



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

D5.3.4 – Building Community Strategy

Document control

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1. INTRODUCTION

The strategy described in this deliverable is a medium-long term vision based on the TEMPUS experimentation in the territories of the 3 pilot cities.

Although strategy is a term borrowed from the language of war, it is commonly used in the government of the territory to develop policies; in our case we assume its meaning to understand how to build communities of practises and meaning in the most effective and productive way, around the theme of the enhancement of cultural heritage through temporary uses and through cultural and creative enterprises.

To build this strategy, we rely on the experimentation that took place throughout the project and we refer in particular to the main deliverables that guided it: the 5.1.1 WP working method, the 5.2.1 Platform description, the 5.3.3 OST report.

This document is organised as follows:

- paragraph 2 summarises the essential indications derived from the 3 previous deliverables;
- paragraph 3 organises the strategy, structured through actions and objectives to be pursued, priority level and - where possible - examples of interesting case studies from which to draw inspiration.

This is a 'living' document, able to accommodate any required customisation and for this reason it can be integrated during and after the implementation of TUAs in the pilot cities..

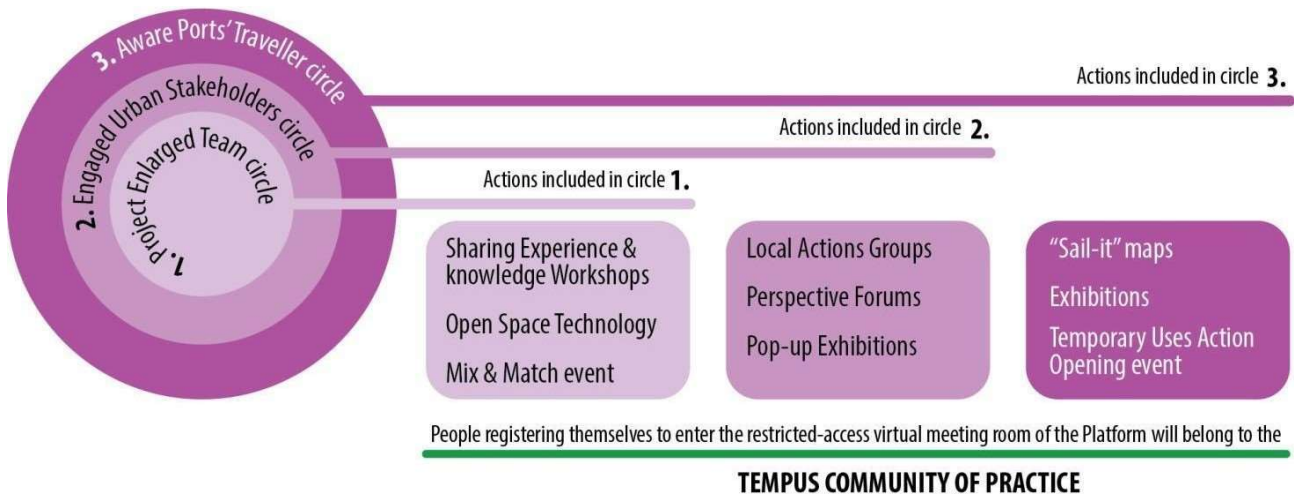
2. ACTIVITIES TO COLLECT DATA FOR COMMUNITY BUILDING

The setting of all community building activity starts from the indications contained in D 5.1.1 which had defined the working method.

First of all, in building communities we must understand which community we are referring to and therefore it is necessary to recognize 3 types:

- 1.1. Project Enlarged Team circle
- 1.2. Engaged Urban Stakeholders circle
- 1.3. Aware Ports' Traveller circle

As you can see in the figure, it is a concentric circles' logic, where each circle represents a different stage of involvement.



- the inner circle "Project Enlarged Team" includes those activities whose main goal is to pursue interaction and collaboration among Project Partners (PPs), qualified external experts and institutional representatives;
- The intermediate circle "Engaged Urban Stakeholders" comprehends those activities whose main goal is to actually and actively engage the local urban stakeholders (from institutions to associations; from university to enterprises) by the means of the local co-design processes;
- The outer circle "Aware Ports' Traveller" is composed of all activities which mainly address city travellers and tourists, but which can also accompany citizens to better understand the history and evolution of their port. This circle is closely linked to WP Communication activities (see D2.1.3 "Project Communication Strategy"), which consist of a diversified set of actions able to allow the partnership to reach these Target Groups (travellers/tourists and general public).

To build the inner circle "Project Enlarged Team" we have three tools:

1. the SEW: sharing experience and knowledge workshops;
2. the OST: the open space technology tools to involve the inner community to share ideas and needs about the Building Community Strategy;
3. the mix & match event, to make selected members (spokespersons) of the TEMPUS Community of Practice work together in order to share, create, select ideas, with the purpose

of drafting the first version of the Joint Visibility Plan (JVP), based on the Building Community Strategy drafted downstream of the OST.

We emphasise the importance of scouting to activate the first community and relate it through the SEW. It is necessary to individuate the most suitable entities (Public Administrations; practitioners/associations/companies dealing with temporary uses; artists working on public art; representatives of Cultural & Creative Industry sector; etc.), no more than 15-20 people and work with a participatory approach, allowing the exchange of information and experience among participants and between participants and facilitators.

To build the intermediate circle “Engaged Urban Stakeholders” we used other three tools:

1. the LAG - local action group - the urban strategy co-design groups, set up at local level in each Pilot city;
2. the perspective forums, organised in order to establish Local Governance Groups (LGGs) at the end of the project, with the aim of guaranteeing continuity to the process undertaken;
3. the two stage exhibitions, conceived 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).

It is important to underline the LAGs activated in each pilot city for the construction and consolidation phase of engaged urban stakeholders: it is a functional tool for constant sharing over time for the entire duration of the project.

To build the outer circle “Aware Ports’ Traveller” we used these three tools:

1. sail-it maps, to offer an itinerary through ports’ life knowledge, from ancient times to the present, both in a digital-interactive way and hard-copy;
2. digital materials, such as interactive totems which will be provided in each exhibition venue and virtual version of the 3 two-stage pop-up exhibitions published on the platform;
3. TUAs opening events, to attract the interest of people coming from different parts of the regional or national territory and to award the “Open call for Heritage-Driven ideas” winners.

Concerning digital tools, we must remember that the project has developed a digital platform whose specific objectives are:

- to foster the rise of a Heritage Driven community of intents and practice;

- to share and transfer ideas, projects & outcomes, resulting in an increased port Cultural Resources valorization, and in an acceleration of urban ports development.
- to enlarge the TEMPUS network to other ASUPs, thanks to the online availability of project outputs, and to the community-based content production and update of the platform databases (sites mapping, entrepreneurial ideas, best practises and experiences, etc.).
- to support a rebranding of the touristic-perceived identity of TEMPUS cities, and the implementation of the joint visibility & promotional strategy aimed at maximising positive spillovers, such as the spatial and temporal redistribution of touristic fluxes, as well as their overall increase. In order to do this, new customised itineraries for planning the integrated multi-target exploration of the Adriatic Sea cities and of the related territories will be created.

It encompasses 3 content areas:

- A. Mapping: interactive multimedia map allowing users to detect port heritage sites, companies exploiting it and associations/social enterprises working on temporary uses. Each Point of Interest (PoI) - which may be filtered by category, accessibility status and epoch - will show an information fiche and multimedia files (images, virtual tours, 3D models), thus constituting the digital contents of the “Sail-it maps” distributed in the cities.
- B. Promoting: information collection and composition section gathering materials, from pdf documents to promotional videos and multimedia contents, giving an overview of the activities, raising awareness on port’s latent cultural and entrepreneurial potential, giving visibility to the entrepreneurial ecosystems which will be hosted within the TUAs, so as to stimulate people’s curiosity to facilitate the take-up and concrete exploitation of the project results;
- C. Practising: restricted-access virtual meeting room providing the Community of Practice with specific interactive tools for the outputs exploitation, especially TEMPUS methodology & toolkit and the Join Visibility Plan, so to preserve, valorize and promote port heritage and entrepreneurial ecosystems.

As described above, through a structured meeting according to the OST methodology, the members of the inner circle community reasoned together around the question:

“how to build up a community interested in developing temporary uses to enhance cultural heritage by cultural creative industries?”

Many questions raised and, within the discussion, they were grouped around the following 4 main topics:

1. how to stimulate and nurture stakeholders' curiosity;
2. how to design “phygital” urban games;
3. how to make aware about benefits of Cultural Heritage (CH) and Temporary Uses Actions (TUA) joint actions;
4. which are the first steps to be realised to build the starting core of the community of practises



The main achievements defined by each topic has been organised into 2 actions to do and the amount of those 8 actions have been voted in order to prioritise them.

These results were used to structure the “Community Building Strategy” as follows.

3. BUILDING COMMUNITY STRATEGY

Following the indications that emerged from the OST, the strategy is organised into 4 areas of activity:

1. first steps to activate the community
2. stimulate the curiosity of stakeholders
3. understand and disseminate benefits for the enhancement of CH through TUA
4. activate the community off and online through Phygital Urban Games

For each area at least two actions have been defined and for each of them we indicate:

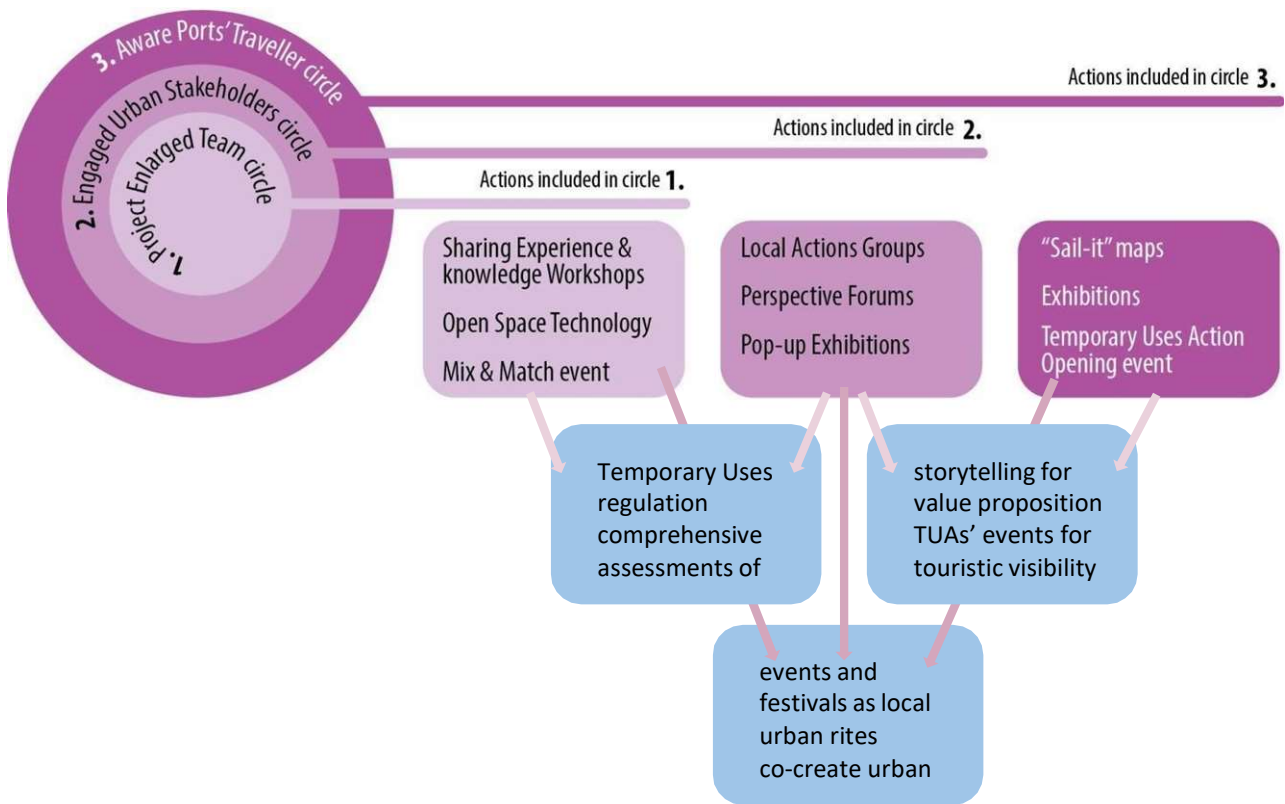
- the objective to be achieved through this action;
- the community circle to which the action is dedicated or refers;
- the level of priority;
- one or more examples of best practises capable of exemplifying the nature of the action.

action	goal(s)	community circle involved (inner, intermediate, outer)	priority level (High, Medium, Low)	best practises - examples
first steps				
storytelling for value proposition	To engage private actors at a higher level, also by thinking of a story to tell in terms of a targeted “Value Proposition” (e.g. industrial heritage as the new Solin heritage). Social corporate responsibility could be a trigger (eg. for sponsoring or partnering TU events).	intermediate outer	high	- Lyon Confluence: https://www.lyon-confluence.fr/en - DARE UIA project in Ravenna: https://www.darsenarave.nna.it/ (just in italian language)
Temporary Uses regulation	Investigate the possibility to develop a TU regulation at City or County level	inner intermediate	high	Emilia Romagna regional law n. 24/2017 promotes temporary uses "in order to activate processes of recovery and enhancement of abandoned or decommissioned buildings and urban spaces and, at the same time, encourage the development of economic, social and

				cultural initiatives", recognizing the innovative and creative trait that these experiences can bring to the theme of urban regeneration.
stakeholders' curiosity				
events and festivals as local urban rites for residents and local stakeholders	networking on the territory to attract local stakeholders' attention to cultural heritage and to TUAs: - to stress the relevance of repetition and "rites" through annual festivals; - to promote cross-sectoral spillover by brokerage events; - to involve citizens and especially children in urban tactics events (i.e. collective urban painting activities)	inner, intermediate, outer	medium	- "Time in jazz" , a music festival involving the territory and local communities in Sardinia; - R-urban project in France, using urban tactics, coordinated by Atelier d'architecture autogérée
activate local economy by free allocation of spaces and grants for investors	- to attract both associations and CCIs, by free allocation for associations and grants or loans to private stakeholders to invest on specific heritage sites. - to make public funds and tenders more	intermediate, outer	medium	- Public tender for enterprises in Trento (IT) Mestieri&Cultura - Trokut centre of new technologies and entrepreneurship situated in the heart of Šibenik (Croatia)

	<p>open to all community's ideas</p> <p>- to favour the matching between the owners of spaces and people who may need “free spaces“ for testing new business ideas (e.g. a small business fair)</p>			
Benefits of CH and TUA				
TUAs' events for touristic visibility	to make known and make visible cultural heritage sites and raise widespread awareness, new touristic routes	intermediate, outer	high	- Blue routes: Alicante's Hydrogeological Heritage https://www.interregeurope.eu/policylearning/good-practices/item/3798/blue-routes-alicante-s-hydrogeological-heritage/
comprehensive assessments of results	to summarise the assessments of the many EU projects and different indicators and have reliable data on which to measure the impact of policies and projects	inner intermediate	medium	- SoPHIA platform project: https://model.sophiaplatform.eu/
Phygital Urban Games				

<p>co-create urban tactics</p>	<p>to share knowledge of story, potentiality of heritage assets and what the strategies foresee in the heritage asset - at local and cross-border level; to softly "transform" the heritage assets in order to better share the urban role that building/spaces could have in the urban pattern (temporary re-uses)</p>	<p>inner, intermediate, outer</p>	<p>low</p>	<p>● QUICK BUILD PROGRAM IN MIAMI: HTTPS://STREET-PLANS.COM/MDT-QUICK-BUILD-PROGRAM/</p>
<p>co-create a game</p>	<p>to involve different targets (local officers, cultural institutions, associations for social promotion) in game co-creation and organisation: designing a tourist path during the Mix&Match event of the TEMPUS project, finding a way to involve both citizens and tourists. The goal is to imagine also new thematic touristic roads (also cross-border).</p>	<p>inner, intermediate</p>	<p>low</p>	<p>Several works of the italian society U'game https://www.ugame.it/</p>



As you can see in the image above, the proposed activities are never referred to a single circle of community, but bring together two if not three of them. For this reason they have also been related to the activities envisaged by the project, which together go to structure a strategy capable of involving, nourishing and growing the community of practises around the theme of temporary uses to enhance cultural heritage, thanks to cultural and creative industries.

4. CONCLUSIONS

The deliverable D5.3.4 – Building Community Strategy is a tool to help port cities to start-up, nurture and develop the community of practice, considered as a whole of stakeholders interacting within the three circles described above.

Due to the delays accumulated by the TEMPUS project in developing the testing of TUAs in the three pilot cities, involving stakeholders and interested citizens, this strategy does not contain solutions and proposals resulting from the work on the territory and therefore can be updated further on the basis of subsequent results and ratings.