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

D5.1.1 – WP5 WORKING METHOD

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INTRODUCTION

TEMPUS experimental methodology on Cultural Resources valorization (tangible and intangible) and regeneration is based on temporary (re)uses and social activation within long-term, heritage-driven and community-led urban strategies. On this basis, the project features 3 thematic WPs:

- WP3 “Pilot testing for co-designing Heritage Driven urban strategies”, which comprehends a coherent and comprehensive set of actions aimed at activating ports Cultural Heritage Valorisation Regeneration Processes (CHVRP);
- WP4 “Port cities storytelling for Heritage Driven entrepreneurial innovation”, which is composed of two interdependent paths, aimed at valorizing port Cultural Resources by developing new local entrepreneurial ecosystems deeply rooted in local traditions and by creating a port cities’ CBC entrepreneurial realm based on Cultural & Natural Heritage protection and promotion.
- WP5 “Community building to promote Heritage Driven joint development”, which aims at building the TEMPUS community, gathering and acting both at on- and off-line level.

In this framework, the TEMPUS WP5 Working Method aims at providing specific instructions for the implementation of the WP5 activities, in particular it aims at:

- providing specific instructions to Project Partners on how to perform the WP5 community building activities, which will start at month 2, with the elaboration of the present Deliverable, and will finish at the end of the project (see GANTT below¹);
- illustrating the TEMPUS Platform main objectives and contents, including first information on the Task Force 3 “Platform” organization. The platform will be fully functioning at month 19 (see GANTT) and starting from that month it will become a key instrument for building community;
- briefly describing the main contents of the Joint Visibility Plan, which is a WP5 output that has to be delivered at the end of the project and will be implemented after its end under the guidance of the Local Governance Group (to be set up at month 30).

month	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
§ 1. Community building		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
§ 2. TEMPUS Platform																														
§ 3. Joint Visibility Plan																														

This document has been organized in 3 sections dedicated to each of the above-mentioned topics, outlining (for WP5 activities) the risks likely to be encountered and a guidance on how to face them.

¹The striped cells of the GANTT indicate the time needed to activate the first Community Building activities (ingreen; § 1); to elaborate the Platform (in blue; § 2); to draw up/editing the JVP (in yellow; § 3)

1. COMMUNITY BUILDING ACTIVITIES

As synthesized in the image below, the creation of the TEMPUS Community of Practice (CoP) for the dissemination and deployment of the project outputs, which is the main objective of the WP5, will lay on a concentric circles logic, where each circle represents a different stage of involvement:



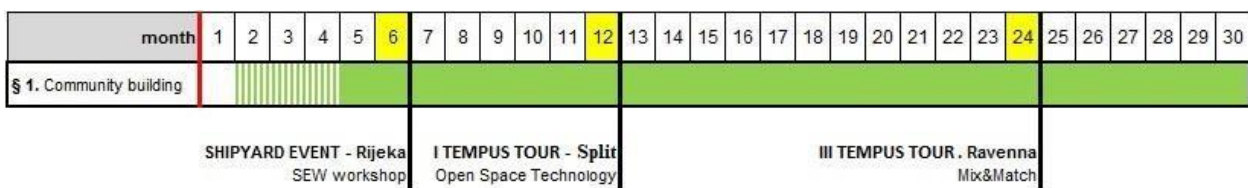
- the inner circle “Project Enlarged Team” includes those activities whose main goal is to pursue interaction and collaboration among Project Partners (PPs), qualified external experts and institutional representatives;
- The intermediate circle “Engaged Urban Stakeholders” comprehends those activities 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’ Traveler” is composed of all that activities which mainly address city travelers 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 (travelers/tourists and general public); but in this document only three communication elements have been reported, as representatives of three different categories of actions: a communication tool (“Sail-it” map); a long-lasting event (Pop-up exhibitions); a one-day event (Temporary Uses Action Opening).

All the people belonging to one or more of the above-mentioned circles can enter the Community of Practice (CoP), by registering themselves to enter the restricted-access virtual meeting room of the Platform (see § 2) following the instructions which will be described in the D5.1.2 “Task Force Operative Manual”, to be delivered in month 4.

In the next paragraphs the activities which will lead to the Community of Practice creation are described following the “3 circles” categorization. Some activities do not belong to the WP5, but they have been taken into account since they are crucial to clearly understand the building community process. If different from WP5, alongside the action’s title is cited the WP to which it belongs. As for the WP5 activities, detailed and ad hoc instructions, and (if needed) instruments’ templates will be provided by the WPL in due time.

1.1. Project Enlarged Team circle

In the following timeline the sequence of the activities described in the present paragraph is reported.



1.1.1. SEWs (Sharing Experience and knowledge Workshops)

In the first months of the project, 3 SEWs will be arranged at local level in month 5. These meetings will have the aim 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.) to initiate the building process of the TEMPUS Community of Practice. An ad hoc database will be created (template will follow) and subjects will be contacted by WPL, after a first contact created by the Pilot Leaders. For the organization of local SEWS the stakeholders’ categories identified in D3.1.2 have to be invited. It is suggested to invite no more than 15-20 people for each meeting. At month 6, 1 final SEW will be organized at CBC level (see timetable): LAGs members and innovators will be invited by PPs to The SEWs will use a participatory approach, which will allow the exchange of information and experience among participants and between participants and facilitators. It will imply a blend of presentations and knowledge-sharing activities geared to create a positive learning and working environment. Each session will start with a short technical presentation and will be followed by one or more interactive activities with participants playing the main role.

RISKS	MITIGATIONS
Lack of shared interests of the Workshops	<p>The SEWs will be designed on the basis of the results of an orientation questionnaire prepared by UniBo and submitted to the PPs. Based on the responses to the questionnaire, a number of priority topics will be identified and used to develop the workshops' sessions and the other knowledge-management initiatives. Prior to the workshops, participants were also asked to prepare a short abstract and to focus their intervention on a case study or an innovative practice example in one or more of the sessions' thematic areas.</p> <p>The workshops, oriented and focused on the participants' expectations and needs, will help to reach the objectives of learning, knowledge and sharing experience.</p>

1.1.2. OST (Open Space Technology)

An OST event will be organized in Split, where every PP will invite up to 2 trusty subjects (plus representatives of local and regional authorities), for defining the macro-directions of the Building Community Strategy (see § 3). The OST event will foresee an introductory plenary session with the market of ideas and views, followed by a working session organized in groups: a “notice board” will be used to gather the proposals of arguments object of each groups’ discussion. At the end of the event, an instant report will be delivered to all the participants, as synthesis of the discussions, and a final report will be delivered after the conclusion of the works.

RISKS	MITIGATIONS
Failure of the OST	The success of the OST will depend on passion and responsibility. All the participants need to be interested and involved in the theme, thus the choice of the subjects is fundamental and need to be done well in advance.

1.1.3. Mix & Match

The goal of the Mix & Match (M&M) event, which will be held in Ravenna, is to make selected members (spokespersons) of the TEMPUS Community of Practice coming from Italy and Croatia to meet each other. They will be invited to 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 Business Community Strategy drafted downstream of the OST.

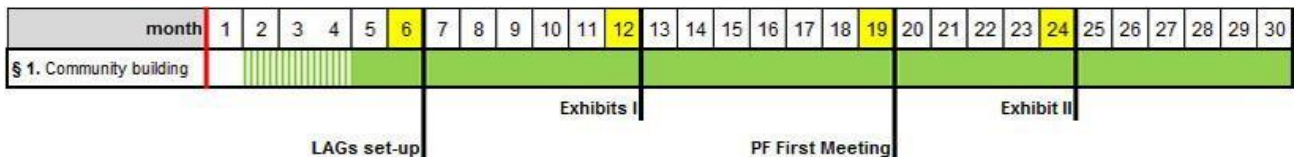
At the end of the event, the M&M participants will choose the 3 best proposals, which will be published on crowdfunding area of the TEMPUS Platform.

Finally, the M&M report will sum up the event, outlining the outcomes of the JVP co-design sessions and reviewing the ports’ promotion inputs given by CoP spokespersons and representatives of Regional & National Institutions (who will be invited to participate).

RISKS	MITIGATIONS
Different cultural and working background which lead to different interpretation	Continuous dialogue and exchange of information, materials, documents as well as experiences and knowledge among the actors that will be involved in the implementation of the M&M event will facilitate the creation of a common working background. Tools such as newsletters, skype meetings and Dropbox will be used for ensuring this continuous exchange. PPs will be encouraged to use this tool and all other means at their disposal to communicate and ensure delivery of activities, milestones, deliverables and reports.

1.2. Engaged Urban Stakeholders circle

In the following timeline the sequence of the activities described in the present paragraph is reported.



1.2.1. LAGs (Local Action Groups) - WP3

LAGs are the urban strategy co-design groups, which will be set up at local level in each Pilot city according to the quadruple-helix scheme as best framework for harmonizing public and private interests, as well as different perspectives and competences. As better detailed in D3.1.2, LAGs are informal groups that are in charge of:

- co-designing the Port Cities’ Urban Strategies (PCUSs);
- allowing adequate and competent CBC actions at the three CBC meetings, i.e. “Launch”, “Sailing”, and “Mix and Match” events;
- defining the open calls’ framework;
- organizing on-site visits (for citizens, relevant stakeholders,...) to the pilot;

- engaging relevant stakeholders and forming a long-term commitment and collaboration on heritage valorisation;
- drafting the Local Entrepreneurial ecosystem Business Strategies;
- participating to Perspective Forums (see § 1.2.2) of some LAGs members;
- individuating, together with innovators, the most suitable entities to initiate the TEMPUS CoP.

Each LAG representative is also expected to participate in the SEWs (§ 1.1.1) that will be held in the pilot cities and to the final CBC SEW that will be held in Rijeka.

1.2.2. Perspective Forum - WP4

Starting from month 19, Perspective Forums (PFs; see D4.1.1 “WP4 Working Method”) will be organized in order to establish Local Governance Groups (LGGs) at the end of the project, with the aim of guaranteeing continuity to the process undertaken. As a matter of fact, LGGs will be called to play a double role: at local level they will implement and further develop the urban & business strategies by pursuing a holistic approach; at CBC level they will become the operating arms of the Joint Visibility Plan (see § 3). The organization of Perspective Forums will see the participation of LAGs members, delegates of Local Entrepreneurial Ecosystems, PA spokespersons and PPs.

1.2.3. Two-stage Pop-up Exhibitions - WP4

One of the main goal of the WP4 activities 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 will be organized in pilot cities (see D4.1.4 “Operative manual to plan & realize TEMPUS exhibitions” delivered by PPMHP at months 6 and 18):

- First stage exhibition will allow visitors (included entrepreneurs) to gain knowledge about commercial, productive and leisure activities characterizing ports’ life in different epochs, as well as about the evolution of relationships among the shores of Adriatic Sea. The research that will be carried out to realize the first stage exhibition and the structure of the exhibition itself will nurture the “Open call for Heritage Driven ideas”. Venue: well-known places of the cities.
- Second stage will be fed by the Open call results, explaining how the Stage1 contents have influenced the creation or fine-tuning of the entrepreneurial ideas sent in response to the call. In so doing, it will strengthen awareness about the fil-rouge which links past and present. Venue: Temporary Uses Actions areas

An interactive totem, giving access to the TEMPUS platform, will be provided in each exhibition venue, so to make people discover TEMPUS port cities Cultural and Natural Heritage history, and to encourage them to engage in local/broader visits.

1.3. Aware Ports’ Traveller circle

In the following timeline the sequence of the activities described in the present paragraph is reported.



1.3.1. "Sail-it" maps

"Sail-it" maps will be digital-interactive and hard-copy informative maps of cities’ Point of Interest (PoI) mirroring, at local level, the platform integrated interactive map; they will offer an itinerary through ports’ life knowledge, from ancient times to the present. Each PoI will be pointed out on-site with a QR-code plaque linking to the online map, where links to the project’s social pages and buttons for sharing contents will be available. A set of tags and key-words will be defined, representing categories of relations among mapped assets, to be used for feeding the construction of virtual itineraries on the TEMPUS platform.

RISKS	MITIGATIONS
<p>As "sail-it maps" serve to introduce the PoI to anyone, from the entrepreneur to the tourist, the point is: how to use these maps, what are they for?</p> <p>The risks could be of two types:</p> <ul style="list-style-type: none"> • communication risks: having diversified targets, maps could be too complicated for tourists or contain useless info for entrepreneurs; • technical risks: tourists or average citizen does not know how to use QR codes, because they do not have the app on their smartphone, do not know how it works, etc ... 	<p>To mitigate communication risks a solution could be building maps with different itineraries of exploration with info suitable for different audiences. For technical risks, different expedient could be used, s.a. panels with explanations, integrate QR codereader in the platform / app accessible to the public, encouraging training sessions onthe use of digital maps, during TUA or otherpublic initiatives.</p>

1.3.2. Exhibitions, devices and virtual materials - WP4

The interactive totems which will be provided in each exhibition venue (see § 1.2.3) will be a strategic instrument to foster the tourists/travelers to discover the territory; furthermore, since the virtual version of the 3 two-stage pop-up exhibitions will be published on the Platform (see § 2) to spread the idea of urban ports as melting pots of traditions, histories, activities and cultures, exhibitions should become also an effective way to attract new travelers and tourists.

In particular, at the Maritime and History Museum of the Croatian Littoral Rijeka a permanent interactive table to access TEMPUS multimedia online contents produced during the project development will be at visitors' disposal. Since Rijeka will be EU Capital of Culture in 2020, under the slogan "Port of diversity", it is expected that a big number of visitors will access the TEMPUS platform by means of the PPMHP table.

1.3.3. Temporary Uses Action Opening - WP Communication

The Temporary Uses Actions (TUAs) Opening events at month 15 will be among the most important local events organized during the project. Each pilot city should be able to attract the interest of people coming from different parts of the regional or national territory. At local level they will be organized by the Local Action Groups for accelerating the evolution of the TUA site into a catalyst of urban life. During the TUAs openings, the winners of the "Open call for Heritage-Driven ideas" will be awarded.

2. TEMPUS PLATFORM

The TEMPUS Platform (TP) is a technological public platform aimed at supporting the TEMPUS project and its implementation process; its 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 practices 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 maximizing positive spillovers, such as the spatial and temporal redistribution of touristic fluxes, as well as their overall increase. In order to do this, new customized itineraries for planning the integrated multi-

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target exploration of the Adriatic Sea cities and of the related territories will be created.

TEMPUS Platform will be open source and GIS-based (mainstream standards), interoperable and dynamic; 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. Practicing: 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 (see § 3), so to preserve, valorize and promote port heritage and entrepreneurial ecosystems.

2.1. TEMPUS Platform tools

The TP will contain several tools, some of which will be accessible to all users, others only to TEMPUS members and registered people.

The sections fully open to the general public will be the following:

- Information collected during the mapping phase. The work of mapping of port cities and cultural resources will produce the identification of Points of Interest (Pols), which represent the port heritage sites and will be stored in the platform. Pols will be analysed and described in their historical, monumental, archaeological, topographical and natural aspects. For each PoI the TP will contain images, texts, photo gallery, virtual tours, 3D models, able to allow their easy comprehension for all the users, as well as to assist in the redistribution and rise of the touristic fluxes. The Pols will be included and strictly linked to the "Sail-it" maps, through interactive solutions that will allow the dialogue between the sections (QR-code plaque linking).
- "Sail-it" maps (see § 1.3.1)
- Temporary Uses Actions storytelling.

- Virtual exhibitions. The creation of interactive exhibitions on port cultural evolution will be coordinated by PPMHP, Leader of the TF1 “Port cities’ history & culture”. After the closure of the two-stage exhibitions in program, their venue will become the TEMPUS Platform. In time, by using the data collected within the Platform, it will be possible to realize other Virtual Exhibitions.

The restricted-access strand contains the following sections:

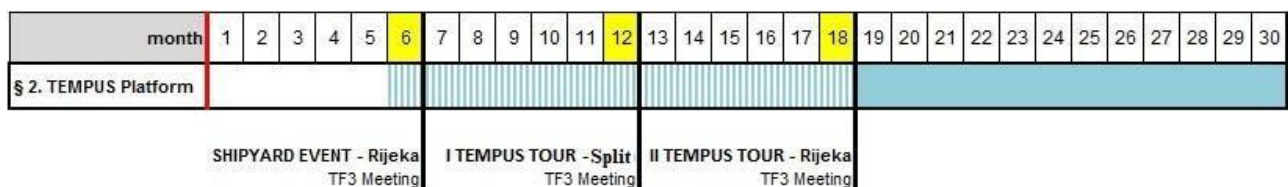
- Online course based on the Capacity building sessions documentation.
- Interactive tool to deal with project outputs (esp. TEMPUS methodology and toolkit).
- Forum and Structured Social Virtual Spaces for exchanging knowledge & suggestions and to discuss open issues

Furthermore, in order to draft or develop disruptive ICT solutions for the project implementation and/or promotion, Hack-Days will take place in the 3 pilot cities at month 22. They will be 12-hours-long events open to ICT and Cultural & Natural Heritage experts. General participation rules, which will be shared during the opening session, will be reported within a descriptive document of the event, where, after the end of the M&M, the list of the participants and the solutions presented will be reported. A special attention will be paid to the top 3 solutions, chosen by the experts commission, which will enter the crowdfunding area of the Platform for further development.

Dedicated software will be used to track the number and the source of accesses to the platform and their trend will be periodically analysed to fine-tune communication strategies/activities (whose effectiveness is of vital relevance for WP5).

2.2. Task Force 3 and Platform durability

In order to design, develop and manage the platform, Task Force 3 “Platform” will be set up: it will be led by ITC-CNR, together with UniBo and RERA, and will gather experts s.a. developers (ITC-CNR), Communication Managers (coming from all PPs) and Graphic and Web Designers able to innovate scenarios and trans-media processes, for the digital use of content on site and online (UniBo and external experts), while all PPs will contribute by providing data to populate the platform.



TF3 will physically meet 3 times: 3 workshops will be held during the project meetings (see timeline below) to assess the stage of development and plan forthcoming activities.

For further information about the TF3 functioning, refer to the D5.1.2 “TF3 Operative Manual” (to be delivered at month 4 by the TF3 Leader), which will describe TF3 know-how, determine quality standards and procedures to be adopted, provide a chronological and logical plan of the activities to be carried out by TF3 during its 18 months duration. An updated version of the TF3 Operative Manual might be produced at month 9, in order to answer to major requirements or exigencies emerged in between. The Manual will be designed as an informative tool.

The platform design derived from the TF3 work will have to guarantee the TP durability through:

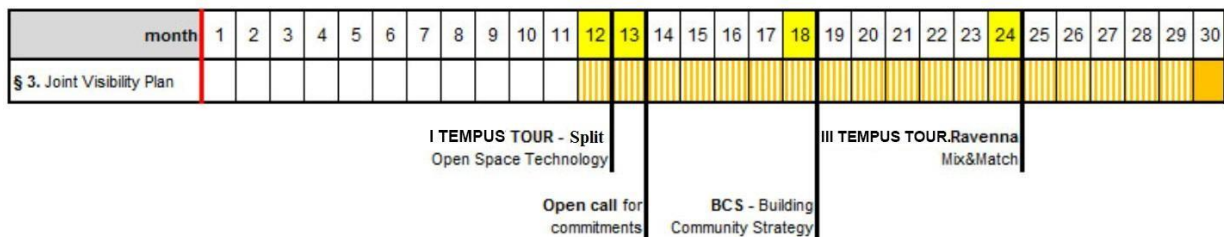
- a) low management costs: the purchase of a server to host TEMPUS Platform, and thus its in-house management, will allow a permanent management costs optimization;
- b) open sourcing: TP will be built with open source software pieces, SDK & modules, to be customized according to the project’s needs, while ad hoc components, which will be open in turn, will be developed only where lacking an already existing one;
- c) Platform Sustainability Plan, conceived in order to cover in the long-term the planned platform management costs. A dedicated Sustainability Plan for its long-term usage will include:
 - a. exploitation models for research and enterprises (agreements, services, normative information) aimed at triggering new Temporary Uses Actions;
 - b. membership fees to new Community of Practice associates and low fees to associations or other no-profit subjects already managing a TUA;
 - c. open fundraising campaigns.

RISKS	MITIGATIONS
Lowly user-friendly configuration and consequent under-employment of the TP	The monitoring and understanding of the users’ behaviour and effective exploitation, will allow acting on the TP during its building in order to improve it and its usability. Frequent updates and patches will be offered, to deal with points of friction and to implement more user-friendly features.
Not-lasting and underutilization of the TP	TP durability will be guaranteed by low management costs (the purchase of a server to host TP, and thus its in-house management, will allow a permanent MCs optimization). The employment of the TP will be fostered by its Open sourcing nature: TP will be built with open source software pieces, SDT & modules, to be customized according to the project’s needs, while ad hoc components, which will be open in turn, will be developed only where lacking an already existing one.

3. JOINT VISIBILITY PLAN

Joint Visibility Plan (JVP) will be TEMPUS community own promotion tool, outlining a shared strategy able to foster the sustenance and growth of the community after the project end. It will be conceived with a dynamic and adaptive nature, allowing quick assessment and update procedures, as well as the easy integration of proposals and contributions coming from new community members. JVP will be the main tool for disseminating touristic-related project outcomes, such as shared branding, visit opportunities, common features in the TEMPUS network cities. For this reason, it will be built through a co-design process, to be carried out at local and CBC level:

- at local level, during the meetings held in the pilot cities, Local Action Groups (see § 1.2.1) & Perspective Forums (see § 1.2.2) members will define needs, wishes, objectives and factors affecting the ports visibility; furthermore, the subjects already engaged in the CoP will be invited to propose, through the platform area dedicated to them, their ideas and suggestions.
- at CBC level, as reported in the timeline below, 4 different activities will progressively lead to the elaboration of the TEMPUS Joint Visibility Plan:



- An OST event (see § 1.1.2) will be organized in Split for defining the macro-directions of the Building Community Strategy;
- a permanent call for commitment to TEMPUS, with the aim to involve new Italian-Croatian port cities in the replication of TUAs and (in general) in the increase of knowledge on port cities, will be published in the TEMPUS Platform as soon as the Beta Version of the platform will be activated. Once selected, cities will have to sign a Memorandum of Understanding to enter the TEMPUS Community of Practice and start the heritage mapping activity (WP3);
- The TEMPUS Building Community Strategy will be delivered at month 18 and will contain the result of the deep analysis and further development of the OST outcomes;
- A Mix & Match event (see § 1.1.3) will take place in Ravenna, where the delegates of each city, chosen during the Local Meetings, will meet in order to draft the Joint Visibility Plan, on the basis of both the Business Community Strategy drafted at the end of the OST and the outputs of Local Meetings.

Finally the “Sail-it” maps (see § 1.3.1) will be a key JVP tool, being the medium thanks to which the general public and tourists will have the chance to get in touch with the network heritage.

RISKS	MITIGATIONS
<p>Not-adequate publicity and communication to enlarge the TEMPUS Community of Practice</p>	<p>All the PPs are responsible and called on to contribute to the necessary publicity of the project as well as of the actions they are implementing, possibly exploiting their own channels to reach general public and tourists. In addition, external experts specialized in publicity and communication will be subcontracted, in order to establish and promote both the TCP and JVP with a wider and specific strategy.</p> <p>Sail-it maps will be a key JVP tool, being the medium thanks to which the general public and tourists will have the chance to get in touch with the network heritage.</p> <p>The JVP will be disseminated at network level to guide members in the coordination and management of the strategy; furthermore, every new member of the TEMPUS network will be asked to bring new resources and contributions for enhancing the JVP.</p> <p>Finally, the JVP will contain a marketing plan for disseminating the use of the TEMPUS platform, as main vector for the diffusion of the TEMPUS outputs.</p>

4. CONCLUSIONS

This document is aimed at providing the TF3 members with a detailed plan of the WP5 activities, an analysis of the possible risks related to each activity and the linked risk mitigation strategy and action. The most technical issues and the determination of quality standards and procedures to be adopted, as well as the chronological and logical plan of the activities to be carried out by the TF3 members will be deepened in the following D5.1.2: TF Operative Manual. Furthermore, the TF meetings reports could represent an opportunity in terms of providing an update on the execution of the working method. A final general consideration concerns the necessity for every pilot to be able to engage key actors for creating and strengthening local networks, which will support the development of the WP5 promotion activities and events. The Community Building process is one of the most relevant actions of the TEMPUS project, in view of structuring a long-term commitment and collaboration among key actors of heritage valorisation.