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Italy - Croatia
TEMPUS

EUROPEAN UNION

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

D4.1.1 – WP Working Method

Document control

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1. INTRODUCTION

Responsible partner for implementation of WP4 activities is PP4 – PORIN with primary objective to enhance a new economic development based on the valorisation of the hidden tangible and intangible heritage, including the archaeological background and natural contexts of the Adriatic Sea Urban Ports (ASUP), through the start-up of Temporary Uses Actions (TUAs).

The TEMPUS project aims to reach a real change, by leveraging the variegated and peculiar legacy of urban ports, and the untapped potential of local communities through their direct involvement in the definition and launch of urban strategies. To this extent, TEMPUS will implement an integrate set of TUAs, focused on the idea of urban ports as melting pots of traditions, histories, activities, architectures and cultures, which will allow creating new contextual values to be capitalized for triggering wider scale CR Valorization and Regeneration Processes (CRVRP), able to foster wellbeing and the creation of a new sense of living in ASUPs, deeply rooted on their cultural, urban and entrepreneurial dimensions.

Under activities 4.1. titled WP set-up and coordination there are 5 deliverables to be achieved. The first one is D4.1.1. WP4 Working Method. The task is to produce a general working method aimed to provide to the Task Forces (TFs) organization and specific instructions on how to perform WP activities, to outline the risks that could occur during their implementation, and to guide on how to face them.

The overall objective is to coordinate on-fields activities in pilot cities (Rijeka, Split, Ravenna) in order to make them comparable and coherent. The starting working method and instruments, applied and tested during the WP on-field activities, will be developed into the TEMPUS Toolkit to foster the creation of HD entrepreneurial realm in port cities, which is the main WP outputs. Key-elements of the WP implementation will be the engagement of local entrepreneurs for the co-creation of the LES Business Strategies (BSs; A4.3), and for the establishment of the Local Governance Groups (LGGs; A4.4). The CBC collaborative work will be coordinated by the WPL, in close relation with the Partners in charge of the TFs management.

For better coordination of the on-field activities cooperation is needed on territories both at partner level, as well as with citizens, entrepreneurs and innovators.

2. WP4 DESCRIPTION

WP4 is composed of two interdependent paths:

- the first is aimed at valorizing port Cultural Resources (CRs) by developing new Local Entrepreneurial Ecosystems (LES) deeply rooted in local traditions —intended as source of suggestions, ideas, inspirations,

- the second is aimed at creating a port cities' CBC (cross-border cooperation) entrepreneurial realm based on cultural and natural heritage (CNH) protection and promotion.

The goal of the former path is to build a bridge between past (storytelling of port ecosystems evolution in a time span from Roman to modern ages) and present (contemporary interpretation of the past issued by entrepreneurs and innovators); to this extent, two-stage exhibitions (A4.2) will be organized in pilot cities:

- the first stage exhibition will nurture the Open call for Heritage Driven (HD) ideas (A4.3);
- the second one will be fed by the Open call results.

The virtual version of the two-stage exhibitions will be published on the Platform (WP5) to spread the idea of urban ports as melting pots of traditions, histories, activities and cultures.

The purpose of the latter path is to foster the creation of Heritage Driven entrepreneurship in Adriatic port cities, by developing in synergy with the urban strategies co-designed in A3.4 — the Business Strategies of the Local Entrepreneurial Ecosystems (LES; A4.3), and by setting up Local Governance Groups (LGGs; A4.4). LAGs (A3.1) will have the double tasks to co-create Port Cities Urban Strategies (PUCS) (A3.4) and LES BSs, which will lay out the future mid/long-term course for the further development of local entrepreneurial ecosystems. Perspective Forums (PFs) will be organized in order to establish LGGs at the end of the project, with the aim of guaranteeing continuity to the process undertaken; coherently, they will be called to play a double role:

- at local level, they will implement the urban and business strategies, by pursuing a holistic approach;
- at CBC level they will become the operating arms of the Joint Visibility Plan (WP5).

In order to better manage this complex WP, two Task Forces focusing on the two parallel paths will be set-up:

- TF1 "Port cities' history & culture" led by PPMHP, which will manage the implementation of activity 4.2;

- and TF2 "Port cities' entrepreneurial realm" led by CNA RA, which will manage the implementation of activity 4.3.

WP leader will then coordinate the activities carried out in parallel along all the WP activity, and will manage directly the implementation of activity 4.4., in coordination whit the leader of TF1 and TF2.

WP expected outputs are the following:

OP3. TEMPUS Toolkit (TT) to foster the creation of HD entrepreneurial realm in port cities.

TT is a working document aimed at spreading a new HD entrepreneurial culture across the Adriatic Sea and beyond; it is based on the following pillars:

I active engagement of enterprises, for fostering the creation of collaborative environments;

II awareness rising on the importance of evolving culture through incremental innovation processes, to gain disruptive innovations;

III creation of closer links between the quadruple-helix actors to facilitate the development of a favorable framework for sharing economy.

TT will sum up the experience gained during the project and will be divided into 4 sections:

1 Recommendations to overcome the fear of change, which often creates Catch 22 situations, where owners/entrepreneurs prefer (and pay for) not doing anything rather than experiment new approaches. This section will be mainly fed by the lessons learned accumulated during the implementation of WP4 and in pilots (D3.3.2-5);

2 Operating instruments for cultural evolution, which will be derived from the experience gained during the exhibition organization (D4.1.4) and the Call4ideas management (D4.1.3);

3 Operating instruments for incremental and disruptive innovation, which will be designed on the basis of:

- the contents of the CBSs (D4.4.1);

- the expertise acquired to elaborate ELMs (D4.1.2) and LES BSs (D4.3.4);

- the knowledge developed to establish LGGs (D4.4.4).

4   Examples of implementations, where the experiences carried out in the pilots will be described by synthesizing the following deliverables: 4.3.1/4.2.2/4.3.2–3/4.4.2.

TT can be easily read and used by the quadruple-helix actors, each consulting the most suitable section:

- S1 for Public Administrations (PAs);

- S2 for Academics and Researchers;

- S3 for Business Supporting Organization (BSO), entrepreneurs and innovators;

- S4 for all actors, including general public.

An interactive version of TT (Inc. capacity building sessions material) will be published in the reserved area of the Platform.

PPs should keep in mind that for the success of each activity is needed:

- collaboration between leader activities and other partner sin implementation stage as well as in final deliverables,

- activities work for each deliverable made on time and linked with other WP

- continuous measurement that leads to improvement of WP and project.

Responsible for achievement of TT is PP4 (PORIN) in collaboration with LP, PP1, PP7, PP8. WP 4 implementation

timetable: start date 01/07/2019, end date 30/06/2021

3. PERFORMING WP ACTIVITIES

For each WP4 activity, in the following table is provided the name, activity goal, expected duration, activity description, deliverables to accomplish, who is responsible for carrying out the activity, what resources are needed to accomplish delivery, related to other WP activities, risks, measures and planned meetings. Other that is not mentioned; WPL and responsible partners will elaborate during meetings, Skype or e-mail communication.

Activity Title	4.1. WP set-up and coordination
Responsibility	PP4 as leader of activity

Other partners participation	LP (CNR), PP1 (CAN RA), PP7 (PPMHP) and PP8 (Grad Rijeka), other partners can participate too
Activity goal	To set up needed activities and coordination of on-fields activity under designed working method and templates/guidelines for implementation of Entrepreneurial Local Maps, Open call for heritage driven ideas, and two stages exhibitions in pilot cities.
Expected duration	start date M1, end date M30
Activity description	Design a general working method consists of specific activities on how to perform WP activities and outline the risks during their implementation. Also, WPL will made guidelines for the implementation of the Entrepreneurial Local Maps, the "Open call for heritage-driven ideas" and the two-stage TEMPUS exhibitions, in which the lines of information feeding and receiving will be also drafted.
	Objective is to coordinate on-fields activities in pilot cities in order to make them comparable and coherent.
	The starting working method and instruments, applied and tested during the WP on-field activities, will be developed into the:
	• Toolkit; key elements of the WP implementation will be local entrepreneurs' engagement for the co-creation of the LES BSs (A4.3) and for the establishment of the LGGs (A4.4).
	• The CBC collaborative work will be coordinated by the WPL, in close relation with the PPs in charge of the TFs management: 2 TF1 meetings will be held in Rijeka; 3 TF2 meetings will be held in Rijeka, Split and Ravenna (when M&M will take place), to deliver a very common output.
Deliverables to accomplish	D4.1.1: WP4 Working Method (M2). Besides illustrating the TFs organization, it will give specific instructions on how to perform WP activities, outline the risks likely to be encountered and guidance on how to face them. Responsible is PP4.
	D4.1.2: Template for the Entrepreneurial Local Maps (M6). It will describe the categories to be used to cluster SMEs/start-ups/professionals (SSP) and the approaches to be followed to perform the mapping: top-down in the first phase (PPs will identify the most interesting SSP active in CCT industries); crowd-sourced in the second one (TEMPUS community will be activated for populating the maps). Responsible is PP4.
	D4.1.3: Manual for the "Open call for heritage-driven ideas" (M12). It will contain instructions for the implementation of the calls (including ready-to-use instruments s. a. free tools, with annexed manuals), as well as of the evaluation procedure (incl. jury composition). Attention will be drawn to the description of the past entrepreneur systems of port cities, as a suggestion for arousing new disruptive ideas. Responsible is PP4 - PORIN.
	D4.1.4: Operative manual to plan & realize TEMPUS exhibitions (M6; M18). Based on the design of the panels (supplied by WP2L), it will provide PPs with the structure to realize a comparable storytelling of port cities history & to build a clear bridge between past (history) & present (entrepreneurial ideas). Responsible is TF1 Leader.
	D4.1.5: TFs' meetings reports (M6; M12; M18; M24). Reports of the 2 TF1 mtgs held in Rijeka & of the 3 TF2 meetings held in Rijeka, Split & Ravenna (when M&M will take place). To be produce by TF1&2 Leaders.
Needed resources	Team work, list of needs for exhibitions organization, web and FB publication, meeting rooms, PC and presentation equipment
Related to other WP activities	A.4.2.; WP5

Risks	Adherence to the set timeframes for their implementation, the future project timetable for the whole project has already been postponed by 6 months.
Measures	• Tracking each delivery by quality and timetable • Select categories to create an entrepreneurial local map • Simple manual for exhibitions in pilot cities • Selection of significant historical determinants in the development of pilot cities ports for open call and organization 1. Exhibitions
	• Communication via social media and partners web with entrepreneurs to encourage them to participate on open call for ideas • Simple manual for open call and criteria for selection of ideas
Meetings	• Internal meetings of PPL staff, meetings with PP7 and PP8. • PP4 will prepare invitations, meetings minutes, participation list, arrange a venue for meetings and provide equipment and other means. • Possible Skype communication with other partners.

Activity Title	4.2. Creation of interactive exhibitions on port cultural evolution
Responsibility	PP7 as leader of activity.
Other partners participation	Participating partners in Unit for Stage-1: PP 1, 2, 3, 4, 5, 6, 7, 8 Participating partners in Unit for Stage-2: PP 1, 2, 3, 4, 5, 6 7, 8 Participating partners in Unit for Virtual Exhibition: PP 2, 4, 5, 6, 7
Activity goal	Coordination activity to organized 2 stage exhibitions in 3 pilot cities and virtual exhibition for presentation port history and present impacts on their development to point out heritage driven cultural evolution. "Port cities' and history" task force will be formed for this purpose.
Expected duration	start date M2, end date M25
Activity description	Design and realization of two-stage itinerant exhibitions in the 3 pilot cities (Rijeka, Split, Ravenna). First stage will present to the visitors and entrepreneurs the port history to gain knowledge about commercial, productive and leisure activities as well as life in different epochs, evolution of relationships in the Adriatic basin. For each exhibition there will be set up an interactive totem to give access to the TEMPUS platform to discover port cities and cultural and natural heritage and to engage them to local/broader visits. Second stage will show how the stage 1 have influenced the entrepreneurs' ideas under the activity A4.3. Call4ideas, and will strengthen the awareness on the fill-rouge which links past and present. With sole reference to Rijeka, a further exhibition, related to port cities history, will be permanently hosted in PPMHP seat. Though UniBo & PPMHP will be curators of the 3 exhibitions, all PPs will be involved in the contents production.
Deliverables to accomplish	Task Force "Port cities' and history" (TF1) have to achieve: D4.2.1. Report on research carried out (M10). Objective of the research is to gather and generate knowledge about commercial, productive & leisure activities characterizing ports life in different epochs, and the evolution of relationships among the shores of Adriatic Sea, including the description of the port cities history, divided by historical epoch and organized in categories aimed at explaining clearly the functioning of the contextual social and economic ecosystems. The production of this document foresees desk work and interviews (about port history and influence on port development). It will nourish the contents of the Stage 1 exhibition. Template will make PP7-PPMHP. D4.2.2. Two-stage exhibitions description (M17&29). This storytelling will be produced by PORIN, UniBo and PPMHP as a synthesis of the overall experience (Stage 1 & 2 in pilot cities), highlighting e.g. public response, analyzing audiences by categories (questionnaires will be distributed to visitors) and possible links among port cities or entrepreneurs' activities (to promote new researches & facilitate the

	creation of new supply chains). In the Stage 1&2 locations will be different: Stage 1 will be organized in well-known places of the cities; Stage 2 will be hosted in Temporary Uses Action (TUA) areas.
	D4.2.3. Virtual exhibitions (M28). After the closure of the two-stage exhibitions, their venue will become the cyberspace (TEMPUS Platform) with the aim to expand on material presented at, generate interest in, and create a durable online record of, the physical exhibitions. What is more, it will be possible to realize other virtual exhibitions (VEs), thus saving production costs (insurance, shipping, installation); solving conservation/preservation problems (e.g., handling of fragile or rare objects); reaching (H24) lots more people. Responsible partner PP7-PPHHP and PP2-UNIBO.
Needed resources	TF1 organization and tasks:
	UNIT FOR STAGE 0 – 1. Defining research activities for the exhibitions (relevant literature, local maritime and history museums, archives, previous exhibitions on the subject); 2. Preparation of questionnaires, conducting interviews, processing questionnaires data and making report. Responsible partners PP7-PPMHP, PP2-UNIBO and PP5-RERA.
	UNIT FOR STAGE–1: 1. defining the contents of the exhibitions and its interpretation plan; 2. type of displays and other exhibits (objects, visuals, texts); 3. defining exhibition space for each pilot city; 4. Individuation of the most suitable place for 1st stage exhibition; 5. marketing 6. other needed.
	Responsible PP7-PPMHP.
	UNIT FOR STAGE-2: 1. defining the concept of storytelling of the ports on basis of Stage 1 exhibitions;
	2. preparation of questionnaire for visitors and port cities to catch public response (e.g. quantification of visitors); 3. to individuate possible links among port cities or entrepreneurial activities (to promote new researches & facilitate the creation of new supply chains), which is post process of information gathered by questionnaires; 4. defining exhibit space in TUA areas; 5. other needed.
	VIRTUAL EXHIBITION: 1. defining the cyberspace for the virtual exhibition on TEMPUS platform; 2. best of the Stage 1 and Stage 2 exhibitions; 3. collaboration with PP2-UniBo; 4. other needed.
	Other: exhibitions space in TUA areas and PP7-PPMHP premises, platform space, meeting rooms, PC and presentation equipment.

TF1 members and roles	Members of TF1 for each pilot cities: • PP 7: Coordinator + 2 members • PP 2: Coordinator + 2 members • PP 5 and PP6: Coordinator + 2 members Members from each pilot are responsible for design and realization of two-stage itinerant exhibitions hosted in the 3 pilot cities as well as virtual exhibition. Other partners will cooperate in the research and exhibition preparation with TF1L: • one staff member from PP4- PORIN and PP8-CITY of Rijeka with PP7-PPMHP in pilot Rijeka, • one staff member from PP3-CERTIMAC with PP2- UniBo for pilot Ravenna • members from PP5- RERA and PP6-SOLIN for pilot Split. All mentioned staff is working as Unit for Stage1 exhibition. Coordinator of Unit for Stage1 exhibition from PP7- PPMHP will cooperate with other coordinators from PP1–CNA RA and PP5–RERA Split. Tasks of the group of Unit for Stage1 exhibition are to set up the content and realization of two-stage exhibitions in 3 pilot cities (Rijeka, Ravenna and Split). The first activity will include questionnaire design on the history of ports: divided by historical epoch and organized in categories aimed at explaining clearly the functioning of the contextual social and economic ecosystems and influence on port development. The questionnaires will be used to conduct interviews with experts that will answer

important questions that need to be highlighted in the history of the port (D4.2.1.) and the contents of the Stage 1 exhibition. Partners in pilot cities will also define the contents of the exhibitions; type of displays and exponents; define exhibit space for each pilot city and other needed.

Coordinator of Unit for Stage 1 exhibition will cooperate with all pilot cities: 1 staff member from PP1– CNARA and 1 staff member from PP5-RERA Split. Tasks of the group of Unit for Stage 1 exhibition are to set up the content and realization of two-stage exhibitions in 3 pilot cities (Rijeka, Ravenna and Split). The first activity will include questionnaire design on the history of ports: divided by historical epoch and organized in categories aimed at explaining clearly the functioning of the contextual social and economic ecosystems and influence on port development. The questionnaires will be used to conduct interviews with experts that will answer important questions that need to be highlighted in the history of the port (D4.2.1.) and the contents of the Stage 1 exhibition. Partners in pilot cities will also define the contents of the exhibitions; type of displays and exponents; define exhibit space for each pilot city and other needed.

Members of Unit for Stage 2 exhibition are coordinator and 2 staff members from each pilot cities. PP4-PORIN will collaborate with PP7-PPMHP, PP2-UniBo, PP5-RERA and PP6-SOLIN - responsible for Stage 2 exhibition content: description of storytelling for each pilot port, as a synthesis of the overall experience (Stage 1 & 2), highlighting e.g. public response, analyzing audiences by categories that will be design in questionnaires and will be distributed to visitors) and possible links among port cities or entrepreneurs activities (to promote new researches and facilitate the creation of new supply chains). The location of Stage 2 exhibition will be hosted in TUA areas.

Members of Unit for Virtual exhibition coordinator from PP7-PPMHP and 3 members, PP2-UmiBo, PP5-RERA and LP-ITC-CNR.

After the closure of the two-stage exhibitions, their venue will become the cyberspace on TEMPUS Platform with the aim to expand on material presented, generate interest in, and create a durable online record of, the physical exhibitions. What is more, it will be possible to realize other Virtual Exhibitions (VEs), thus saving production costs (insurance, shipping, installation); solving conservation/preservation problems (e.g., handling of fragile or rare objects); reaching (M24) lots more people.

Related to other WP activities	WP 4.1., 4.3. and 4.4.; WP2; WP3; WP5
Risks	- Adherence to the set timeframes for their implementation, the future project timetable for the whole project has already been postponed by 6 months. - to find suitable exhibition space inside and outside of TUAs area. - coordination and sequencing of particular WP4 activities related to activities in other WP3 and WP5,

Measures	• Adherence to the set timeframes for their implementation because the future project timetable for the whole project has already been postponed by 6 months, • Initially procure totem equipment and time plan for delivery • Promote the exhibition to provide enough input from visitors • Performing according to Operative manual to plan and realize TEMPUS exhibitions • Selection of significant historical determinants in the development of pilot cities ports in organization of Stage–1 Exhibition • Linking selected ideas with the historical context of the port and present development to better highlight heritage management in organization of Stage 2 Exhibition as well in Virtual Exhibition
Meetings	It's planned to organized 2 meetings in Rijeka, hosted by PP7-PPMHP and PP4-PORIN. Other partners can participate. First meeting is planned to be organized by PP7-PPMHP in November 2019. Second meeting is planned to be organized by PP4-PORIN in November 2020. • PP7-PPMHP will prepare invitations, meetings minutes, participation list, arrange a venue for meetings and provide equipment and other means with PP4-PORIN. Possible Skype communications with other partners.

Activity Title	4.3. Development of HD Entrepreneurial Business Strategies
Responsibility	PP1-CNA RA as leader of activity.
Other partners participation	PP4-PORIN, PP7-PPMHP, PP8-RIJEKA, PP5-RERA, PP6-SOLIN
Activity goal	This activity has 3 objectives: **1** to give an overall picture of the already established enterprises/start-ups/innovators which deal with Cultural and natural Heritage (CNH), including tourism sector, in order to identify new local economy synergies/supply chains in the field of culture, creative, tourism (CCT) industry; **2** to identify innovative activities in the field of CCT industry with the aim to further develop the LESs triggered through the activation of TUAs: in so doing, the Local Entrepreneurial Ecosystem (LESs) will recognize themselves in specific urban spaces of the port, which will return to play the original role of place where to meet, share, exchange. **3** to identify, in coherence with the Port Cities Urban Strategies (PUCS) contents, the macro- directions to be followed in order to accompany the development of LES after the end of the project.
Expected duration	start date M3, end date M30
Activity description	This activity should bring together entrepreneurial potentials and bearers, innovators of activities for the CCT (Culture, Creative and Touristic) industry of each project area, in order to form local entrepreneurial groups of ecosystems and identify them and integrate them into Port Cities Urban strategies. This activity will be coordinated by PP1 (TF2 Leader). Using data and tools for pilot cities with the assistance of all partners, entrepreneurial ideas will be selected that will result in actions to develop a holistic approach to the strategic framework for implementation in TUA areas. Selected ideas will be then hosted and incubated in the TUAs. With the formation of LES, through its experience in pilot cities, it will contribute to the creation of a guidance document for the core of entrepreneurial related synergies.
Deliverables to accomplish	D4.3.1: Entrepreneurial Local Maps (M12). It is a data-driven tool to help pilot port cities' entrepreneurial ecosystem. In the first phase PPs will nourish the map; after that, a crowd-sourced mechanism (involving CoP; A5.3) will be activated. Maps will concern the territory of the county/province to which pilot cities belong (province of Ravenna, counties of Rijeka and Split). Responsible partner is PP1-CNA RA. D4.3.2: "Open call for heritage-driven ideas" reports (M15). 3 reports (one per pilot) containing: text of the call, ideas received, evaluation of the jury. The 10 most interesting ideas will be selected: 3 up to 5 will be hosted in TUAs for free; all 10 will follow the CBSs (A4.4). Winners will be awarded during the TUAs opening events. Responsible partner is PP4-PORIN. D4.3.3: Local Entrepreneurial ecosystem business strategies at pilot level (M28). Documents aimed to coordinate an interdependent set of actions/projects (incl. funding opportunities to realize them)

	along shared lines of development, according to a holistic and thorough strategic framework and through an incremental path of implementation, in which TUAs are the first triggering step.

Responsible partner is PP1-CAN RA.

D4.3.4: Guidelines for building Entrepreneurial ecosystems business strategies (M29). On the basis of the experiences carried out in pilots, this cutting-edge document, which will feed the Toolkit and will be annexed to it, will contain instructions on the stages to be performed in order to progressively develop entrepreneurial ecosystems by starting from a small (but interlinked and synergic) entrepreneurial nucleus. Responsible partners are PP1-CAN RA and PP4-PORIN. |
| Needed resources | • using data and tools to nourish an entrepreneurial map

• formed evaluation jury for each pilot cities

• defining reward for best ideas under the call for ideas for pilot cities

• team work on business strategies for pilot cities

• toolkit to help make business strategies

• meeting rooms, PC and presentation equipment |
| TF1 members and roles | Task Force "Pilot cities' entrepreneurial realm" (FT2) is led by partner PP1-CNA RA (TF2L).

TF2L members are coordinator and 2 staff members for coordination of all activities to establish enterprise/start-up/innovators for CNH with touristic sector to identify new local economy synergies and supply chains in the field of CCT industry; to develop the LESs triggered through the activation of TUAs as urban space of the port to meet, share and exchange; to identify the macro-direction to be followed after the end of the project under PUCS and LESs development. Each TF2 partner: one staff member from PP4-PORIN, PP5-SOLIN, PP6-RERA and PP8-RIJEKA will cooperate with TFL to gather entrepreneurial potentials and bearers, innovators for CCT industry of each project area to form LESs and integrate them into PUCS. All mentioned activities with using data and tools for pilot cities, and whit assistance of other partners, will develop a holistic approach to the strategic framework for implementation in TUAs. Using formation of LES through its experience in pilot cities will contribute to creation of guidance document for the core of entrepreneurial related synergies. |
| Related to other WP activities | WP4.1., WP4.4.; WP5 |
| Risks | • Adherence to the set timeframes for their implementation because the future project timetable for the whole project has already been postponed by 6 months,

• Coordination and sequencing of particular WP4.3. activities related to activities in other WPs,

• Lack of entrepreneurial response to interventions and new ideas and innovations that should be incorporated into local port urban strategies and, consequently, the overall TEMPUS approach,

• Lack of territorial and partnership level of cooperation and cooperation with other local institutions. |

Measures	- Selection data of entrepreneurial potentials and bearers, innovators, - Selection of ideas and reworded ideas from the Open call for heritage-driven ideas, - Identification of new local economy, synergies and supply chains, - Collection data for Entrepreneurial Maps in pilot cities, - Selection of actions and opportunities for business strategies - Instructions to for creation of guideline for LES Business strategies
Meetings	- Organization of 2 partner meetings hosted by PP4 – PORIN and PP1– CAN RA. They will prepare invitations, partnership minutes, participation list, arrange a venue for meetings and provide equipment and other means. - Possible Skype communication with other partners.

Activity Title	4.4. Establishment of HD collaborative entrepreneurial ecosystem
Responsibility	PP4 as leader of activity.
Other partners participation	Capacity Building Unit: PP 1, 4, 7, 8 Perspective Forums Unit: PP 1, LP, 2, 3, 4, 5, 6, 7, 8; LGG Unit: PP LP, 1, 2, 3, 4, 5, 6, 7, 8
Activity goal	The main goal of this activity, coordinated by WPL in collaboration with TF1&2 Ls, is to foster the creation of a Heritage-Driven CBC entrepreneur realm aimed to become the perfect environment where to activate a continuous cycle of incremental & disruptive projects. The LESs set-up in pilot cities (A4.3) will be the first entrepreneurial nucleus of this new socio- economic CBC realm and their enterprises will participate to the Capacity Building Sessions (CBSs); the M&M (A5.3) will play a relevant role in strengthening links, synergies & supply chains among them. The organization of Perspective Forums (PFs), which will see the participation of LAGs members (at least one from Academy & one from third sector), delegates of LESs, PA spokespersons and PPs, will bring to the set-up of LGGs, which will be in charge, after the end of the project, of the further development of both the LES in pilot cities ——by scaling up the TUAs—— and the CBC entrepreneurial realm —by implementing the Visibility Plan (A5.3). "Port cities' entrepreneurial realm" task force will be formed for this purpose.
Expected duration	start date M16, end date M30
Activity description	For the realization of these activities is essential close cooperation with leaders of TF1-PPMPH and TF2-CNARA for pilot cities and whit other WP leaders from TEMPUS cities. To create a HD CBC entrepreneurial realm is on-going process to achieve the perfect environment in which are important innovation projects. For pilot cities is important to get entrepreneurial nucleus (LESS) for new social- economic CBC realm and their enterprises to participate to the Capacity Building Sessions to point out suggestions, ideas and recommendations to feed TEMPUS Toolkit and platform as an on-line course. Under the organization of Perspective Forums in TEMPUS cities, that will include participation of LAGS, LESs and partners will set-up capable LGGs for further development of the LES in pilot cities and scaling up the TUAs CBC entrepreneurial realm by implementing Visibility plan in A5.3.
Deliverables to accomplish	D4.4.1. Capacity building session reports (M28). 3 reports (one for each pilot) will collect the lecturers' material, the discussions transcription and the suggestions/ideas/recommendations emerged. Overall documentation (which will feed the TEMPUS Toolkit) will be synthesized in a final report (annex of TT) and will be uploaded to the platform in order to become an online course. D4.4.2. Perspective Forums reports (M28). 5 PFs meetings are expected in each TEMPUS city. Reports will be drawn up by facilitators and will include e.g. the ad hoc description of the Port Cities Urban Strategies (PCSUs) and Local Entrepreneurs Ecosystem (LESs) held at the beginning of the process, and the accurate illustration of results reached every meeting, problems aroused, including debates and disagreements, and solutions individuated, decisions taken and related motivations. D.4.4.3. Local Governance Groups set up in the pilot cities (M30). Local Governance Groups (LGGs) set-up, corresponding to the description of the 3 managing groups activated. Owing to the differences that each urban context has to envisage, the LGGs compositions will be different and the

	legal framework (level of formal recognition) will be established in coherence with the choices made at local level.
	D4.4.4. Guidelines to establish Local Governance Groups (LGG) (M30). On the basis of the experiences carried out throughout the project thanks to the Perspective Forums (PFs), LAGs and LSGs meetings, this document (an annex of TEMPUS Toolkit (TT) will give indications on how to set-up and manage the process aimed at defining and establishing an effective and capable LGGs.
Needed resources	TF2 organization and their tasks: Capacity building Unit: 1. creation of HD CBC entrepreneur realm; 2. collection of material, discussion transcription, suggestions, idea, recommendations; 3. synthesized documentation for feeding TT; 4. Creation of Capacity Building material for training sessions for incubation new idea within LESs; 4. Making 3 report for pilot cities and final report; 5. Other needed. Perspective Forums Unit: 1. Defining participations for PF from all target groups; 2. organization of PF with participation of LAGs members, delegates, PP; 3. Defining the roll of PF; 4. organization of 5 PF meetings in TEMPUS cities; 5. making reports for each meeting; 6. Other needed. LGG Unit: 1. set-up LGGs; 2. LGGs composition; 3. legal framework on local level; 4. set-up Guidelines to establish LGG (D4.4.4.); 5. Other needed.

TF1 members and roles	Capacity building Unit is led by PP1. Members of this unit are coordinator and 2 staff for coordination of all activities for deliverable D4.4.1. whit other staff members from PP4, PP7 and PP8. Task of this activity is to foster the creation of a Heritage-Driven CBC entrepreneur realm aimed to become the perfect environment where to activate a continuous cycle of incremental and disruptive projects. The Local Entrepreneurial Ecosystem (LESs) set-up in pilot cities under A4.3 will be the first entrepreneurial nucleuses of this new socio-economic CBC realm and their enterprises will participate to the Capacity Building Sessions (CBSs): The Mix&Match (M&M) under A5.3 will play a relevant role in strengthening links, synergies and supply chains among them.
	Perspective Forums Unit is coordinated by PP4–PORIN. Members of this unit are coordinator from PP4–PORIN, 1 staff from PP8–RIJEKA, 1 staff from PP1–CNA RA, 1 staff from PP2–UNIBO, 1 staff from PP5-RERA, from 1 staff from LP-ITC-CNR. Main task is organization of 5 meetings in each TEMPUS city with participation of Local Action Groups (LAGs) members (at least one from Academy & one from third sector), delegates of Local Entrepreneurial Ecosystem (LESs), Public Administration (PA) spokespersons and PPs. Those activities will bring to the set-up of Local Governance Groups (LGGs), which will be in charge, after the end of the project, of the further development of both the Local Entrepreneurial Ecosystem (LES) in pilot cities — by scaling up the Temporary Uses Action (TUAs) — and the CBC entrepreneurial realm — by implementing the Visibility Plan under A5.3.
	For each PFs meetings is expected to make reports that will be drawn up by facilitators and will include e.g. the ad hoc description of the Port Cities Urban Strategies (PCUSs) and Local Entrepreneurial Ecosystem (LESs) held at the beginning of the process, and the accurate illustration of results reached every meeting, problems aroused, including debates and disagreements, and solutions individuated, decisions taken and related motivations.
	Local Governance Group Unit is coordinate by PP4–PORIN. Members of this unit are coordinator and one staff from PP8 for coordination of D4.4.3 and D4.4.4. Other staff members are all other PP. Main task for D4.4.3. activities are LGGs set-up to correspond to the description of the 3 managing groups activated; owing to the differences that each urban context has to envisage, the LGGs compositions will be different and the legal framework (level of formal recognition) will be established in coherence with the choices made at local level.

	Main task for D4.4.4. activity is to make guidelines to establish LGGs on basis of the experiences carried out throughout the project thanks to the PFs, LAGs and LSGs meetings. Guidelines is the document that will be an annex of TT and will give indications on how to set-up and manage the process aimed at defining and establishing an effective and capable LGG.
Related to other WP activities	WP4.1., 4.2.,4.3.; WP5
Risks	• Adherence to the set timeframes for their implementation because the future project timetable for the whole project has already been postponed by 6 months, • Coordination and sequencing of particular WP4 activities related to activities in other WP3 and WP5, • Launching LAG, LGG and PF will depend on the response of local stakeholders, so there is a risk that individual profiles of participants will not be responded to, • Lack of entrepreneurial response to interventions and new ideas and innovations that should be incorporated into local port urban strategies and, consequently, the overall TEMPUS approach, • Lack of territorial and partnership level of cooperation and cooperation of citizens and entrepreneurs at local level.
Measures	• List of projects to be activate in continues cycle, • Collection of lecturer material, discussions transcription, suggestions, recommendations on time for 3 reports and TEMPUS Toolkit, • Creation of Capacity Building material for training session, • Set up criteria for LGGs compositions, • Establishment of legal framework on local level, • Synergistically link all activities and meetings to produce a guide document for LGG establishment
Meetings	• For the WP4.4. it's planned to organize 3 meetings in Split (Launch event M12), in Rijeka (sailing event M18) and Ravenna (Mix&Match M24). PP1 will prepare invitations, meetings minutes, participation list, arrange a venue for meetings and provide equipment and other means with PP4 and PP5. • For the PFs there will be organized 5 meetings in each TEMPUS city; Pilot Partners will prepare invitations, facilitators, presentations, participation list, arrange a venue for meetings and provide equipment and other means meetings minutes and reports with results of each meeting, problems, debates, solutions, decisions taken etc.

4. TIMETABLE

Year	2019												2020												2021					
	Period 1						Period 2						Period 3						Period 4						Period 5					
Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
4.1.																														
D4.1.1.		X																												
D4.1.2.						X																								
D4.1.3.												X																		
D4.1.4.						X																								
D4.1.5.						X						X						X						X						
4.2.																														
D4.2.1.										X																				
D4.2.2.																X													X	
D4.2.3.																											X			
4.3.																														
D4.3.1.												X																		
D4.3.2.															X															
D4.3.3.																												X		
D4.3.4.																														
4.4.																														
D4.4.1.																												X		
D4.4.2.																														
D4.4.3.																														X
D4.4.4.																														X

5. CONCLUSIONS

Working method for the entire WP4 is designed to facilitate the work of partners involved in implementation activities. Project partners' activities and theirs timetable, task forces, meetings and scheduled deliveries are listed. All this will make it easier for partners to implement planned activities, as well as for the whole TEMPUS project.

This material will be distributed to all PP to facilitate monitoring and reporting for each deliverable to WPL. Main activities have the objective to coordinate on-fields activities in pilot cities in Rijeka, Split and Ravenna in order to make them comparable and coherent; all will be developed into the Toolkit. Key-elements of the WP implementation will be local entrepreneur engagement for the co-creation of the Local entrepreneurial Ecosystem Business Strategies (LES BSs) and for the establishment of the Local Governance Groups (LGGs).

All included PPs should bear in mind the mentioned risks involved in accomplishing all the activities, and be aware of the mitigation measures provided.

ANNEX 1: LIST OF PROJECT PARTNERS AND ROLE

LP	ITC-CNR	ISTITUTO PER LE TECNOLOGIE DELLA COSTRUZIONE - CONSIGLIO NAZIONALE DELLE RICERCHE - SEDE DI BARI	TF3L
PP1	CNA RA	C.N.A. CONFEDERAZIONE NAZIONALE ARTIGIANATO E DELLA PICCOLA E MEDIA IMPRESA -ASSOCIAZIONE TERRITORIALE DI RAVENNA	TF2L
PP2	UNIBO	ALMA MATER STUDIORUM – UNIVERSITÀ DI BOLOGNA - U.O.S. - UNITÀ ORGANIZZATIVA DI SEDE DEL DIPARTIMENTO DI STORIA CULTURE CIVILTÀ – CAMPUS DI RAVENNA	WP5L TF3L
PP3	CERTIMAC	CERTIMAC SOC. CONS. A R.L.	WP3L
PP4	PORIN	RIJEČKA RAZVOJNA AGENCIJA PORIN D.O.O.	WP4L
PP5	RERA	JAVNA USTANOVA RERA SD ZA KOORDINACIJU I RAZVOJ SPLITSKO-DALMATINSKE ŽUPANIJE	WP2L TF3L
PP6	SOLIN	GRAD SOLIN	Pilot Leader
PP7	PPMHP	POMORSKI I POVIJESNI MUZEJ HRVATSKOG PRIMORJA RIJEKA	TF1L
PP8	RIJEKA	GRAD RIJEKA	Pilot Leader

ANNEX 2: LIST OF ACRONYMS

BS	Business Strategy
BSO	Business Supporting Organizations
CBC	Cross-Border Cooperation
CBS	Capacity-Building Sessions
CCI	Cultural and Creative Industries
CCT	Cultural, Creative and Touristic
CCTI	Cultural, Creative and Touristic Industries
CH	Cultural Heritage
CNH/NCH	Cultural and Natural Heritage
ELM	Entrepreneurial Local Maps
HD	Heritage-Driven
LAG	Local Action Groups: informal groups, established in order to co-design the PCUS
LES	Local Entrepreneurial Ecosystem
LGG	Local Governance Groups // M30
LP	Lead Partner
M&M	Mix&Match
NCH	Natural and Cultural Heritage
NH	Natural Heritage
PCUS	Port Cities Urban Strategies // M30
PF	Perspective Forums (LAGs + LESs + PAs + PPs) // shaping the LGGs // A4.4
PP	Project Partner
TF	Task Force (joint cross-activities team)
TFL	Task Force Leader

TG	Target Group
TP	TEMPUS Platform
TT	TEMPUS Toolkit
TUA	Temporary Uses Action
VE	Virtual Exhibition
WP	Work Package
WPL	Work Package Leader