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TEMPUS



EUROPEAN UNION

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

D3.4.2 – Deep Dive Sessions Report

Document control

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INTRODUCTION

The present Deliverable contains a summary of the Deep Dive Sessions (DDSs) that took place during the Cross Border Cooperation periodical meetings among project partners and LAG representatives. The aim of the DDSs is to exchange experiences and knowledge in order to feed mutually the development of Port Cities Urban Strategies (PCUS) among Project Partners. In DDSs, each Pilot Leader (PL), accompanied by LAG representatives, describes the local draft strategy, and a final brainstorming seminar is held, where the best solutions and ideas for the development of each strategy are jointly debated and evolved.

The DDS took place at the following project CBC meetings:

- Launch event;
- Sailing event;
- Mix&Match event.

For each event the organization of the DDS and the main outcomes are presented.

1. DEEP DIVE SESSION – LAUNCH EVENT

The Deep Dive Session organized during the Launch Event was aimed to understand, through a collaborative process, the urban and entrepreneurial strategy to carry on during the LAG meetings in the three pilot cities (Ravenna, Solin and Rijeka). The Deep Dive Session was divided into three phases:

- **Introduction:** where the basic concepts of the Deep Dive Session were introduced;
- **Group working session:** where the participants were divided in 5 groups to discuss about the main topics of the Deep Dive Session;
- **Summary:** where the results of the Deep Dive Session were presented to all participants.

1.1. Introduction

The introduction was aimed to clarify to all participants the basic concepts of the Deep Dive Session that are listed below:

- **Definition of Deep Dive Session:** a Deep Dive is a method where an individual or team conducts an intense, in-depth analysis of a certain problem. Deep Dive can be useful for proposing idea about a specific subject. When brainstorming ideas, a team can deep dive on a particular subject that they have interest in acting upon. Deep diving on a subject consists of mapping out how the subject will come to life and the positive impacts that it will have once it is completed.
- **Subject of the Deep Dive Session:** the subjects of the Deep Dive Session are Port Cities Urban Strategies (PCUSs) and their logical framework.
- **Aim of the Deep Dive Session:** the aim of the Deep Dive Session is for:
 - understanding how the work that has been performed in the different WPs of the project can be put together;
 - defining a common and shared frame on which set-up regeneration process;
 - performing an experimental activity of Temporary Reuses at local level. This experimental activity is heritage-driven and community led and is implemented in Local Action Groups (LAGs).

1.2. Group working session

After the introduction, the participants of the Deep Dive Session were divided in 5 groups. The Group composition is shown in Table 1. Each group was directed in a Digital Break Out Room, where it was possible to discuss for 45 minutes on three main topics:

- What is an urban and business strategy? What elements is it made of?
- What can be the goal of an urban and business strategy?
- How can we build an urban and business strategy?

After the Group working Session, the results of the discussion were summarized and shared among the participants.

GROUP ORGANIZATION		
GROUP	PARTICIPANT	AFFILIATION
GROUP 1		ITC-CNR

		UNIBO
		City of Solin
		RRA Porin
		E.C.H.R. Ltd.
GROUP 2		ITC-CNR
		CertiMaC
		City of Solin
		RERA
		University of Split
GROUP 3		ITC-CNR
		CNA Ravenna
		CNA Ravenna
		City of Rijeka
GROUP 4		ITC-CNR
		ITC-CNR
		UNIBO
		UNIBO
		PPMHP Museum
GROUP 5		ITC-CNR
		CNA Ravenna
		UNIBO
		RERA

Table 1. Composition of the groups.

1.3. Summary

In this chapter are illustrated the main outcomes of the Deep Dive Session, i.e. the results of the discussion of each Group on the three main topics that were analyzed.

1. What is an urban and business strategy? What elements is it made of?

- **Group 2:** A strategy is composed of two elements:
 - An integrated vision, articulated in objectives (long term, midterm and short term);
 - A set of pathways carried out in different conditions in order to achieve the objective of my strategy (community led).

A key role is played by implementation and monitoring of the strategy: beside evaluation, it is important to monitor the outcomes of the Urban Strategy.

An Urban strategy should:

- Be connected with the Cultural Heritage and Natural Elements and with the stakeholders, considering the results of the questionnaire for the entrepreneurial maps;
- Be not a static description, but a result of social and economic dynamics, in order to become a trigger action for the physical, social and economic transformation;
- Take in consideration the needs of citizens and of society.

The business strategy aims at changing the actual condition in order to enhance the possibility of a better business model that can be implemented.

- **Group 3:** An urban and business strategy is a collection of practices/actions/goals to achieve in order to obtain the maximum benefits for citizens/city, supported by a digital environment. The urban and business strategy is divided in different steps:
 - **Step 1:** Simulation in a digital environment;
 - **Step 2:** Experiencing in a digital laboratory;
 - **Step 3:** Decisional policy (activities, actions and all the elements not formalized should be faced in physical word)

The main element of the vision of an urban strategy is **Simulation**, because:

- It works in a platform;
- It gives the possibility to observe, control, manage, give information, and interact with the real city;
- It keeps warning to the real city;
- It allows to create virtual scenarios, useful for participation and decision making.

The Simulations allow for:

- The interaction with real city;
- The involvement of citizens;
- The execution of virtual laboratory sessions for decisions (i.e. shared decisions with stakeholders);

The Simulation consist of different elements, i.e. situations, traffic, climatic conditions, quality of urban air, pollution, seismic situation, data control of the buildings (smart buildings), energy performances,...

In an Urban Regeneration Process there are some situations that cannot be formalized in a simulation (i.e. intangible and not formalized items), therefore not all the process has been formalized (for example, part of discussion of memory and cultural aspects could be problematic).

Group 4: An urban and business strategy is a long-term planning of actions for the development of the territory by leveraging different economics and social aspects tied to the urban context.

There is a difference between planning and strategy: planning comes before strategy and needs a specific skill set. Planning is an action that (sometimes) results in a strategy.

The process for building an urban strategy consist of:

- An initial analysis of the area (What is the area about?);
- The definition of the vision (How to reach the vision?);
- The setup of goals and actions.

Group 5: An Urban and Business strategy consists of two key elements: a hardware (i.e. the urban element) and a software (i.e. the business element). Strategy is needed to support integration and interaction between hardware and software.

Different directions and level of strategy can be implemented on the basis of the local resources. Strategies will be divergent (different) according to the place and the locality it refers to.

2. What can be the goal of an urban and business strategy?

Group 2: The goals of an urban and business strategy are:

- To trigger a community based urban regeneration;
 - To improve life of citizens through urban regeneration (quality, inclusion and interactivity of urban spaces);
 - To build a more attractive local space (i.e. increase the livability of the spaces at the local level). Strategy should have specific projects and measures that reflects in the space. The “appeal” of a location influence and improve the sense of belonging of a person.
 - To create new spaces for people that can “live” the city and don’t move to other big cities with more attractive spaces.
 - To be easy adaptable to changing conditions of business environment, not only at a local level and also to changing at a wider level (National/European).
- **Group 3:** The goals of an urban and business strategy are:
 - To design a better urban area;
 - To organize and manage services/activities in a better way;
 - To design regeneration;
 - To design something new (i.e. new services);
 - To make quick decisions;
 - To support decision-makers with plenty, updated, real-time and corrected information;
 - To create “beauty” in degraded urban area;
 - To enjoy a city;

- To foresees difficult situation and make decision and intervention quickly/asap (for example floods).
- **Group 4:** First to define the goals of a strategy it is important to assess what is missing in the area. If there is a need, the local community can be involved. In order to be involved people shall be motivated. Citizens can be motivated by organizing workshops targeting local community, stakeholders, but also by organizing something specific regarding the local heritage that could raise interest in the local community.

Difference between Goal and Strategy: for example, for a Museum a Goal could be to reach more public, while a strategy could be to organize events not in the museum but in the neighborhood. This will allow people to grow a different idea about the museum: by doing so, the museum acts as an urban actor able to gain the trust of people. Another strategy is to offer to people some kind of reward if they participate in the workshops, or to offer incentives.

- **Group 5:** The goal of the strategy is to build a heritage driven and shared vision between stakeholders in order to create a local rooted entrepreneurial ecosystem able to deal at global level.

3. How can we build an urban and business strategy?

- **Group 2:** In order to make a strategy it is important to:
 - Deepen the peculiarities of each territory, potentialities of the actors and analysis of the context;
 - Analyze the current state of the area, including the engagement of different stakeholders;
 - Evaluate the needed for the citizens and for the place.

In order to improve the engagement of stakeholders it is important to:

- Let stakeholders aware about the fact that the overall objective is not a personal objective but the objective of the community;
- Think to different options and choose the one in which the stakeholders are more interested in.

- **Group 3:** An urban and business strategy can be built with simulations, citizens participation, collection of memories, collection of data, exchange of best practices with other cities.
- **Group 4:** An urban and business strategy can be built by:
 - Analysing the context;
 - Determining goals and actions;
 - Consulting and involving different actors.
- **Group 5:** An urban and business strategy can be built by:
 - Organising events in cultural heritage buildings/areas with the goal of collecting needs and suggestions at general level (synergies between entrepreneurial activities) and for the specific buildings/spaces/areas.
 - Identifying the potential stakeholders (business, cultural and creative groups);
 - LAG meetings held in different places as a starting point for the strategy.

2. DEEP DIVE SESSION – SAILING EVENT

The Deep Dive Session organized during the Sailing Event was thought as an interactive session to share and fine-tune the activities to carry out in order to co-design strategies at the local level, in the three pilot cities of Ravenna, Solin and Rijeka). The Deep Dive Session was divided into three phases:

- **Introduction:** where the basic concepts about the “co-design of the strategies” were introduced;
- **Phases of LAG activities and Deep Dive Session:** where the participants were informed about the state of advance of LAG activities and were asked to express their opinion about how to present the local mapping in order to co-design strategies;
- **Summary:** where the results of the Deep Dive Session were presented to all participants.

2.1. Introduction

The introduction was aimed to clarify to all participants the basic concepts about the “co-design of the strategies”. In the TEMPUS project the co-designed strategy is made by three main groups:

- **LSG participants:** they are technical figures that will discuss about the infrastructural works related to the pilot in the three cities.

- **LAG participants:** they are figures belonging to different sectors and with a different background that, through the analysis of the culture and natural heritage (CNH) mapping and of the cultural and creative industries (CCI) mapping, will develop the urban strategy.
- **Enlarged Community:** it is the main audience of the TEMPUS project and all the project partners will interact with them depending on the goals of the actions that it will be carried out (open calls, interactions with institutions, interaction with enterprises).

All the activities of the three groups will contribute to the development of a community building strategy that will result as an overall product of the three pilot cities. The strategy will be fed by the CHN and the CCI mapping that will offer a Reference Opportunity Matrix for individuating potential networks of interest and sense relations among the diverse mapped assets.

2.2. Phases of LAG activities and Deep Dive Session

The main goal of the LAG activities, strictly influenced with the suggestions of LSG Group and of the Enlarged Community, is the co-design of the Urban Strategies. In order to achieve this goal, the punctual experimentation, shall be carried out through the promotion of temporary re-uses in the three pilot cities (Ravenna, Solin and Rijeka), and must be part of a **broader long-term urban regeneration strategy**, obtained thanks to **social activation**, to the **enhancement of entrepreneurial skills** in the territory referring to cultural and creative businesses and to the **involvement of local communities**. In order to obtain the above mentioned goals, the LAG work was divided in 4 phases:

- **Phase 1: Preparation** – The target of this phase is the sharing among the participants of the languages and the aims of the working group;
- **Phase 2: First draft** – The target of this phase is to enlarge the knowledge of the participants about the physical heritage of the area and about the entrepreneurial skills of the area considered;
- **Phase 3: Fine tuning** – The target of this phase is the definition of the tactics and strategies relationship, based on the first outputs of the Temporary Uses Activity (TUA) in the pilot area.
- **Phase 4: Finalisation of PCUSs** – The target of this phase is the development and fine tuning of a urban and business strategy.

All the three pilot cities concluded the Phase 1 of the LAG work, and are now focused on Phase 2. For this reason, in order to find the best way to show the results of the mapping activities to LAG participants it is important to deepen two main aspects:

- The modalities for showing the Cultural Heritage Mapping and the type of interaction with LAG participants.
- The modalities for showing the Enterprises' Mapping and the type of interaction with LAG participants.

These topics represented the focus of the Deep Dive Session. In order to achieve suggestions about this two main aspects, each participant was invited to express his opinion using the Padlet App, answering to these questions:

- Cultural Heritage:** More than 20 elements were mapped in each pilot city:
 - How to explain the reasons of our choices about the mapped elements to the LAG participants?
 - How to explain the scoring system to the LAG participants?
 - How to use the results of the mapping and of the scoring system to achieve the PCUS' goals?
- Cultural and Creative Industries (CCI):** in each pilot city the cultural and creative industries were mapped:
 - How to organize and share with the LAG participants the data collected about the CCIs?
 - How to relate the CCIs with the CH elements?
 - How to use the information collected about the CCIs to achieve the PCUS' goals?

2.3. Summary

In this chapter are illustrated the main outcomes of the Deep Dive Session, i.e. the results of the discussion on the two main topics mentioned in Chapter 2.2.

A. CULTURAL HERITAGE - INTRODUCTION

The reason for the Choice of the CH elements are mainly: their historical value, their connection with the entrepreneurial activities that were performed in the past in the city, the

connection with water and port history. The scoring system is needed to define which element is in “better condition” for being regenerated. The score was assigned only to some criteria, which are useful to understand the main information about the CH element (i.e. the level of practicability, the archeological and natural value, the technical systems that are actually present and the accessibility).

QUESTIONS

- How to explain the reasons of our choices about the mapped elements to the LAG participants?
- How to explain the scoring system to the LAG participants?
- How to use the results of the mapping and of the scoring system to achieve the PCUS’ goals?

RESULTS OF THE DISCUSSION

- Using Simulation, i.e. asking to LAG participants their “way” of understanding or looking at the CH elements, before introducing the “TEMPUS” way.
- Using Interpretative panels/tables on the sites, i.e. one page document that shows the peculiarities of the CH element described.
- Using Interactive maps, i.e. using digital maps were are indicated the locations of each CH element. In this way it is easier for the LAG participants to understand the connection of each CH element with the city, the water and the port history. It is also possible to add photos and description for each CH element in the digital maps, in order to facilitate the comprehension of LAG participants.
- The use of Simulations, Interpretative panels/tables about the CH elements and interactive maps, will be useful to show to LAG participants the connection between the CH elements and water/port history, defining the basis for the definition of the PCUS.

B. CULTURAL AND CREATIVE INDUSTRIES (CCI) – INTRODUCTION

CCI were mapped in order to give an overall picture of the already established enterprises/start-ups/innovators which deal with CNH, including tourism sector, in order to identify new local economy synergies/supply chains in the field of culture, creative, tourism industry.

QUESTIONS

- How to organize and share with the LAG participants the data collected about the CCIs?
- How to relate the CCIs with the CH elements?
- How to use the information collected about the CCIs to achieve the PCUS' goals?

RESULTS OF THE DISCUSSION

- Asking to LAG participants “the main words” characterizing their view of an ecosystem, so it is possible to “tag” words and compare reflections.
- Through a game in group in separate rooms to connect different CCI and services and with the main goal of building an Ecosystem.
- Using the four “fluxes” of the exhibition as categories connecting CCI and CH mapping results. A possible idea is to progressively build around the four “fluxes” a meta-structure of a possible future “port of evolutive heritage”, where to organize cultural and entrepreneurial resources. Possibly it is a too much complex approach for communication, but it could be interesting for building a shared and structured space for slow reflection and for sedimenting new insights.
- Using the draft version of the Sail-it Maps, where it is possible to connect and collect the information about CH elements and CCI.

3. DEEP DIVE SESSION - WAITING FOR THE DOCKING EVENT

The Third Deep Dive Session, called “Waiting for the Docking Events”, was designed as an interactive meeting among a restricted number of Projects Partners aimed to share and finalize the content of the **Port Cities Urban Strategies (PCUS)** and the **Local Entrepreneurial Ecosystem Business Strategy (EEBS)**. The Session, a verticalization of the two Strategies, was divided into three phases:

- **Introduction:** the methodology, objective and goals of the Sessions are presented;
- **Discussion:** the participants discuss on the PCUS and EEBS contents using the Output and Deliverable templates as tools to guide the debate;
- **Summary:** a summary of the previous discussion and organisation of the content rise from the discussion.

3.1. Introduction

The introduction aimed to clarify the objective of the meeting: How the strategies' contents have been structured and sharing of the elements included in each PCUS and EEBS.

This objective is in line with the work carried out till now, in fact, during the first two Deep Dive Sessions co-design activities were carried out to define how to structure the two aforementioned Strategies.

3.2. Discussion

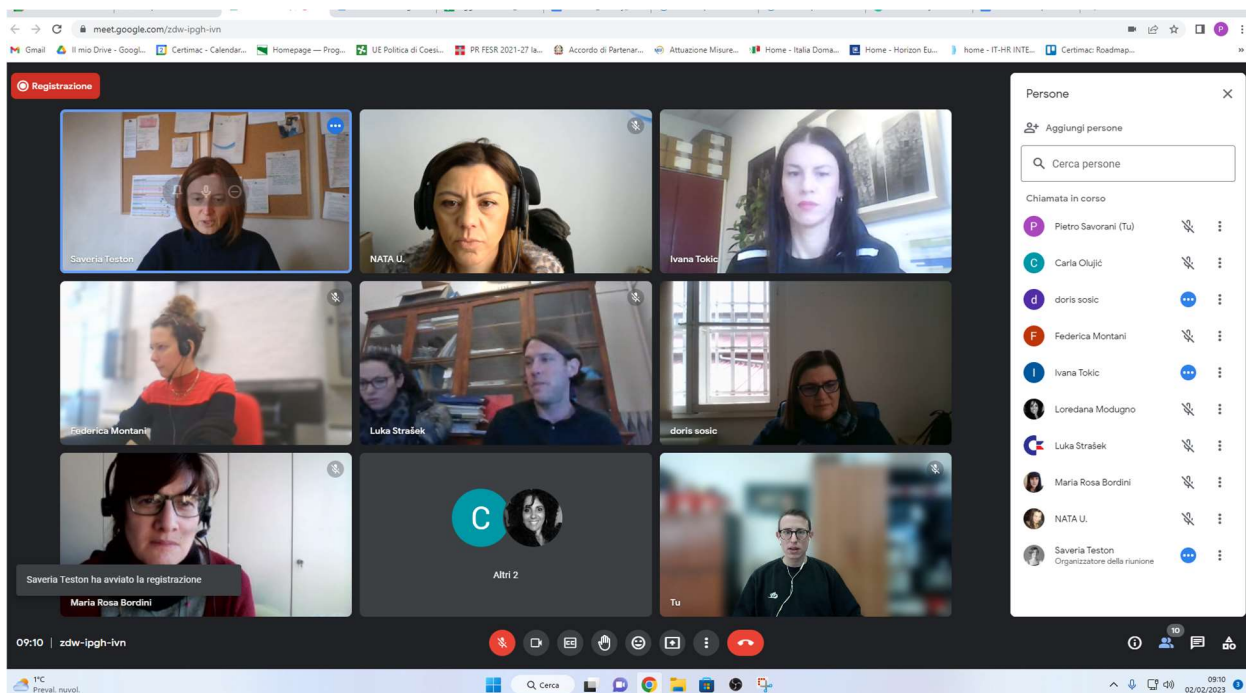
The discussion was carried out among a restricted number of people. The participants involved in the definition of the contents of the Port Cities Urban Strategies and, subsequently, of the Local Entrepreneurial Ecosystem Business Strategies were members of the three **Pilots Cities** (Ravenna, Solin and Rijeka) and other project partners who had already participated in the previous Local Actions Group (LAG) meeting for the three Pilots.

The discussion was moderated by Saveria Teston and saw the full involvement of Doris Susic and Ivana Tokic, respectively, representatives of Pilots Cities of Ravenna, Rijeka and Solin.

The participants were:

PARTICIPANT	AFFILIATION
	University of Bologna
	CNA RA
	CNR
	Certimac
	City of Solin
	RERA
	RRA Porin
	PPMHP Museum
	E.C.H.R. Ltd

Tables 2. List of participants



Picture 1. Screenshot of the participants

3.3. Summary

In this section the main issues and outcomes touched and raised during the discussion are illustrated. To guide the Discussion was used the templates of Port Cities Urban Strategies and of the Local Entrepreneurial Ecosystem Strategies. Using these tools, the elements which compose the two Strategies were discussed and defined.

3.3.1 Local Port Urban Strategies

Firstly, the **Port Cities Urban Strategy's** structure is discussed, since it gives the macro-direction on which to implement the actions for the creation of the Local **Entrepreneurial Ecosystem Business Strategy**. In fact, the EEBS use the indication given by the PCUS to define the entrepreneurial goals for each specific CH asset and, consequently, the most suitable **Temporary Use** for its valorisation. The aim of the Urban Strategies is **to describe how Temporary Uses (TU) can be exploited to experiment with the potential of Cultural Assets while bringing new impulses to the local Cultural and Creative Industries (CCI) sector**. It describes a pathway for coordinated efforts of public-private actions which follow long-term valorisation visions, where TUA is the first step to trigger its implementation. [The templates of PCUS](#) is structured in the following paragraph:

1. Introduction
2. Cultural and Natural Heritage assets as drive for the Urban Strategy co-design
 - 2.1. Cultural Heritage in [City]
 - 2.1.1. Tempus Cultural Heritage
 - 2.1.2. City cultural and tourist attraction
 - 2.2. Natural Heritage in [City]
3. Temporary Uses: What/where
4. Urban Strategy: Valorization through Temporary Uses
 - 4.1. Vision and priorities
 - 4.2. Strategy
 - 4.3. Temporary Uses strategic project ideas
5. Conclusion

Following that structure, sharing reflections were made between the representatives of the 3 Pilots. After a short presentation of the first two sections, "1. *Introduction*" and "2. *Cultural and Natural Heritage assets*", which are mainly descriptive and, so, focused on the description of Natural, Cultural and Touristic attractions in the three Pilots Cities, the discussion moves on to the third paragraph "3. *Temporary Uses: What/Where*". This section must be fulfilled to answer the question: **which kind of TU can we use to valorise a specific Cultural Heritage (CH) or Natural Heritage (NH)?**

The discussion moves around the choice to make to define the Strategy. In particular, the discussion focused on the different typologies of Temporary Uses (Events, Urban/Land Art Action, Container-based TU, Incremental re-activation and Tactical Urbanism) that it's possible to implement in specific a Cultural or Natural Assets to valorise and trigger a regenerative process in the selected CH or NH.

Questions arose on:

- How to define and give meaning to the different TUA?
- Which are the main differences between an Event and an Urban Land Action?
- Which is the best suitable Temporary Uses for a specific Cultural Asset to valorise and point attention to it?

After an alignment among the participants on the meaning given to the different typology of TUA, Ivana, Natasa and Saveria discuss, with other participants, on the difference between Events and Urban Actions: both are spot events but while the first necessarily involve crew and, usually, did not produce something durable, the second did not necessarily involve crew but produce something intended to

last some time. Then, a verticalization of the difference between TUA driven by actions (like Events and Urban Actions) and TUA drives by functions (like Container-based and Incremental re-activations) was made. That last discussion helped to fix the importance of reasoning strategically on which TUA, due to its characteristics, can better valorise a specific Cultural Asset.

Then the discussion moved to the next paragraph: "4. *Urban Strategy: Valorisation of Temporary Uses*". This section must identify the **vision and priorities which guide the strategy for the valorisation of Natural and Cultural assets**.

Particular attention was given to the strategy aimed to underline the interconnection among different elements, the Cultural Assets, to build a shared narrative. **The connection can be created through the identification of the Connective Potential (CP) between the Cultural and Natural Assets and the creation of a common storytelling which connects them coherently**. But the connections aren't just narrative, the elements, as Ravenna Pilot City experience shows, can be also physical.

On this point reflection arose on:

- Which are the best tools for storytelling?
- Which actions are the best to get the message to the citizens?
- How to merge different assets (cultural and natural) into one coherent narration?
- Which are the roles of Cultural and Creative Industries (CCI) in the storytelling?

These questions were answered through the presentation of Ravenna Connection Potential map representation. The identification of an element to use as a connective between different Cultural and Natural Assets was identified in the relationship between city and its water(s). This conceptual issue allows to merge culture and nature, urban area and sub-urban area, and to build **digital storytelling** or **physical route**.

Partners' representatives also discussed the role that 3D modelling can play and it interlink with digital storytelling, starting from the work done by Ravenna Pilot City in using this tool to connect submerged archaeological CH. Partners had also reasoning on the potential of 3D modelling in building future project proposals due to the importance of digitalisation topics in the EU policies.

3.3.2 Local Entrepreneurial Ecosystem Business Strategies

The Session then moved the discussion into the analysis of the contents of the Local **Entrepreneurial Ecosystem Business Strategies**. The EEBS has to underline the interlink with the PCUS, which gives the "direction" to the EEBS, and especially the CH and NH valorisation process through the activation of Temporary Uses with activities carried on by CCI.

It also fulfils the task to nourish the PCUS with the idea collected through the call of idea and LAG.

At the beginning of the discussion, participants discussed what an Entrepreneurial Ecosystem is. The answer was: **an Entrepreneurial Ecosystem can be defined as a set of interconnected participants and factors coordinated and connected in such a way as to enable productive entrepreneurship in a certain territory.** So, the Strategies aim to map the goals, which usually are very divergent, of the different actors involved in such a process.

[The template of EEBS](#) is structured in the following paragraph:

1. Introduction
2. Strategic Documents on Regional and Local Level of Territory of Pilot Cities
3. Establishment of HD Collaborative Entrepreneurial Ecosystem
 - 3.1. Underline the interlink with the PCUS
 - 3.2. Showing how some ideas, collected from the call for ideas, can support the achievement of the entrepreneurial goals we set.
 - 3.3. Showing the interconnection between what we had thought in the project and what we have, and what we can achieve, in the territory
4. Template for Local Entrepreneurial Ecosystem Business Strategies at Pilot Level
5. Conclusion

The first element of the discussion was the importance of **highlighting how the project activities support Regional and Local development strategies goals**, especially for what concern culture and tourism. Those elements will nourish paragraph *"2. Strategic Document on Regional and Local Level Territory of Pilot Cities"*.

Partners discuss how they have designed their activities based on those strategies and how the activities they will implement support the above mentioned strategies.

Moderator highlighted the need to design EEBSs coherent with the Regional Smart Specialization Strategies (S3), with reference to the policies addressed to CCI.

Then, the discussion moved to the core of the Entrepreneurial Strategies, paragraph *"3. Establishment of HD Collaborative Entrepreneurial Ecosystem"*.

Then the discussion focused on **which tools suit better the need to show the connection between the PCUS and EEBS**. Ravenna partners shared the tool they used to analyse strategically the interconnection between the chosen CH, the specific typology of Temporary Use chosen for a specific Cultural Asset, and the entrepreneurial goals that it is meant to be achieved thanks to the collaboration with the CCIs. Those connections are shown in the table that can be found [here](#).

The discussion then moves on to **how to merge all the elements described above in the final strategies** (paragraph "5. *Template for Local Entrepreneurial Ecosystem Business Strategies at Pilot Level*"): by analysing the temporary uses envisioned in each CH asset and the entrepreneurial goal it could aim to, a function fulfilled by each Cultural Heritage asset is identified, as well as the entrepreneurial typologies that could either be interested in the realization of the function or benefit from its realization, especially referencing Cultural and Creative Industries.