

CHIMERA PLUS

process and methodology for the growth of regional CCI subsectors promoting the sustainable urban development.

Interreg 
Mediterranean

 CHIMERA PLUS

Project co-financed by the European
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Partner MONG

WP Fronrunner Analysis

Deliverable Fronrunner Analysis – Općina Rijeka Status

 final version

Date 22.12.2021

Dear CHIMERA PLUS partner,

First you start this task, we underline that:

- 1) This document should be written only in English.
- 2) The layout of the template should be respected, namely type and font size, and the established formatting.
- 3) The maximum number of pages for each topic must be respected; this is important in order to ensure certain homogeneity of the partners' contributions.
- 4) This task should be finalized by **15/11/2021**.
- 5) For any doubt, please do not hesitate to contact Cinzia Lagioia [PP1: Creative Apulia Cluster Association]: segreteria@pugliacreativa.it

We wish you a good work!



Definition of Frontrunners

The AF states “RPs will identify 3 frontrunners regions/cities on urban sustainability and role of CCI for sustainability at European level”.

For this reason the successful frontrunner can be a city or a region where successful experiences of urban sustainability have been developed thanks to the involvement of the creative and cultural sectors, in particular with the support of CCIs.

The frontrunner is a good practice that has reached high targets and results in its field of competence and therefore the analysis of its case studies allow to discover the key factor of success to be gained and to know how to fill in the gaps of local realities with their experience. In the specific context of Chimera plus project the identification and the analysis of a frontrunner by the Receiver Partners will provide them with examples and inputs on how to realize the development of urban sustainability in their areas, thanks the support of the cultural and creative sector.

Frontrunners can be represented not only by their institutional levels (Municipalities, Regions) but also by other organizations (eg. Development Agencies, Research entities, etc.) involved with a leading role in the successful experiences of transition to urban sustainability. The frontrunners success stories could be CCI-led urban revitalization initiatives or projects that work to be catalysts for the urban revitalization process in creating dynamic places, driving local economic development and innovation, and improving social cohesion. They can be an extra part of an existing project (culture and regeneration), or be fully integrated (cultural regeneration), or can be the main drivers of the project (culture-led regeneration).

Cultural and creative industries revitalization projects tackle urgent problems related to the physical environment, the economy, and society.

The main success factors of frontrunners success stories can be:

- **Key components:** the new or improved functions, assets, services and physical environments that are created through cultural and creative industries revitalization projects.*
- **Enabling environment & capacity:** the policy and regulatory mechanisms and tools used to make the development happen.*
- **Approach & process:** the vision, leadership, governance and management that is used to drive and oversee development.*



To be completed by each CHIMERA PLUS partner:

Title	<p><i>The title of frontrunner case in original language</i></p> <p>City of Rijeka: Municipality projects for Urban Sustainability CCI and European Capital of Culture</p>
Location	<p><i>Describe in order: Country, Region, City</i></p> <p>Croatia, Primorje-Gorski Kotar County, Rijeka</p>
Founded	<p><i>Year of establishment/ launch (if applicable)</i></p> <p>Rijeka was first mentioned in the 1st century AD.</p>
Contacts	<p><i>Name and contacts of the main representatives (President, Director, etc.) and a general email (ex.: ualq@ualq.pt)</i></p> <p>City of Rijeka, Department of Culture Odjel za kulturu, Ivan Šarar gradonačelnik, Paskaš Angie secretary: kultura@rijeka.hr</p>
Webpage	<p><i>URL or link of Facebook/ LinkedIn pages if the frontrunner does not have an official webpage</i></p> <p>https://www.rijeka.hr/en/?noredirect=en_GB</p>
Short Summary	<p><i>Synthetic description of the frontrunner including overall characteristics or summary (role, implementation scale, etc.). Please, justify based on the relevance of ChIMERA PLUS thematic. [Max. 3 lines written]</i></p> <p>City of Rijeka Department of Culture is responsible for implementing cultural policies by financing the Public Needs Program in the field of culture and for financing and coordinating the activities of cultural institutions. The realization of the European Capital of Culture project and the creation of cultural infrastructure represent an important segment of its work.</p>

<p>1. Key components</p>	<p>Cultural, creative and heritage elements</p>	<p><i>Describe cultural, creative and heritage elements relevant for the frontrunner case (eg cultural/creative anchor tenants, involvement and impact provided by other cultural/creative organizations, cultural/creative events and activities, local historic buildings in use, learning or business support services to help local people access cultural/creative jobs). [700-900 characters]</i></p> <p>The Division for the protection and conservation of cultural heritage operating within the Department of Culture of the City of Rijeka is competent for proposing and coordinating the implementation of programs aimed at the protection and conservation of the cultural heritage owned by the City of Rijeka, managed by the City Administration Department of culture, for managing and coordinating projects aimed at constructing new facilities intended for cultural institutions founded by the City, in the segment of preparing project documentation and in the segment of supervision and execution of works.</p> <p>Monitoring the realization of the programs aimed at protection and conservation of cultural heritage co-financed from the Budget of the City of Rijeka, through the Program of Cultural Public Needs of the City of Rijeka and through an invitation to tender for the renewal and rehabilitation of facades and roofs in the territory of the protected Urban entirety of the city of Rijeka and cemeteries also falls within the scope of its activity, furthermore it proposes program aimed at protection and conservation of cultural heritage for co-financing within the public needs of the Ministry of Culture of the Republic of Croatia and EU funds.</p>
	<p>Infrastructure and service</p>	<p><i>Describe basics of the environments that are created through CCIs urban revitalization and transition projects towards urban sustainability, highlighting the combination of urban infrastructure with restored heritage, new cultural provision, and creative industries development (eg. public and green spaces, digital infrastructure, sustainable transport, sustainable real estate development, affordable housing, sustainable services for the community). [700-900 characters]</i></p> <p>Rijeka used its title as the ECOC to develop important infrastructure projects as a long-term legacy. With its partners they invested in the development of cultural infrastructure: new cultural district in the former industrial complex, the former Rikard Benčić factory, with two museums, a large library and a space specifically designed for children, and a new cultural and tourist attraction, the Galeb (Seagull) ship which was restored</p>

and turned into a museum. They restored the Frankopan's castles and created a new cultural-tourist attraction-the Routes of the Frankopans. A number of works of art were created as a lasting legacy like the eleven permanent open-air installations and sculptures, on the coast and on the islands of Kvarner.

The large Exportdrvo warehouse in the zone of the Bay of Rijeka has become a centre of culture and intertainment, a sun deck and a playground for children on Molo Longo was revived next to the Uragan Boat.

The Classroom programme was focused on people and the development of their capacities in different areas of cultural management, especially regarding audience development, organisational development and production. Through its activities, the Classroom project has also empowered local and regional cultural institutions, and a significant part of the selected themes has covered the needs of the Rijeka project as the future European Capital of Culture.

The wooden pavilions, which were built by participants of the EASA European Architecture Students Assembly, begin their new life as therapeutic and fragrant points on the city streets of Rijeka. The green pavilions, solid structures bedecked with green with fragrant plants, become new hideouts for all of Rijeka's generations.

They created the longest urban zip line in Europe, that takes you down from Trsat castle to Exportdrvo building and gives you an extraordinary opportunity to experience Rijeka from a completely new bird's-eye perspective.

The main park of the Clinical Hospital Centre, in the very centre of the city of Rijeka, has been selected as a green area for the first therapeutic park in Rijeka.

In order to build a new development platform which would, in the context of the urban transition of Rijeka, cover the interests of the City of Rijeka and the University of Rijeka the centre for urban transition, architecture and urbanism was established and located in the former IVEX (Istravinoexport) building on Delta. This is a multidisciplinary research, education and production centre. DeltaLab is a place that gathers together architects, designers, entrepreneurs, producers, sociologists, culturologists, philosophers, artists, activists and many others, focused on useful short and medium-term projects in the domains of urban space, culture and arts, new technologies and trends, policies, etc...

	<p>Sustainability</p>	<p><i>Describe how the frontrunner project contributes to the achievement of urban sustainability, helping to improve regional and territorial urban regeneration practices, making processes more efficient and minimizing environmental impact. [700-900 characters]</i></p> <p>The ECoC team has worked on sustainable solutions such as: capacity building of the culture sector in this respect (through the Classroom project) and the production of a toolkit for the sector. The Classroom programme was focused on people and the development of their capacities in different areas of cultural management, especially regarding audience development, organisational development and production. Through its activities, the Classroom project has also empowered local and regional cultural institutions, and a significant part of the selected themes has covered the needs of the Rijeka project as the European Capital of Culture. It is worth noting that over sixty organised Classroom activities have been attended by over a thousand participants. Some of the seminar highlights included Community Involvement, the Organisation of cultural events, and the Business2Culture pre-conference programme, the international Branding of Culture conference, the continuing educational programmes Production in Culture, the Development of Organisations, Technical Production and Applause Please! linked to the theme of the development of the audience, and a full range of workshops, summer schools, working practices, exchange programmes and international collaborations. The entire Classroom programme was envisioned as a coherent unit of research, educational and auxiliary activities that includes active design, developmental activities, interventions, motivational processes and the transformation of community potential into productive, efficient and long-term human and cultural capital.</p>
	<p>Transferability</p>	<p><i>Describe if and how the frontrunner case can be adapted to your local context. [700-900 characters]</i></p> <p>The Municipality of Nova Gorica will be hosting the Capital of Culture in 2025 with important focus on green strategy and urban sustainability under the pillar GO Green. Systematic monitoring of activities falling within the scope of the urban sustainability and conservation of sustainable urban development, managing and coordinating the implementation of the protection within creative industries. The methodology of the City of Rijeka and other resources will be cooperation with competent services and institutions on all issues relating to protection and urban sustainability.</p>

<p>2. Enabling environment & capacity</p>	<p>Vision & decision-making</p>	<p><i>Describe shortly the role and vision of frontrunners local policy making, explaining if by chance it was necessary to activate specific planning or decision-making measures (for example: creation of new legislation, release of financial support, establishment of appropriate governance structures, modification of pre-existing rules) (700-900 char.).</i></p> <p>City of Rijeka priorities and measures of the urban sustainability are included in the third strategic goal of the document: Development Strategy of the City of Rijeka 2014 – 2020. Urban regeneration, Integrated urban planning, Candidature for the European capital of culture, Construction of city infrastructure. Projects within the third strategic goal connected to the urban sustainability: by more intensively designing new green areas and parks for children the city will respond to the lack of such facilities in various city quarters; The co-financing of preventive and educational health programs and the sports clinic will contribute to better mental and physical health of children and young people; Owing to its continuous work on the candidature of Rijeka for the European Capital of Culture, the city’s cultural identity will be defined for a long term. By developing a new model of cooperation in which the independent cultural sector and the newly established Student Cultural Centre manage the premises of Palach, Filodrammatica and Marganovo, these premises will be better used, providing a better visibility of cultural programs and inclusion of student population in the city’s cultural life.</p> <p>City of Rijeka also priorities urban sustainability in the new Development Plan 2021 – 2027 through four strategic goals:</p> <ol style="list-style-type: none"> 1. Living in Rijeka 2030: A city of diversity, in which a high quality of life arises from cooperation between smart city administration and engaged citizens 2. Working in Rijeka 2030: University city for a new age, where advanced technologies and creative industry enrich its industrial heritage 3. Connect Rijeka 2030: Multimodal transport hub with a sustainable and efficient transport system 4. Preserve Rijeka 2030: A smart, green and clean city adapted to the needs of all citizens <p>In this four strategic goals there are numerous specific goal to be achieved ex.: City offering smart and quality utility services, green city by the sea: space serving its citizen, development of the urban transport system and mobility, clean, efficient and affordable public transport in the city, city of sustainable and innovative solutions in tourism, a healthy, active and socially sensitive city attractive for living etc...</p>
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	<p>Challenges</p>	<p><i>Provide a description of the frontrunners context focusing on urban environment, economic and social needs, challenges and barriers the intervention needed to address (eg. New sustainable uses for large vacant and/or dilapidated buildings, no green spaces for culture or creativity, lack of affordable and sustainable cultural services). Describe the role and the vision of local policy makers. (700-900 char.).</i></p> <p>The main challenges pointed out by the European Capital of Culture Rijeka 2020 project are:</p> <ul style="list-style-type: none"> - The development of a new public, social, cultural infrastructure through the renovation of unused brownfield sites - The development of cultural institutions and their key functions within the network of creators of cultural content, both towards the non-governmental sector and towards the audience and the general public - The development of human resources and awareness of the importance of culture for the community - Changing the image of Rijeka from an industrial and post-industrial city in the direction of a city with a rich social life, quality cultural offer, active university and intensive development o fit as a tourist destination.
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	<p>Opportunities</p>	<p><i>Provide a description of the opportunities the frontrunners case helped to realize (eg. Develop culture and heritage assets for urban sustainability, re-orient the local economy towards creativity, innovation and sustainability, develop distinctive local character). (700-900 char.).</i></p> <p>Rijeka, especially if we include the global pandemic in the context, has made the most of the opportunities and potentials that the ECOC title provides. This primarily refers to a complete success in the construction of the infrastructure: all facilities planned by the ECOC bid-book have been completed or are in a final phase.</p> <p>This success is especially related to the fact that key capital projects are co-financed by EU funds in almost the maximum amount and to the fact that collected almost 20 million euros from EU funds have been collected for these and other ECOC projects.</p> <p>The results in terms of program implementation and in terms of promotion could not be realized given the pandemic, but great progress has been made in this area. For example, the measured effects of positive publicity during the grand opening of the project outweighed by far the complete production costs of the opening.</p>
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	<p>Community involvement</p>	<p>Describe the impact of the frontrunner case in the community: how the community was involved in all the stages of the initiative (eg. Engagement and listening to groups and individuals, participatory process in design of strategic plans, activities' planning). Please, provide also a brief description about the impact of the frontrunner case in the community: Education of citizens, schools, Adaptive reuse for creative use, External promotion and branding, Affordable housing, etc. (700-900 char.).</p> <p>With regard to urban development, the ECoC has strengthened the importance of public spaces, enhanced by artistic interventions that encourage direct interaction between artists and citizens. Urban areas have become spaces where artistic projects are created in collaboration with the local community, ensuring their sustainability beyond 2020. They have developed cultural and community projects which focus on our environment.</p> <p>The City of Rijeka Department of Culture Program Division monitors the work and management of cultural institutions established and owned by the City, it monitors and encourages the work of associations and other legal and natural persons dealing with culture, it provides professional assistance in the realization of programs and in resolving the problems encountered by City budget users dealing with culture, it takes part in the preparation and realization of cultural manifestations of importance for the City, it brings together and considers the projects proposed by institutional and non-institutional cultural organizations and proposes their acceptance, it participates and encourages representation and development of cultural creativity.</p>
	<p>Networking</p>	<p><i>Describe the relation so far established by the frontrunner case, if has developing "trust building" generalized to municipal, regional, national and international scale.</i></p> <p>The ECOC project has greatly strengthened the networking of the city and its institutions at all levels.</p> <p>Locally and regionally, relations with the University of Rijeka have been strengthened, which played an extremely important role in the project. Strong cooperation has been established with local self-government units in the area (cities and municipalities), given that broad participatory programs have been developed at the level of the Urban Agglomeration of Rijeka and at the level of the Primorje-Gorski Kotar County. The common experience</p>

	<p>should be used in the further development of common strategic cultural policies. An enormous amount of program partnerships has been realized by cultural institutions and associations, as well as with the active community of ECOC cities (past, current and future).</p> <p>It is estimated that more than 400 legal entities participated in the ECOC project, of which more than 200 from all over Europe. A part of the program was not implemented due to the pandemic, but significant cooperations were achieved in the preparation, which will have a long-term impact on the cultural and social sector.</p>
<p>3. Approach and process</p>	<p><i>Describe in a synthetic way the activities with respect to the objectives to be pursued, highlighting the management approach adopted and the strategic process in shaping and implementing the frontrunners cases/success stories. Briefly focuses on the governance model and on the leadership of the audience of actors involved in the project. (700-900 char.).</i></p> <p>The Division for the protection and conservation of cultural heritage operating within the Department of Culture of the City of Rijeka is competent for proposing and coordinating the implementation of programs aimed at the protection and conservation of the cultural heritage owned by the City of Rijeka, managed by the City Administration Department of culture.</p> <p>The Division for the protection and conservation of cultural heritage prepares all short and long-term financial plans tied to the allocation of funds deriving from the monument annuity aimed at protection and conservation of cultural heritage. Monitoring the realization of the programs aimed at protection and conservation of cultural heritage co-financed from the Budget of the City of Rijeka, through the Program of Cultural Public Needs of the City of Rijeka and through an invitation to tender for the renewal and rehabilitation of facades and roofs in the territory of the protected Urban entirety of the city of Rijeka and cemeteries also falls within the scope of its activity, furthermore it proposes programs aimed at protection and conservation of cultural heritage for co-financing within the public needs of the Ministry of Culture of the Republic of Croatia and EU funds.</p> <p>The communication strategy was really important for ECOC with the stress to develop the audience and an audience profiling in connection with the program. The focus of communication was to catch territory of some 750 km around Rijeka and attract 30% local and 70% national and international audiences. The main tactics used were content marketing and affiliate marketing with media partners and a national and international promoting road show.</p>

4. Results

Describe in a detailed and synthetic way the results of the case and the impact produced. Please consider it under a technical point of view. If possible, insert quantitative indicators of the results achieved. (700-900 char.).

- 7 buildings / spaces of cultural and social purpose were renovated, with about 30,000 m² of space.
- About 45 million euros have been invested for this purpose, while about 22 million euros have been set aside for the programs.
- Almost 300 programs have been executed, in a network of almost 400 participating institutions, associations, university constituents, artists and activists.
- A permanent base of 400 volunteers has been created.
- As a legacy of the project, new institutions and university study fields have been created.

5. Financial resources & sustainability

Please provide detailed information about the costs and the financial sustainability of the frontrunner case with emphasis on total financial investments, sources of financial investment (Public-private investment, tax breaks), potential incomes (sources and yearly amount). Refer to the financial sustainability of the initiative, explaining what are the positive impacts for the CC sector (production, cohesion, job opportunities, etc.) and the elements or perspectives that can guarantee progressive results in the short/medium/long term.

Budget planned in the Municipality for the field of CCI ranges between 9 and 11 percent of the total city budget, depending on capital priorities of each budget year.

Adding to that the budgets for culture of the main partners (Primorje-Gorski Kotar County, City of Opatija, University of Rijeka) amounted to an additional € 3.3 million, meaning the cumulative budget of the cultural system partnership between Rijeka, the region, Opatija and the University amounted to € 17.3 million.

Rijeka's budget for CCI continued with this practice to amount to 13 million Euros, or 12% of the total city budget for 2021.

The fundraising strategy was conducted through many cultural organizations in the city and region, as well as the City Administration have successfully implemented EU projects within different programs (Creative Europe, Europe for Citizens, FP7, IPA Program, Erasmus+ and others). Other fundraising opportunities for funding cultural mobility and projects offered by a number of European organizations and networks were also mapped and included in the plan.

Creation of jobs was an important factor resulting in the increase in different fields: number of people employed in culture, number of cultural employment in the total employment, number of learning programs for professionals in the cultural sector, number of employees in the cultural sector with new skills, number of employees in tourism, number of employees in knowledge economy.

Positive impacts indicated by the frontrunners among others: good alignment between the existing clear and sustainable strategy of Rijeka and the boost it is given by a project such as ECOC and its European dimension such as Europe 2020 established to create conditions for smart, sustainable and inclusive growth.

Moreover, the frontrunner sees the ECoC as a sustainable project producing long-lasting cultural, economic and social effects, which in turn will give the necessary impetus for the final transformation of Rijeka into a city of creativity and knowledge”.