of TEMPUS results across the Adriatic Sea and beyond.

### 2. PILOT DESCRIPTION

The City of Rijeka chose the city center with the port area as a pilot area.



This area was chosen, because it directly correlates with the orientation of the project towards the port heritage, while at the same time, due to reasons of accessibility and the projects that are being implemented, it provides added value for the activities in the TEMPUS project.

The city of Rijeka is characterized by continuous construction on the coastal part with a small depth of construction, so that the pilot area itself belongs to the most loaded spatial units and is an area of exceptional concentration of various functions: port, traffic, infrastructure, administrative, trade-business, cultural, health, school and higher education, religious, housing and others.

The available area and the degree of construction of the city in the light of complex relief relations is a permanent problem that the city in different development phases perceived as a problem and solved it that way. It must be stated that the city, for the most part, consumed its coastal spatial resource. The existing modest spatial solutions of some functions, especially transport, public and social, must be significantly improved in the next development cycles, and the available free surfaces as well as the surfaces and complexes that must be reconstructed must be directed to solve these needs.

Unlike other cities, namely TUA, Rijeka did not decide on infrastructure interventions, but on mapping, monitoring, strategic planning related to the pilot area.

During the implementation of the TEMPUS project, there were several turning points, which on the one hand had a significant impact on the pilot area, i.e. the further development guidelines of the pilot area, and on the other hand, on the definition of priorities in the area of implementation of the TEMPUS project.

➤ *Legacy of the CLIC project (funded under HORIZON 2020)*

*SOCIO-ECONOMIC CREATION OF THE CULTURAL CORRIDOR* Creating possibilities for new destination uses of cultural heritage buildings and enabling their adaptive reuse in the light of Historic urban Landscape is the main focus of the second objective. For establishing a creative and flourishing ecosystem for the facilitation of stakeholders and local initiatives actions,

strengthening their collaboration and participation for co-creation of programmatic, economic and social diversity, the active matching of potential users and building managers is necessary. With the diversity of actions and events, the guidance of initiatives fostering employment opportunities for young in creative, cultural, conservation and circular economy professions is needed. Additionally, public spaces should be regularly offered to citizens for temporary and recurrent actions and installations, promoting socializing and spending quality free time.

➤ *Opening of the ECOC Rijeka 2020 – Using the Port and Port heritage as a temporary stage*

In the history and present of the city, the port is a symbol of modern and open Rijeka, and the port's values of diversity are reflected in the harmony that is only possible in a port that accepts sails of all colors. In the opening program, Rijeka pays tribute to the workers, the artistic avant-garde and the tradition of the region that surrounds it, and at the same time reminds the fundamental social values on which modern Europe was built.

➤ *Adoption of the City Of Rijeka Development Plan*

According to the *City of Rijeka Development Plan 2021. – 2027.*, Rijeka is focusing on the use of its own resources and existing advantages in the new global context: the port and shipyard and their industrial infrastructure and geo traffic position. The technological heritage and the knowledge derived from it will be connected and directed towards green and digital technologies. Creative industries and culture should remain and continue to develop as an essential component of the development of the city and its tourist offer. The city will be directed towards the development of innovative models of tourism management and the development of the tourist offer.

Again, according to the *City of Rijeka Development Plan 2021. – 2027.*, in Rijeka 2030, the former industrial region between the sea and the city centre has been revitalized and made accessible to locals, visitors, and small enterprises. It has a highly developed sense of community and a high standard of living in neighbourhoods that people can identify with, where they have access to public and commercial facilities, greenery, and other forms of public life without having to use a vehicle, which encourages them to take part in local activities and connections and makes Rijeka more attractive as a place to live. The city utilizes and revitalizes existing structures as well as resurrected industrial and cultural assets to dispose of the space.

➤ *COVID 19*

The pandemic has greatly affected all aspects of life, including the implementation of the TEMPUS project. This influence was not only related to the physical realization of the project, but also to broader reflections on how physical participation can be replaced by digital, how to adapt activities and ensure accessibility in conditions of physical isolation. Some of these issues were also discussed at LAG and LSG meetings and certainly influenced the content of PCUS.

### 3. COMMUNICATION AND ENGAGEMENT PLAN

		Target(s)	Communication or engagement actions
Before the TUA realization	B1	Institutions and associations operating in the field of culture	Workshops and presentations
	B2	Policy makers	Presentations
	B3	Citizens	Event organization, press releases
During the realization	D1	Experts and interested stakeholders	Forming of the local LAG and LSG groups
	D2	Policy makers	Presentation of the TEMPUS project to the surrounding cities and municipalities
	D3	Administration	Presentations
While open and functioning	O1	Policy makers and administration	Defining and forming of the Implementation and governance working group
	O2	State level	Defining capitalization projects
	O3	Citizens	Events

*Table 1 - Communication and engagement plan for the Pilot*

## 4. EXPECTATIONS AND IMPACTS

		Expected reactions	Impact
Before the TUA realization	B1	Synchronized and harmonized actions	Expanding the area of joint action, programmatically and institutionally
	B2	Looking at the bigger picture	Defining project ideas
	B3	Familiarization with cultural, urban and natural heritage	Gathering and participation at the events, often without feedback
During the realization	D1	Lively discussions and generation of new ideas	Defining strategic documents and guidelines
	D2	Support and green line for implementation	New projects in implementation

	D 3	Capacity building and interest rising	New project ideas
While open and functioning	O 1	Sustainability	Forming of the Implementation working group
	O 2	Financial resources for implementation	Exportdrvo as strategic project
	O 3	Participation	

*Table 2 - Expected reactions versus actual impact of the communication and engagement actions*

## 5. CONCLUSIONS

As already stated above, TUA Rijeka, i.e. the pilot area, had no infrastructure investments, and therefore no classic opening. What we wanted and what we have achieved through the implementation of the TEMPUS project activities is the creation of a coherent picture of the pilot area, through the unification, mapping and definition of cross-sectional elements of cultural and natural heritage, permanent, temporary and occasional uses of this heritage through various types of manifestations, and defining focal points and projects important for the further development of the area.

In order to achieve the above, it was crucial to use already existing projects and initiatives, to form groups made up of experts and interested stakeholders, and to include the conclusions and project results of the TEMPUS project in the strategic and implementation documents of the City of Rijeka (e.g. the budget).

One of the examples of this is the further implementation of the EXPORTDRVO project, which was recognized and conceptually defined in the TEMPUS project. For the purposes of further implementation, a working group, or LGG, was established.

The Exportdrvo Hall was built in 1961, with the explanation that it was the first modern warehouse for housing wooden final products that are transported through the port of Rijeka.

The Exportdrvo hall, which has an area of 5,400.0 m<sup>2</sup>, will become a new old location where the citizens of Rijeka, numerous guests and random passers-by will have the opportunity to enjoy exhibitions, concerts and festivals inside the hall, as well as at the maritime area outside the hall.

The only area that we will have to work on even after the end of the project is the participation and participation of the general public in the definition and implementation of projects that will be developed as a capitalization of the TEMPUS project.

## 5. SOLIN

### 1. INTRODUCTION

The present Deliverable contains a summary of the communication and engagement actions taken regarding the PP6, City of Solin's, TUA (building of the Football Club Solin) in each phase of its realization and which reactions have been obtained from the targets of such actions. This document contains important lessons learned during the implementation of the Pilot that will be paramount for the work of the Local Governance Group (D4.4.4) in maintaining the TEMPUS legacy in time. Together with D3.1.1 Guidelines for coordinated operation of LSGs and D3.1.2 Guidelines for establishment and operation of LAGs, this document contributes to the OP2 TEMPUS Methodology, which is the main tool for boosting the replication of TEMPUS results across the Adriatic Sea and beyond.

### 2. PILOT DESCRIPTION

The building of "Football Club Solin" has been chosen as the project's pilot location (TUA), due to its favourable location in Solin's centre and arranged parking lot that will contribute to its businesses and social activity. The building of "Football club Solin" (TUA Solin) is located at the shores of the river Jadro which flows into the Adriatic Sea nearby the port of Solin and represents a water supply for the City of Solin, Split, Kaštela, and Trogir. The TUA is located on a promenade along the river Jadro, and with a short walk it is possible to reach the deprived area in the part of the city where the industry is still active. The building of "Football club Solin" is partly used for locker rooms and club rooms of the local football club. In the late 1950s, temporary wooden barracks were built, whereas, the first solid building with two locker rooms, and two offices, was built in 1962 and 1963. Also, in the period from 1971 to 1973, a first floor with a terrace for spectators was built on the existing building, and the extension to the southeast towards



Dvorine was built in 1977. In the period from 1988 to 1990, the rooms under the terrace were extended. The TUA intervention area – first floor, was previously used as a restaurant, but for

the last couple of years, the space was neglected and unmaintained. The city of Solin recognized the great potential in this space and decided to renovate it and transform it into a coworking space. Construction works covered: reconstruction of the roof, thermal insulation of the facade, installing the external shutters, screed installation and final covering of the space, interior decoration with equipment and inventory that enable the use of space in the manner foreseen by the project. As a result, this space will be suitable for hosting educational and social events and conferences, it will provide local and regional startups and entrepreneurs with various business services, boost entrepreneurial activity and thus contribute to the City of Solin's perception as an attractive business location. Through this pilot, the City of Solin will encourage events and business activities related to Solin's port heritage, which will raise the visibility of this aspect of Solin's cultural identity and connect entrepreneurs who base their work on developing products and services based on port heritage.

### 3. COMMUNICATION AND ENGAGEMENT PLAN

	Target(s)	Communication or engagement actions
Before the TUA realization	B1 To renovate the pilot location - building of "FC Solin"	Infrastructural works.
	B2 Connecting the pilot location to the port	Since the original location of the TUA (Cinema "Sveti Kajo") was changed, it was important to connect the new pilot location to the port. The selected TUA - the building of "Football club Solin" is located at the shores of the river Jadro, which flows into the Adriatic Sea nearby the port of Solin and represents a water supply for the City of Solin, Split, Kaštela, and Trogir. Therefore, the port and TUA are closely connected. Moreover,

			the selected TUA will serve as a space where Solin's' port and industrial heritage will be presented.
	B3	Preparation of project-technical documentation	In order to perform works that would adapt the space, it was necessary to prepare project-technical documentation, which included the development of the document for the execution of works, interior design and cost estimates. On the basis of the prepared documentation, certificates of the competent public law bodies were requested and works were performed. Moreover, the building was inspected by City employees with architects who were asked for bids and opinions on which was the best possible way to arrange the building in order to obtain an attractive, and at the same time simple space that is easily adapted and transformed into spaces for all project activities, exhibitions, workspace for entrepreneurs etc.
	B4	Publishing of public procurement procedure	The public procurement procedure for the works on the TUA was published and the contractor has been selected.
During the realization	D1	Renovation and finalization of the infrastructural works on the pilot location	Coordination of infrastructure works with the contractor.
	D2	Communicating with the public and potential users	Communication activities through official channels and social media such as: <a href="https://myportheritage.eu/">https://myportheritage.eu/</a> the City of Solin's official webpage: <a href="https://www.solin.hr/upravni-odjeli/upravni-odjel-za-gospodarstvo-zastitu-okolisa-i-europske-fondove/projekti-u-provedbi/tempus/">https://www.solin.hr/upravni-odjeli/upravni-odjel-za-gospodarstvo-zastitu-okolisa-i-europske-fondove/projekti-u-provedbi/tempus/</a> , official Twitter social media account: <a href="https://twitter.com/tempus_project">https://twitter.com/tempus_project</a> , and the official LinkedIn social media account: <a href="https://www.linkedin.com/company/tempus-project-interreg-ita-cro/">https://www.linkedin.com/company/tempus-project-interreg-ita-cro/</a> . Finally, an entrepreneurial innovation competition "INNOVATHON" was organized. Where the participants could propose a marathon of entrepreneurial ideas, and hear details about the Project and TUA development.
	D3	LSG and LAG meetings	10 LSG and 10 LAG group meetings during the project were organized.
	D4	Port Urban Strategy development	The integrated Port Cities Urban Strategy (PCUS) was developed in order to describe how temporary uses can be exploited to experiment with the potential of the Cultural Heritage while bringing new impulses to the local Cultural and

			Creative Industries sector, to reach the definition of a valorisation plan.
While open and functioning	O1	Presentation of the space to the public	TUA opening event was organized.
	O2	Announcement of call for future users	Putting the renovated space to use within different activities such as various conferences, educational, and cultural events related to Solin's CH and NH port heritage.
	O3	Organization of events to support the local entrepreneurial ecosystem	Organization of workshops, promotional events and startup events.
	O4	forming of the Local Governance Group	Guaranteeing the sustainability of the TEMPUS legacy after the end of the project.

*Table 1 - Communication and engagement plan for the Pilot*

## 4. EXPECTATIONS AND IMPACTS

	Expected reactions	Impact
Before the TUA realization	B1 Renovation of the building is of "FC Solin"	The building of the FC Solin was chosen as TUA due to its favourable location in Solin's centre and arranged parking lot that will contribute to its businesses and social activity. Prior the project activities began the empty building of "FC Solin" was falling apart. Moreover, due to its dilapidated condition, the renovation was started to activate the space for business and educational purposes.
	B2 Connection of the pilot location to the port of Solin	Since the location of the TUA wasn't in function, it didn't serve as a space where Solin's' port and industrial heritage could be presented. The building of "Football club Solin" is located at the shores of the river Jadro which flows into the Adriatic Sea nearby the port of Solin and represents a water supply for the City of Solin, Split, Kaštela, and Trogir. The TUA is located on a promenade along the river Jadro, and with a short walk it is possible to reach the area in the part of the city where the industry is still active. Moreover, due to the lack of development of port's CH and NH the port heritage was largely forgotten or neglected. The port heritage has a large potential to ensure further economic development. Therefore, it is necessary to encourage a new

	Expected reactions	Impact
		entrepreneurial culture development that will result in innovative products/services based on tangible and intangible port heritage, especially in the cultural and creative industries. Finally, there is a big obligation to connect entrepreneurs, and create a collaborative entrepreneurial ecosystem connected to the port of Solin.
During the realization	D1 The conduction of infrastructure works on the pilot location	The conduction of necessary infrastructural works: reconstruction of the roof, thermal insulation of the facade, installing the external shutters, screed installation and final covering of the space, interior decoration with equipment, and inventory that enable the use of space in the manner foreseen by the project.
	D2 Increased communication with the public	Communication activities through official channels and social media were provided during the realization of TUA. 10 LAG group meetings were organized, and various notifications and video materials were developed. Therefore, the cultural and natural assets were highlighted and the general public was informed regarding the connection with the port heritage and the historic value they have.
	D3 Organization of LSG meetings	10 LSG group meetings were organized in order to inform the stakeholders about the details regarding the TUA development. Therefore, the stakeholders from the cultural and creative industry were continuously

	Expected reactions	Impact
		informed about the TUA realization, in order for them to be empowered to support further dissemination activities, develop innovative products and services related to the City of Solin port heritage.
While open and functioning	O1 Organization of events to support the local entrepreneurial ecosystem	The opening event was organized, and the TUA renovated space was presented to 44 potential users (entrepreneurs). Moreover, in the near future various events related to Solin's port heritage will be organized (exhibitions, expos, business related events...) which will raise the visibility of this aspect of Solin's cultural identity and connect entrepreneurs who base their work on developing products and services based on port heritage.
	O2 Announcement of call for future users	Putting the place to utilization with entrepreneurs will endorse the development of the CH and NH of the City of Solin. Within the TUA there are six workstations that potential entrepreneurs can use and rent monthly on a long-term basis.
	O3 Formation of the Local Governance Group	LGG group was established in order to transfer the TEMPUS legacy. The main goal of LGG formation is to guarantee the continuity of the project activities. Moreover, the LGGs are responsible for the implementation of Urban and business strategies with a holistic approach.

*Table 2 - Expected reactions versus the actual impact of the communication and engagement action*

## 5. CONCLUSIONS

The City of Solin's involvement in the TEMPUS project greatly influenced the revalorization of the port's cultural and natural heritage. Besides highlighting already established and recognizable parts of the Solin's cultural heritage, the project enabled it to single out locations of industrial heritage that the locals do not perceive as part of its cultural identity, regardless of their contribution to the development of this area. This encouraged the revalorization of cultural and natural heritage, as well as initiated steps to activate certain locations that have great potential to contribute to Solin's economic and social development. Such an example is the building of Football Club Solin that has been chosen as the project's pilot location (TUA), due to its favourable location and arranged parking lot, as well as its connection with the river Jadro (it is located on the very river-bank). The aforementioned allowed the start of renovation and reconstruction of the building that, alongside other project activities, has led to several positive impacts. Firstly, the project gathered all the relevant local stakeholders interested in the preservation of cultural heritage and its cooperation in different topics related to port heritage. This laid the foundations for continuing cooperation on the protection of local cultural and natural heritage, as well as attracting other interested parties for related issues. The project will contribute to the previously stated by forming LGG that will take care that positive impacts remain visible even after the end of the project. Secondly, construction works and interior decoration transformed the location into a modern equipped space that will provide the possibility of accommodation and relocation of business activities to local and regional startups. Thus, entrepreneurial activity in the City of Solin will be encouraged, as well as the development of the local entrepreneurial system. Special attention will be given to supporting companies that develop products and services based on port heritage. The City of Solin will ensure the sustainability of entrepreneurial activity with incentive packages (such as financial support for developing projects, and attractive rental prices). Finally, through its extensive communication activities through media, social network profiles, and web pages, a significant contribution was made in familiarizing the locals with project activities. In doing so, the project raised the visibility

of TUA and port heritage, as well as the awareness of those parts that were largely not considered part of the City of Solin's cultural identity. Even after the end of the project, it will be continued in this direction, whereby TUA will have an important role given that, besides business spaces, it will provide space for hosting different educational workshops for the locals and tourists as well.