



CREATIVE SPIRITS

OPERATIONAL IMPLEMENTATION FRAMEWORK

FOR THE DELIVERY OF *THE DARSENA CITY OPERATIVE PLAN (P.O.C. DARSENA) AS URBAN STRATEGY FOR A NEW INTEGRATED CREATIVE ENTREPRENEURIAL ECOSYSTEM* in **RAVENNA**

Table of content

INTRODUCTION & CONTEXT	3
The Darsena of Ravenna	3
SECTION 1 – BASELINE POSITION.....	4
SECTION 2 – OUTLINE IMPLEMENTATION PLAN.....	7
2.1. Objectives & expected results.....	7
2.2. Actions.....	7
2.3. Challenges and barriers	9
SECTION 3 – RESPONSE TO THE IMPLEMENTATION CHALLENGES.....	11
3.1. Integrated approach.....	11
3.2. Involvement of stakeholders.....	12
3.3. Indicators and monitoring performance	13
3.4. From strategy to operational action-plan	14
3.5. Funding of urban policies by exploring financial innovation.....	15
SECTION 4 – LEARNING JOURNEY	17
SECTION 5 – SYNTHESIS	23
5.1. Lessons learnt.....	23
5.2. Skills, methods and tools	24

INTRODUCTION & CONTEXT

Between 2016 and 2019, Ravenna participated in the URBACT Implementation Network 'Creative Spirits'. In this network, nine cities from across Europe worked together to improve the implementation of strategies relating to the cultural and creative industries. This document, the Operational Implementation Framework (OIF), is the final local output produced Ravenna. It describes the challenges faced during the implementation of Ravenna's strategy, Ravenna's approach to overcoming them, and the knowledge gained as a result. The hope is that it will provide a framework for future improvements to Ravenna's implementation capabilities.

The Darsena of Ravenna

Ravenna is the capital of the Province of Ravenna, in the Emilia-Romagna region of Northern Italy. It was capital three times: of the Western Roman Empire (in that time the ancient Port of Classe was built), of King Theodoric of the Goths and of the Byzantine Empire. Its winding streets still reveal the past of a city built on a lagoon with canals that crossing it, closed during the period of Venetian rule. In 1738 the city was connected to the sea by 12 km long, navigable canal called Candiano. The port of Ravenna, which is the main port of Emilia-Romagna, is located at the end of this canal. Instead the requalification of the "Darsena di città" (City docks), the old harbor district facing the canal and close to the train station and to the historical city center, has assumed, since the '90s, the value of the primary strategic moment, able to characterize the whole municipal planning process as well as the whole city. The urban redevelopment /reconversion of this part of the city is based on the idea of establishing a single territorial system, which develops from the city to the sea, to enhance the role of Ravenna as a 'gateway to the sea', recovering to urban functions 136 ha harbor / industrial area largely abandoned.

The **Darsena City Operative Plan (P.O.C. Darsena)**, the strategy with which Ravenna deals in the Creative Spirits network, was elaborated by the Urban Planning Department of the Municipality and was approved in February 2015. It covers the period 2015 – 2020. It has the purpose to ensure consistency and efficiency of the transformation process of the Darsena area into a new integrated urban entrepreneurial ecosystem based on creativity, innovation and environmental sustainability.

The main objectives of the P.O.C. Darsena are:

- to redevelop the historical production/industrial spirit of the Darsena;
- to increase public facilities;
- to create a public space which is attractive for creative companies to settle and provide public support actions through incubators and co-working methods;
- to reorganize traffic flows to combine an appropriate level of quality and of urban connections, focusing also on pedestrians and cyclists;
- to involve citizens in the activities developed in the Darsena to widely disseminate a new business culture;
- to create strong touristic and cultural appeal as an asset for the entrepreneurial development of the area and for attracting an interested audience.

SECTION 1 – BASELINE POSITION

In the following table, the URBACT specific challenges that Ravenna had to address in order to achieve the above-mentioned main objectives and to make the Darsena more attractive for CCI are described.

Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions

Ensuring an integrated approach in the implementation of the strategy was a significant challenge for Ravenna, since the “Darsena control room”¹ hadn't been able, due to the burden of the daily work, to act as constant and effective promoter of integrated public/private initiatives.

The complexity of the Darsena regeneration process would require, indeed, a specific intersectoral and simple (legal or informal) entity in charge for the “community organization”, which only can give the chance to implement an ambitious urban strategy in a medium city.

Another difficulty was to coordinate the work of the various offices/departments involved in the implementation strategy (e.g. tourism, urban planning, transport, productive activities, etc.) as the exchange of information between them was not fluent enough: in order to respect the assigned tasks, each administrative area is keen to (or must) achieve its own goals and has no time to consider its actions as part of an organic, complex and bigger process.

As a consequence of this situation, Ravenna started the project with the idea to strengthen the relationship both internally (among Deputy mayors and Executive officers) and externally (primarily with the ULG). The collaborative approach requested by URBACT programme was considered very useful to spread the knowledge of the POC Darsena contents (the integrated strategy developed by the Urban Regeneration Department) and, in so doing, defining the subjects who can be involved in the realization of some pieces.

Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery

Ravenna has significant experience in citizens involvement gained from the participatory process called “la Darsena che vorrei” (“The wet dock I would like”: www.ladarsenachevorrei.comune.ra.it) started in 2011 to support the process of the Darsena City Operative Plan's elaboration. As a matter of fact, the Plan has taken into account the majority of the proposals emerged during the process by clustering actions into the main objectives.

Even if Ravenna has significant experience in citizens involvement it hasn't found the way to actively involve entrepreneurs, BSOs, private Foundations, land owners, investors and local banks yet : this difficulty reduced enormously the feasibility of the

¹ A group established at the end of „La Darsena che vorrei” process within the Municipality and composed by internal officers belonging to the Urban Planning Area.

strategy.

Generally speaking, this difficulty is due to a widespread mistrust/ scepticism in participatory/collaborative processes. For this reason, it was quite difficult to attract the attention of people in order to create a proactive and determined ULG. Furthermore, the heterogeneity of subjects the city wanted to involve (from institutions such as Port Authority to political-cultural associations such as Dock61 or Rete Almagià to BSO such as CNA) increased the complexity of the challenge, even because they really didn't know each other and this unfamiliarity generated a subtle generalised diffidence: which could be the way to engage all these entities into an effective and concrete common path?

Ravenna needed to answer this question, since to implement an urban regeneration process, an Italian medium city needs to create a strong local network, so as to mobilize all the resources (human & financial) present in the territory: only a strong commitment of all the stakeholder can give a chance to an ambitious goal such as the regeneration of an urban district.

So it can be assumed that for the Municipality of Ravenna this challenge was one of the most important challenge to deal with.

Challenge Nr. 3. Setting up efficient indicators & monitoring systems to measure performance

The Darsena City Operative Plan actually does not provide for the measurement of impact using specific indicators; it defines criteria for the implementation process, with the Municipality validating these criteria.

Challenge Nr. 4. Moving from strategy to operational action-plan

To facilitate the move from strategy to operational action-plan, the Municipality:

- has created a specific regulation to allow temporary uses in Darsena (thanks to this opportunity, POP-UP Darsena was realized in Darsena);
- has rehabilitated the two public-owned buildings (one is an incubator ; the other is an arena for arts and creativity) ;
- has designed an action plan with the partnership of private investors to obtain funding in the national programme for urban regeneration.

The Municipality managed primarily the action plan regarding main private and public investments to equip the area with basic infrastructures, such as the sewage system, and digital infrastructures such as fibre, hotspot and integrated video-surveillance system.

The risk here was to develop an infrastructural action plan, that even if composed by actions that were strategic and needed would not respond to the original strategic approach and would leave apart the participatory approach.

The challenge was to keep the participation alive and to identify an appropriate participatory path suitable for the action planning and funding. The Municipality had no previous experience in action planning and implementation of a wide strategy with a participatory approach. Once the strategy and the plan is set, the

involvement of private organisation would follow the formal paths of public tenders or grants giving, without a real co-design and co-management of the implementation. It was unclear for civil servants within the Municipality that a different structured approach could be fully legal and, mostly, fruitful.

Never the less the involvement of private organisation in the creative and cultural sector as well as innovators and business support organisation was considered a strategic factor for the actual development of the Darsena area.

Challenge Nr. 5. Enhancing funding of urban policies by exploring financial innovation

In the beginning of the 00s, to manage the relationship with land owners and investors an ad-hoc Agency named AGENDA was established, but it didn't work, probably because it was very difficult, at that moment, to describe what the Darsena could become if all the actors would had played together to achieve the common goal described (today) within the Operative Plan, which has been conceived as a stimulating framework for attracting private investment.

Despite these efforts (AGENDA and POC), currently the presence of private investments in the area is insufficient and financial innovations haven't been experienced yet at local level.

SECTION 2 – OUTLINE IMPLEMENTATION PLAN

2.1. Objectives & expected results

Among the objectives of the City Operative Plan (P.O.C. Darsena), the following will be pursued thanks to the Creative Spirits actions also (in bold the key-words which will be used in the following paragraphs to refer to the objectives number):

1. Lively **involvement** of citizens in the activities developed in Darsena to disseminate the urban regeneration topic (focused on creativity, innovation and sustainability).
 - > Expected result: to increase citizens awareness about the Creative Spirits goals and the key role played by CCIs in the local economic ecosystem.
2. Immediate **revitalization** of the area ("Darsena alive" program) to allow citizens to enjoy it even in the short term, while awaiting more structured interventions, also with a touristic and cultural appeal as an asset for the entrepreneurial development of the area and for attracting an interested audience.
 - > Expected result: to improve people's perception (citizens and tourists) that Darsena belongs to the city (and vice-versa).
3. Qualification of the urban **environment**, enhancement of the landscape, increase of public facilities and of an articulate system of public spaces.
 - > Expected result: to improve the quality of the Darsena microclimate also with aim to create a more hospitable and pleasant environment to facilitate the organization of cultural and creative events in summer, and to beautify the "grey plots".
4. Improvement of the "**canal** front" quality and enhancement of the watercourse
 - > Expected result: to strengthen the relationship between the city and its sea (here represented by the Canal).
5. Improvement of the overall allocation of **services**, to boost contamination between creative companies that will settle in the area (incubators, co-working, new technologies oriented services, new functions..).
 - > Expected result: to raise the presence of creative businesses in Darsena.

2.2. Actions

In order to achieve the above-mentioned objectives, some actions will be carried out during the Creative Spirits project duration, that is:

Action 1	
Short title	Darsena Idea Contest
Description	Organization of a creativity contest to realize creative performances & actions which will contribute to define the Darsena atmosphere & identity. The phases of the organisation will be first of all defining the main contents of the call text, then focusing on the selection criteria (how to be objective talking about creativity?). The aim is to have a

	winning performances & action proposed to be realized during the Golden Night, an important cultural event for the city.
Activities	<ul style="list-style-type: none"> - Definition of the main contents of the text of the call / March 2018 - Publication of the call / May 2018 - Selection of the performances to be realized during the Golden Night event (to be held in October) / June 2018 - Participatory fine-tuning of the selected ideas in order to make them feasible (economically and bureaucratically) / from June to September 2018 - Realization of selected performances & actions / October 2018
Action 2	
Short title	Realization of many events
Description	Realisation of many events focused on the implementation of the revitalisation of some areas in the docks, with the aim to improve their integration in the whole city creative panorama.
Activities	<ul style="list-style-type: none"> - set up of a shared calendar (ICT tool) / end of the project - Case study meeting in Ravenna / May 2018 - Golden Nigh OFF / October 2018 - Organization of events in Darsena / from June to October 2018 and from April to June 2019 (the last project event will be the presentation of the OIF to the citizenship of Ravenna)
Action 3	
Short title	Improvement of green
Description	Redefinition and improvement of existing green plots in the docks area along the canal and creation/recognition of new green spots.
Activities	<ul style="list-style-type: none"> - Activities/events to increase awareness about the relevance of vegetation in urban contexts (link with Action 2) / Summer 2018 and Spring 2019 - Map of the existing green areas/elements / Autumn 2018 - Definition of urban gardening or guerrilla gardening actions - Realisation of new "urban gardens" (Orangerie) in a municipal property green plot, located near the "Historical Shooting Range site" / Spring 2019
Action 4	
Short title	Improving the canal activities
Description	Implementation of the services linked to the use of the canal as a tool to relink the city to the sea dimension and to improve related activities in the Darsena area.
Activities	<ul style="list-style-type: none"> - Activation of a private service ("Stella Polare" boat) to connect

	<p>the Darsena to the seaside via the Canal - May/June 2018</p> <ul style="list-style-type: none"> - “Navigare per Ravenna” event, during which (exceptionally) boats can experience the canal in its whole length, from the seaside to the Darsena - September 2018 - Realisation of a pier to access the water – from fall 2018 on - Realisation of a promenade along the canal, to structure the fruition of the first portion of the right side of the dock. Improving the comfort of the walkway through new lighting system, benches and green spots - Fall 2018 / winter 2019 - Realisation, in collaboration with Alma Mater Studiorum - University of Bologna, of a container-based platform in the Candiano canal, also oriented to scientific research on water treatments (part of the “Darsena Pop Up project, 2nd stage”) – from fall 2018 on
Action 5	
Short title	New services to rise up creative economy
Description	New services and interventions to be realised in collaboration with CoLABoRA and thanks to the Call “Urban redevelopment and security in suburbs” published in June 2016 by the Presidency of the Council of Ministers, that Ravenna won with some proposals of intervention.
Activities	<ul style="list-style-type: none"> - Creative activities promoted by or realized in the CoLABoRA incubator, set up in the Darsena / as of Autumn 2018 - Realization of the Orangerie (see Action 3) / Spring 2019 - Realisation of the “Darsena Pop Up project, 2nd stage”, a container-based temporary reuse project to create an innovative system of spaces and services - Fall 2018/ winter 2019

2.3. Challenges and barriers

ACTIONS	BARRIERS
1. Darsena Idea Contest	<p>IC2: since the price consisted in the realization of the performance idea and there was a small amount of money to do that, the risk was to have a low rate of participation .</p> <p>IC5 : due to the short time for the contest organization there was no time to carry out a proper sponsorship campaign (which would help also to overcome the IC2 barrier)</p>
2. Realization of many events	<p>IC1: usually each administrative area of the City organizes its own events; at the same time, each person or entity which wishes to organize an event has a specific area referent to deal with (e.g. a art gallery speaks with the cultural sector; an incubator dialogues with the productive activities sector; a</p>

	<p>social association interacts with social/youth sector, and so on). This fragmentation weakens significantly the events impact and lowers the positive effects that events could have on the CCI development, since CCI can be better developed in an active, integrated and collaborative urban ecosystem which would facilitate creativity, relationship, network and synergies.</p> <p>IC3: a system to monitor the participation to the open events (which are the majority in Darsena) lacks, either in terms of quantity (number of people) or in terms of quality (events appreciation and impact on cultural & creative environment).</p>
<p>3. Improvement of green</p>	<p>IC4: when the modern Darsena was realized in the '50s of XX century, it wasn't provided with subservices (s.a. sewerage; public irrigation system), since at that time the functions set up didn't need them. Today, the Darsena houses and wants to attract very different activities if compared with the past: this means that very substantial and expensive infrastructural works are now urgent. These interventions are mostly required to transform the grey Darsena (because of the omnipresent cement) in the green & blue Darsena.</p> <p>IC5: the lack of the huge amount of money needed to improve the green in Darsena is the reason why it is difficult to transform the strategy into an operational action plan (see IC4).</p>
<p>4. Improving the canal activities</p>	<p>IC2: because of the several levels of institutional competences connected to the use of water (also as a stage where to host activities), the administrative procedures are a strong deterrent for entrepreneurs: as a matter of fact, nobody can ensure that a timing compatible with the business plan will be respected. For this reason it is very difficult to attract stakeholders in order to take up new entrepreneurial activities on the canal.</p> <p>IC4: the bureaucracy heavily interferes also on the capacity to transform strategy into actions: usually procedures conflicts with participatory processes and their results.</p>
<p>5. New services to rise up creative economy</p>	<p>IC1: CCI would require a stronger integration among cultural, economic, social and urban policies.</p> <p>IC4: CCI would require a more flexible and easygoing rules and bureaucracy, as creativity brings to diversified and cutting edge actions (e.g. street art festivals need a open-mind regulation to paint on public/private walls). On the other hand, associations and would-be entrepreneurs dealing with CCI should improve their entrepreneurial attitude.</p> <p>IC5: Due to the National legal framework, it is difficult for a Municipality to give fiscal incentives at local level in order to facilitate the business start-up in the CCI sector, which usually can't rely on relevant own capital or significant bank loans.</p>

SECTION 3 – RESPONSE TO THE IMPLEMENTATION CHALLENGES

For each IC faced by the network a subsection has been created.

3.1. Integrated approach

How Ravenna tried to overcome the Challenge?

UNDERSTANDING OF THE INTEGRATED APPROACH

Thanks to Creative Spirits and the design of the implementation plan and its funding strategy the idea of the integrated approach applied to a regeneration process was spread within the Municipality, in order to be incorporated in the decision makers practices both at political and technical level.

The ULG coordinator facilitated the exchange of information and the activation of the single stakeholders according to their competences, roles and approaches.

The EU policies office, part of the Creative Spirits coordination, acted then as internal pivot to gather information from all Municipal departments.

Meetings were organised gathering 3 city Councillors and the whole Municipality board and a specific meeting with the board of directors to discuss about the Darsena action plan and the funding strategy was arranged.

5 departments were actively involved in the ULG (urban Planning, Tourism and events, Youth and Creativity policies, Productive Activities, European policies).

APPLYING THE INTEGRATED APPROACH

This exchange of information helped in reviewing some internal policies:

- Creative events as leverage of economic development of the area were designed within the call for ideas and more were jointly planned and scheduled within the ULG, with the active involvement of different City departments and stakeholders,
- Creativity with participation has become a flagship element of the Darsena action plan;
- Measures to boost creative economy resulted in 2 new micro projects designed and planned within the ULG with the active contribution of different sectors and stakeholders.

What was the impact of the city's efforts?

CONTINUING WITH THE NEW WORKING METHOD:

- ULG will remain as a work group / control room for further developing the action Plan in the Darsena: the ULG methodology will be brought forward and it will remain as a permanent work group for innovative projects of the Darsena composed by the Municipality internal staff and stakeholders;
- Co-design techniques were applied to develop the action plan and the funding strategy and were incorporated in the Municipality working methodology; a training course for the Municipality staff on project management was designed and currently ongoing with the participation of over 40 employees from all departments;

- Decision Makers such as the Departments directors and the Members of the board understood and applied multidisiplinarity and joint meetings for the Darsena action planning and funding strategy.

What can Ravenna do next to improve its performance in this area?

IMPROVING CAPACITY BUILDING by:

- organizing more specific training and on-the field training;
- continuing the ULG experience.

3.2. Involvement of stakeholders

How Ravenna tried to overcome the Challenge?

To overcome the multilayered reliability obstacle, we have taken the opportunity the Ravenna CSM offered in order to create a common storytelling, whose fil-rouge was guaranteed by the POC strategy. This process required several meetings of the ULG and we are still working to strengthen this "community link" in order to settle the results obtained during the creation of the common storytelling. The meetings (which included some informal meetings at cocktail hour) followed (more or less) the below issues and were organized (at least the "formal ones") using participatory techniques:

- **The places** where people had to do a stop-over during the Walk/bikeshop. They had to be places that were important to tell the past and present story of the Darsena: the step-by-step path which progressively brought to the final choice gave to the ULG members the time and the opportunity to reflect about the Darsena and the role which everybody is playing in the overall regeneration process (some people didn't even know some places and the related actions which were mentioned by someone else)
- **The stories to tell.** This was the core topic, because supported the mutual knowledge and held the group to focus the attention on the main topics/issues/problems related to the Darsena regeneration process.
- **The path:** where to start, where to end, how to reach each place. This was a very nice and fanny moment: the most important choices were done... it was the time to enjoy! And at that moment the idea to use bicycles was born.
- **The organization/realization:** who had to do what in order to transform ideas into reality? Everybody had a role in the organization and in the realization of the Walk/bikeshop, thus everybody felt involved and part of a complex but common storytelling.

From this specific experience we have learnt that the creation and representation of a common storytelling is a powerful method to overcome barriers : first step to start working together to pass from strategy to an operational action plan.

What was the impact of the city's efforts?

NEW UNDERSTANDING AND APPROACH BY THE STAKEHOLDERS towards the regeneration process: collaborations and exchange among stakeholders are more intense;

UNDERSTANDING OF THE MUNICIPALITY STRATEGY AND EFFORTS: the perception of the Municipality engagement for the Darsena action planning has changed by stakeholders. Nowadays they have a clearer picture of the complexity, of the variety of actions undertaken by the Municipality

UNDERSTANDING OF EACH ONE'S ROLE FOR THE ACTION PLANNING AND IMPLEMENTATION:

- having contributed to action planning stakeholders understood how they can contribute to it;
- some stakeholders that would not be involved in such action plan have been active and engaged and designed unexpected collaborations, for example Fondazione Flaminia has developed a specific interest in urban regeneration and in activities with students regarding the Darsena;

UNDERSTANDING AND TESTING THE POWER OF THE GROUP: the ULG storytelling effort and the events that took place in Darsena contributed to a new perception of the Darsena among citizens and visitors: the place is now clearly more lively. Such success strongly motivated the group to pursue the effort for a creative revitalisation of the area.

TAKING ENTREPRENEURIAL RISKS: while cultural and creative associations are still reluctant in taking entrepreneurial risks especially within the Darsena area, we have had some success cases:

- the transfer of the company in charge of Creative Spirits communication in the Darsena;
- the Darsenale - bizantina brewpub completed an important investments and opened a new restaurant/brewery last April, that has already proven to be highly attractive and to contribute to the perception of the Darsena as a new trendy "place to be".

ENHANCING LEVERAGE EFFECT: we can confirm that by solving the IC n. 2, we were able to have good results also for ICs n.4 ("Moving from strategy to action-plan") and n.5 ("Enhancing the funding of urban development policies through financial innovation").

What can Ravenna do next to improve its performance in this area?

STRENGTHENING THE ULG ROLE by:

- reinforcing the ULG experience by continuing to develop and implement the action plan;
- stabilizing the recognition of the ULG by involving it as a whole in the most relevant decision making /implementation processes regarding the Darsena.

3.3. Indicators and monitoring performance

How Ravenna tried to overcome the Challenge?

Even if it is evident the complexity of this issue, the exchange of knowledge and good practices, together with the dedicated Masterclass, has given suggestions in order to overcome the lack of direct experience at local level.

The Municipality is reviewing its indicators set to measure its overall performance and is striving to promote knowledge-based policies.

What was the impact of the city's efforts?

INNOVATING METHOD AND TOOLS: the Municipality has designed an up to date system for measuring the regeneration process of the Darsena, that is included in a project proposal submitted under UIA programme.

What can Ravenna do next to improve its performance in this area?

BECOMING FAMILIAR WITH MONITORING AND ASSESSMENT ACTIVITIES by:

- setting up a smart measuring system to collect relevant data;
- developing a new set of impact indicators based on SDGs and quality of life elements.

3.4. From strategy to operational action-plan

How Ravenna tried to overcome the Challenge?

The Ravenna ULG, as described, was created around the idea of gathering the creative and the economic sectors stakeholders settled or operating around the Darsena; the group was deemed very important to design and develop an action plan regarding the creative side of the area, that may contribute to its attractiveness and identity.

The main obstacle was to find common language and work methodology that may be suitable for civil servants, creative people and professionals of the innovation and economy sectors: on one hand, civil servants were not used to deal with creativity and unpredictability; on the other hands, most of the ULG members had no idea of what a urban plan, a regeneration strategy or an action plan are.

Therefore the ULG meetings as well as the study visits were important moments for sharing experiences on projects development and exchanging specific expertise.

Working on focused concrete actions helped the ULG to understand and apply the URBACT methodology in designing and implementing a specific action plan. Finally the ULG has designed and has started up specific actions, part of the wider action plan that do take into consideration the environmental/social and economic sustainability and that need the horizontal participation of a wide partnership.

What was the impact of the city's efforts?

FACILITATING COLLABORATIVE IMPLEMENTATION:

- the Municipality with the ULG and further stakeholders has designed an operational action plan and the implementation is ongoing: such action plan consists of important public and private investments, but also of creative micro-projects, events and actions that indeed stimulate citizens involvement;
- EU programmes and ERDF calls were studied and the most interesting opportunities were identified and shared to finance the specific actions;
- the Municipality was able to address and engage citizens during a critical

moment of the implementation path, and is continuously providing information on the action plan progress.

What can Ravenna do next to improve its performance in this area?

BOOSTING COLLABORATION by engaging new participative paths (such as the ones planned within Deriva festival and Use-it Ravenna) to be managed by the ULG around the theme of citizens engagement for the common goods.

3.5. Funding of urban policies by exploring financial innovation

How Ravenna tried to overcome the Challenge?

Several proposals under EU programmes have been developed and submitted in order to bring the action plan to further steps. Among the ongoing projects 4 are to be mentioned:

- **PoWER - Ports as driving Wheels of Entrepreneurial Realm**, which aims to support the evolution of ports into Innovation Hubs, able to act as new transmission belts between regions, and to exploit their untapped entrepreneurial potential.
- **TEMPUS - TEMPorary Uses as Start-up actions to enhance port (in)tangible heritage**, whose primary goal is to enhance a new economic development based on the valorization of the hidden tangible and intangible port heritage, including the archaeological background and natural contexts of the Adriatic Sea Urban Ports, through the start up of Temporary Uses Actions.
- **ECHC - European Citizenship, Heritage, Culture**, a project aimed at contributing to more shared knowledge and good practices by the cooperation in the development of a joint study program based on the interconnectivity of citizenship, heritage and entrepreneurship.
- **RAVENNA GREEN PORT**, a three-year research project funded by the Emilia-Romagna region and the Italian Ministry of Economic Development, whose main objectives are: to develop a reference center dedicated to design, implementation, management and monitoring of sustainable mobility, green buildings and refurbishment of existing infrastructures and production of electricity from RES – Renewable energy Sources in the port area; to realize a set of pilot interventions for Integrated Energy Efficiency improvement of the port area of Ravenna; to define a transformation roadmap for the development of the port of Ravenna.

What was the impact of the city's efforts?

VALORIZING POSITIVE OUTPUTS:

- The **PoWER project** settled the interaction among City departments, by involving different Councillors (Smart City, Productive activities, Environment and Port) and funded the elaboration (through a participative process) of an energy-oriented scenario to increase the energy efficiency of the Darsena;
- Thanks to **TEMPUS project** a small scale infrastructure action will allow to

realize a second container-based temporary use in Darsena on a private land plot, where start-ups or enterprises linked to CCI will be hosted;

- In the framework of **ECHC project**, the Darsena has been chosen as good practice on urban regeneration issue and a Summer School will be held in Ravenna to describe on site this experience;
- the **Ravenna Green Port project** led to the creation of the "Port Coordination Table". This "Table" will support the public-private collaboration on scientific-technological issues such as green energy e water treatment, and will also facilitate the integration of the actions carried out within the Port Area.

DRAFTING NEW PROJECT PROPOSALS

A Teamwork is activated in order to raise funds according to the action plan; 3 proposals were submitted, 1 proposal and 1 crowdfunding campaign are under way and 2 more proposal ideas have been identified, for a potential funding of about 7 m € to support implementation.

What can Ravenna do next to improve its performance in this area?

the Municipality of Ravenna/ULG members are studying new types of financial interventions on the following levels:

- European direct funding for activating processes in convergence with the objectives such as: Creative Europe, Erasmus+, H2020;
- financing instruments of the European Investment Bank, in connection with the themes tackled via direct funding;
- ERDF, both through the constitution of PPPs (in case of funds dedicated to enterprises) and through calls in support of territorial development (in case of funds dedicated to public authorities);
- National instruments such as the Art Bonus (tax credit to support private investment in the field of the recovery of cultural heritage and development of cultural activities);
- targeted partnerships (including "public private procurement" or "partnerships for the innovation") for attracting private investment;
- crowd-funding, match-funding and crowd-sourcing campaigns.

SECTION 4 – LEARNING JOURNEY

In order to describe what has happened during the Creative Spirits project, it has been decided to create a table which will support the team to take notes of all the most important lessons learnt, changes to the IP & to the implementation tactic, constrains & solutions, results.

LEGEND

Lesson learnt during a Case Study Meeting

Lesson learnt from the local experience / practice; suggestions coming from ULG

Unexpected (positive or negative) event which asked for new actions

Description of how the above-mentioned inputs have modified the local process. The IP actions influenced by the inputs will be reported in bold red within the text, while the IC influenced by the inputs will be reported in bold black within the text.

The narration will be told according to the chronological order of the events.

During the Lublin CSM, held in October 2017, Ravenna had the opportunity to know how the city has organized its Department for Strategic Development, together with the matrix they have created to manage and monitor the implementation of the city strategy. This lesson was interesting to start an internal reflection about the necessity to strengthen the integration among Departments even if the Municipality of Ravenna doesn't have this kind of office.

Furthermore, during the CSM the Eindhoven experience was presented and it was very inspiring to better understand how to strategically use the EU programmes to implement local strategies and how much important it is to develop an appropriate management group composed of the most important local actors.

The lessons learnt in Lublin were of great importance to start the discussion within the ULG. The PPTs presented in Lublin have been translated in Italian language and the experiences were shared with the ULG members, with the aim to tackle the **ICs n. 1, n. 4 and n. 5** in a most aware way. If in the beginning the contents were difficult to understand for the majority of the members, today we can say that a different culture of implementation is rising.

Results:

- Collaboration among stakeholder to define common projects which are coherent with the main issues described within the POC Darsena;
- Organization of meetings among several Deputy mayors in order to understand how to support the implementation of actions. Today the way to support some new activities related to **Actions n. 3 and 5** it is being discussed.

During the Kaunas CSM, held in December 2017, Ravenna had the opportunity to:

- *know the CreArt network, which could support the local cultural and creative associations & enterprises to enter into an EU dimension;*
- *visit the Artkomas cultural center, which is composed of two different places,*

one in the city center (for ateliers and exhibitions) and one in the outskirts of the city (for labs). This concept is of great interest, also thinking about the relationship that the Municipality would like to strengthen between the city center and the Darsena.

- Visit the GenisBrewing, a place where it is possible to see the production of the Genis beer and to taste craft beers. The same format will be realized in the Darsena: in the Darsenale (a place which is under construction) it will be possible to see the production of the Bizantina beer and to taste craft beers.

Due to the sharing with the ULG members of the lessons learnt / experiences visited in Kaunas, the process had interesting evolutions:

- ULG members better understood the importance of bringing the local process towards an EU dimension. Nowadays we can say that this awareness is a fundamental prerequisite to tackle **ICs n. 4 and n. 5**;
- ULG members agreed on the importance to find the way to support and strengthen the connection between city center and the Darsena, by starting to re-think some of the activities which will have to be realized in the framework of the **Actions n. 2 and n. 5**.

During the ULG meetings, after the presentation of the Lublin and Kaunas CSM, the willingness of some members to create connections with EU counterparts emerged clearly.

At that time, the ULG coordinator started to try to connect counterparts; this activity is starting to give the first results since:

- some ULG members are sharing ideas with counterparts of the cities partner;
- there is the opportunity to create an entrepreneurial network (CNA Ravenna is working on that) to support the touristic development of the places where craft spirits are produced and tasted ("Local Spirits" network).

During the Ibi CSM, held in March 2018, Ravenna had the opportunity to:

- visit the old toy factories of the city: Rico factory and Payà factory. The presence of Marianna Panebarco, a creative entrepreneur dealing with animation who was very interested in the toys theme, was very useful to better understand possible links between Ibi and Ravenna;
- participate to the "Funding Masterclass", where Francesca Passeri from the European Crowdfunding Network (ECN) had a talk, followed by a workshop, on crowdfunding and the role of public authorities. Furthermore, it was very interesting the talk of Twan de Bruijn, who underlined the importance to think in terms of "resource" strategy rather than "funding" strategy.

Due to the sharing with the ULG members of the lessons learnt / experiences visited in Ibi, the members agreed to:

- Organize, in summer, a workshop with Francesca Passeri to better understand the functioning of the crowdfunding instrument, which could play a strategic role in facing the **ICs n. 4 and n. 5**;
- Discuss with the Municipality to understand whether it would be of interest to

work for a project on toys (a really sensitive theme in Ravenna, due to the presence of the “House of puppets” Museum, of a theatre company dealing with puppets, of the LUNGI - Free University of Game and of the Panebarco company).

*The **Ravenna CSM** has strengthened the cohesion between the ULG members and has put in evidence how the actions carried out in the framework of Creative Spirits were of interest for different City Councillors.
At that time also the transport service of the Stella Polare boat, which connects the Darsena with the seaside, started, (**Action n. 4**)*

From the month of May 2018 onwards, the attention to the project grew and, within the ULG, further discussion on future common projects started.

Following the interest expressed by the ULG members, in July the workshop on crowdfunding carried out by Francesca Passeri has been held.

In that occasion, the ULG has decided to define some project ideas (linked to the **Actions nn. 2, 3 & 5** and aimed at giving a contribution to overcome the **ICs nn. 2, 4 & 5**) in order to select, with the support of a crowdfunding expert, the one that has the best chance to be funded via CF campaign.

To this extent and after some online meetings, in October 2018 Francesca created a direct contact between the ULG and the KICK-ER service manager, Martina Lodi (Cultural & Creative Industries and Crowdfunding Expert). In accordance with the KICK-ER service mission, she gave her availability to support the ULG in defining a crowdfunding campaign: a draft schedule for the common work was set up and the ULG started to draft some project ideas.

Thanks to personal contacts of the ULG coordinator, in August 2018, the University of Aalborg, after knowing the Creative Spirits project and the Darsena process, invited the Municipality of Ravenna to join the PLAYCities partnership (PLAYCities is a project proposal drafted in response to an H2020 call)

Since the main objective of the PLAYCities project is to enable people to co-transform urban spaces through the playful cocreation processes of discovery, learning, creativity, active physical exertion and gamification; and seen that the project could fund **Actions nn. 2, 4 & 5** (by supporting the overcoming of **all the URBACT ICs**), the City Council easily decided to accept the Danish offer. In February 2019, the project proposal was submitted.

*During the **Loulé CSM**, held in September 2018, Ravenna had the opportunity to see the implementation of the Loulé Creativo Strategy, a set of powerful and ambitious actions promoted by the Municipality and aimed at revitalizing the city center through CCIs and sustainable tourism.
The founders of MAG - Magazzeno Art Gallery, a private gallery established in the Darsena, and the councillor for Tourism of the Municipality of Ravenna participated to the CSM.*

Thanks to the presence of two entrepreneurs and a political representative, the Ravenna delegation came back with two ideas:

- to build a “Creative Spirits” partnership in order to answer to the Creative Europe call in 2019, working on a project dealing with contemporary art in derelict or underused urban area. Since this idea would support the realization of the **Action n. 2**, the Municipality decided to (temporarily) give up the idea to submit a project in the same call (issue: toys).
- The experience of the Design Lab and of the Temporary Store reinforced the willingness to propose to the Municipality to create a free tax zone for CCI in the Darsena district. In a sense, this incentive would indirectly support the implementation of the **Action n. 5**.

In the end of September, the new elected government announced that the National funds of the so-called “Bando Periferie” would have been cancelled.

Beside the institutional actions, the Mayor published a public petition on Change.org: in few days more than 2000 citizens signed the on-line petition.

After long consultations, the Government decided (in the late November) to unlock the funds, but new, more limiting clauses were added to the agreements. These new complications are creating problems mostly to the public-private projects.

Obviously, this unexpected problems have brought to the delay of the works in the Darsena and have increased the skepticism of private investors.

Due to the delay created by the political crisis, the ULG members decided to define some actions to “substitute” the infrastructural work which should had been carried out within the end of the Creative Spirits project, in order to keep high the interest on the Darsena transformation process.

After the 5th October (Golden Night OFF) , the ULG agreed on two points :

- *the wish to find the way to further develop the Sottosuono project (funded through the Local Idea Contest of Creative Spirits);*
- *to further develop the Darsena Art Map realized by MAG, with the support of several commercial and tertiary activities located in the Darsena district.*

*These two common decisions gave the idea to create a different tell of the Darsena (also to promote different kind of tourism, in addition to the traditional one), and Flaminia Foundation (following a suggestion of the Councillor Giacomo Costantini) proposed to the ULG to work together to candidate Ravenna to enter in the **Use-it map network**: it would be the first map where city center and Darsena are told together...*

In October the first intersectoral meeting, involving 3 Councillors and 3 Executive Officers, was organized in order to discuss about the Creative Spirits follow-up.

The Councillors agreed to propose to the City Council to participate to the UIA programme, by submitting a project proposal under the “Digital transition” topic. In the end of October the City Council decided to go ahead with the procedure needed to answer to the UIA call. In the end of January the project DARE - *Digital*

Environment for collaborative Alliances to Regenerate urban Ecosystems in middle-sized cities was submitted in the framework of the UIA programme; some ULG members supported the drafting and participated to the project in quality of Delivery Partners (together with some relevant entities of national/international level). In cases of funding the project would support the implementation of **Actions nn. 2 & 5** and would help to overcome **all the URBACT ICs**. It is interesting to note that an evolution of the Sottosuono project became part of the DARE project.

During the **Waterford CSM**, held in November 2018, Ravenna had the opportunity to know and visit several places and events carried out in the framework of CCI. In particular one project and one entity were of great relevance for Ravenna:

- the vacant windows project, carried out by the Municipality in order to give new life, without spending too much, to some empty spaces located at the ground floor of abandoned (private/public) buildings;
- The Waterford Youth Arts, a place and an organization which enable young people to participate in creative activity as a means of self-expression and development in a safe, professional and enjoyable environment.

An ad hoc version of the "vacant window" project became part of the PLAYCities project and a fruitful link was created between the WYA and the Ravenna Teatro - Teatro delle Albe (Ambassador of Creative Spirits and one of the most important theatrical institutions of the Emilia-Romagna Region).

In November the ULG had the first skype call with Martina Lodi to discuss about the possibility to be supported by KICK-ER service in developing a crowdfunding campaign with the aim to acquire new knowledge/skills and to help the Municipality to overcome the **IC n. 5**.

At the end of the conversation, Martina Lodi confirmed the interest of KICK-ER to support the Creative Spirits ULG in developing a CF campaign; while the ULG took the commitment to elaborate two/three project ideas, among which the most suitable for the CF campaign would have been selected.

In the beginning of March 2019 Martina Lodi participated to an ULG meeting, where the project ideas were presented by the ULG. At the end of the meeting, all those present agreed to choose the "**Deriva Festival**" idea as the most appropriate option.

During the **Maribor CSM**, held in February 2019, Ravenna had the opportunity to meet a number of very interesting entities dealing with CCI, such as the Theatre of Puppets, GT22, the Centre for Creativity or the Hostel Pekarna... to name only a few. Despite this, a project was very inspiring: the "Stories about Bench and People".

After knowing that project, the ULG members finalized the project idea "Deriva Festival. Art. Landscape. City", an event whose goal is to give new life, through artistic interventions, to residual and neglected green urban plots around the Darsena and the city. Thanks to the Maribor example, the ULG members involved in the project development speeded up the contents elaboration and in the middle of May also the planning of crowdfunding campaign was almost ready.

In March, within the framework of the Erasmus+ project ECHC (European Citizenship, Heritage, Culture; see paragraph 3.5), Flaminia Foundation, ULG member and project Partner, proposed to the LP to chose the Darsena as the case example in the field of urban regeneration to be studied and discussed during the Summer Schools scheduled to take place in 2019 and 2020.

In April the LP accepted the proposal and at that moment it was decided that a Summer School will be held in Ravenna, to enable students to visit the Darsena.

During the final event of Creative Spirits, held in May 2019, Councillors and Executive Officers of the Municipality of Ravenna:

- gave their full support to the USE-IT Ravenna project;*
- declared that in June the crowdfunding campaign to fund the "Deriva Festival" will be launched;*
- assured that the ULG will continue to work together in order to implement the above-mentioned actions and to develop, in close collaboration with the Administration, new project ideas.*

SECTION 5 – SYNTHESIS

5.1. Lessons learnt

With reference to the Implementation Plan, we managed to implement the following actions:

1. **Darsena Idea Contest.** It was realized within the project duration and gave good results in terms of integrated approach (several Departments collaborate to organize it), but it has to admit that the participation rate was low. The practice has shown that, defined the target groups, it is of crucial importance to tailor appropriate prizes and awards (not only monetary).
2. **Realization of many events.** Beside the CSM and the Golden Night OFF events, during the Creative Spirits project the ULG has strengthened its collaboration both internally and with stakeholders not belonging to the ULG, by means of the mutual support given to the organization of a few relevant events, such as “Darsena Ecosistema Creativo - *Darsena Creative Ecosystem*” (workshops, performances, urban reuses were organized in Darsena); “Festival delle Culture” (Festival of Cultures); “Navigare per Ravenna - *Sailing for Ravenna*” Ammutinamenti (Festival of urban dance); “Appunti per un Terzo Paesaggio - *Notes for a Third Landscape*”; Garage Sale (a vintage market where creativity is the main attraction!); European Days; “Arrivano dal mare - *They are coming from the sea*” (International Festival of puppets). After collaborating to organize all those events and with the aim to connect different skills, competences and practices, the ULG decided to create a new Festival (“Deriva”) by linking urban, natural and artistic issues. The Municipality has learnt from this experience how useful it is to involve unusual stakeholders, who can give significant contributions in terms of actions implementation.
3. **Improvement of green.** Due to the governmental decision to void the National funds of the “Bando Periferie”, the foreseen activities weren't realized. In order to keep alive the attention on the importance to improve greenery in Darsena, specific events were organized (see action 2) and the ULG mobilized to create an ad hoc Festival, so as to emphasize the strong connections which can relate culture, creativity, art & green. Although the Municipality would prefer not to face this problem, thanks to this barrier it learnt that:
 - a. In participatory processes there is a tipping point where stakeholders move from the question “Why am I here? What do you give me in exchange?” to the question “What needs to be done? What can I do?”. The Municipality has to recognise that moment and to reinforce this new attitude.
 - b. the study visits can inspire to (re)act not only in the ordinary time, but even at times of difficulty, by giving unexpected suggestions on how to overcome temporary problems.
4. **Improvement of canal activities.** Even if the governmental decision had negative impact also on this action, the results were varied: the “Stella Polare”

boat service started, since the private decided to invest its own capital without waiting for the National co-financing; the “Navigare per Ravenna” event took place; the start of work for the realization of a pier to access the water and of a promenade along the canal has been postponed in late 2019, since the Municipality has chosen to go ahead with the public procurement even though the City Council didn't have no certainty about the National financing; the realization of a container-based platform to be placed in the Candiano canal has been incorporated in the PLAYCities project proposal, to have another chance to finance the work. This complex situation looked for an articulate management and once again the Municipality realized the importance of finding the right people within organizations.

5. **New services to rise up creative economy.** Due to the lack of National funds and to the delay in signing the agreement to re-open the CoLABoRA incubator, the foreseen activities have been postponed: the works to realize the Orangerie should start in 2020; while the CoLABoRA incubator should open in June 2019; as already mentioned, the realization of a container-based platform to be placed in the canal has been incorporated in the PLAYCities project proposal. In spite of all these difficulties, the Municipality has clearly understood that CCI needs structural changes which ask for new rules and a long process of mutual understanding.

At the end of the project, one of the most important thing that Ravenna has learnt about the process of implementation is that a regeneration action plan can be matched with any Department or project of the Municipality: all sectors are needed, all sectors can bring an experience, an idea or a need.

5.2. Skills, methods and tools

Thanks to the Creative Spirits project, in Ravenna we were able to improve a skill within the ULG, to adopt a new method and to test a financial tool:

One skill: working on the project proposals which have been submitted in the last months, some ULG members improved their skills in defining and writing project ideas and their capacity to have a dialogue with the experts in project proposals drafting, whose questionnaires and demands are not so easy to be understood by unprepared people. If further developed, these competences will increase the possibility to answer to European, National, Regional calls and tenders.

One method: the co-creation approach used to design an action plan accompanied by a specific funding strategy. This method is crucial and motivating, but it requires high availability to be involved, close relationship with the other participants and (sometimes) a good degree of responsibility.

One tool: the most important and effective tool which has been positively tested during the Creative Spirits project is the civic crowdfunding, which allows to raise funds to enhance the urban quality or the quality of life, while engaging citizens in a participative process.