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Detailed Roadmap for the Rijeka Waterfront Pilot: Explore

Re-Value Deliverable D6.8

Report information

Deliverable: D6.8: Detailed Roadmap for the Rijeka Waterfront Pilot: Explore

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Executive Summary

This document outlines the City of Rijeka’s expanded vision, strategy, and next steps for the transformation of its waterfront and urban core through the Re-Value Waterfront Pilot. Building upon earlier work focused on the adaptive reuse of Exportdrvo (former storage facility in the port area), the pilot has now evolved into the broader Rijeka Cultural Corridor—a systemic intervention that reconnects the city center, cultural institutions, and waterfront through climate-sensitive urban regeneration, mobility reform, and participatory governance.

The Cultural Corridor concept defines a pedestrian-oriented pathway linking key cultural sites, green spaces, and waterfront access points. It integrates nature-based solutions, tactical urbanism (such as the Green Carnival and floating platforms), and sustainable mobility improvements to address both climate resilience and public space activation. Exportdrvo remains a central node within this larger corridor, envisioned as a multifunctional civic asset blending cultural activity, community space, and adaptive reuse of industrial heritage.

The pilot aligns closely with Rijeka’s 2030 Development Plan, the Green Urban Renewal Strategy (ZUO), the Green Infrastructure Study, and broader EU-level ambitions under the Green Deal, EU Cities Mission, and New European Bauhaus.

This roadmap reflects outcomes from extensive stakeholder engagement, including:

- Impact Model Workshop identifying key tensions and opportunities around identity, governance, and climate adaptation.
- Three annual Innovation Camps with high school students, surfacing youth-driven ideas around waterfront activation, mobility, and public realm design.
- Cross-sector planning sessions aligning city policy, community priorities, and technical expertise.

The roadmap proposes three interconnected Innovation Cycles (IC1–IC3) to be implemented between June 2025 and June 2026:

- Narrative development (IC1): Crafting alternative future stories for the Cultural Corridor and Exportdrvo based on heritage, climate adaptation, and inclusive urban life.
- Scenario planning (IC2): Testing spatial and operational futures, balancing climate-forward design, governance by co-use, and tourism potential.
- Governance prototyping (IC3): Developing partnership models that blend public management, civic participation, and hybrid financing.

These cycles will generate concrete outputs, including:

- Three narrative frameworks

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- Three scenario models with data-driven assessments
- Two tested governance and partnership prototypes
- Mobility and accessibility plans, urban seeding prototypes, and a catalogue of nature-based solutions

By reframing Rijeka's waterfront as both a physical and symbolic hinge in the city's evolution, the pilot positions Rijeka as a laboratory for inclusive, climate-neutral regeneration, where industrial legacy is transformed into a participatory, resilient urban future.

Table of Contents

Executive Summary.....	3
Table of Contents.....	5
1 The Rijeka Waterfront Pilot.....	6
1.1 Rijeka Cultural Corridor.....	6
1.1.1 Spots.....	7
1.1.2 Connections.....	9
1.1.3 Waterfront.....	12
1.1.4 Tactical Urbanism - Urban Seeding.....	13
Cultural Corridor markers: The green carnival.....	13
Waterfront markers: Floating platforms.....	14
1.1.5 Action Plan Timeline.....	15
1.2 The Waterfront Pilot.....	16
1.2.1 The Pilot Area and Integration with Strategic Documents.....	17
1.3 Engagement.....	21
1.3.1. Impact Model Workshop Insights.....	24
1.3.2 Youth Engagement Through the Junior Achievement Innovation Camps.....	28
1.4 Pilot Opportunities, Challenges, and Adjustments.....	32
2 Towards Active Experimentation.....	34
2.1 Innovation Cycle 1 – Narrative Development and Story Activation.....	34
2.2 Innovation Cycle 2 – Scenario Building and Data Use.....	36
2.3 Innovation Cycle 3 – Partnership and Governance Prototyping.....	37
2.4 Living Document and Monitoring Process.....	38
Table of figures.....	39
Annex.....	40

1 The Rijeka Waterfront Pilot

Rijeka's Waterfront Pilot and its evolving role within the city's Impact Pathway defined by the Re-Value project is focused on the adaptive reuse of the Exportdrvo building. Exportdrvo is a large post-industrial site, located in proximity to the city centre along the waterfront. It was once a symbol of the city's industrial identity, and it is now slowly emerging as a hub for inclusive cultural and community-led regeneration.

The Re-Value Waterfront Pilot in Rijeka builds on the city's ambition to reconnect its citizens with the waterfront through inclusive, climate-conscious, and culturally grounded regeneration. This ambition was first articulated in the **Phase 1 Rijeka Waterfront Roadmap**, where the **Exportdrvo building** was identified as a strategic starting point within the broader vision of a "**Cultural Corridor**" — a concept that links several cultural, ecological, and social nodes across the city's port and riverfront.

While the **Cultural Corridor** provides an overarching spatial and conceptual framework, it is the **Exportdrvo site** that functions as the **concrete pilot area** for the Re-Value project. Exportdrvo is the focal point for testing new approaches to participatory governance, adaptive reuse, and mission-aligned partnerships. It is within and through Exportdrvo that Rijeka is prototyping the models, tools, and narratives defined in the **Re-Value Grant Agreement**, including:

- the development of participatory **stories** and identity narratives (IC1),
- the co-creation of spatial and programmatic **scenarios** for transformation (IC2),
- and the testing of inclusive and scalable **governance and finance models** (IC3).

This roadmap reflects the continued evolution of this pilot. It integrates early stakeholder insights gathered in Phase 1, formal commitments from the Grant Agreement, and the adjustments made during the project's sense-making phase. Throughout, Exportdrvo is treated as both a **standalone testbed** and a **demonstrator** of how the city's wider waterfront ambitions—expressed through the Cultural Corridor—can be realized in practice.

1.1 Rijeka Cultural Corridor

While Exportdrvo serves as the operational core of the Re-Value pilot, its significance is heightened by its position within a broader strategic vision known as the **Rijeka Cultural Corridor**. This corridor is not a separate project but a guiding vision—one that connects a series of cultural, ecological, and civic assets along Rijeka's waterfront, extending from Delta Park to emerging green corridors and river edges. The goal is to establish a continuous, publicly accessible spine of cultural and environmental infrastructure that reconnects citizens with their coastal city.

This corridor embodies Rijeka's wider ambition to create a more walkable, culturally vibrant, and climate-adaptive urban experience. It proposes a transformation of mobility and land use patterns in a

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way that reconnects the city with its maritime edge, offering both continuity and contrast to the Exportdrvo-focused intervention.

The concept is a simple one: connecting cultural spots through a pedestrian zone that allows new access to the previously inaccessible waterfront.



Figure 1: Cultural Corridor Concept

University of Nova Gorica, as a technical partner of the City of Rijeka in the Re-Value project, proposes the following action plan, resulting in 3 products that will be further explained below.

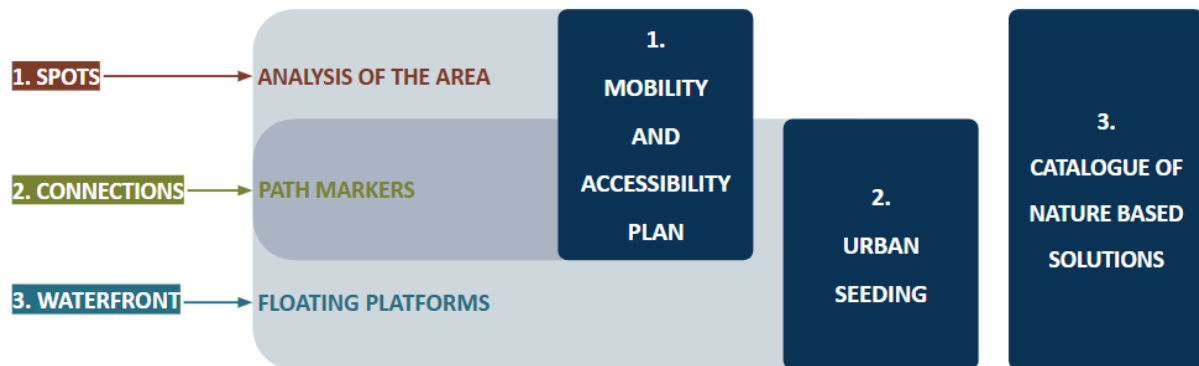


Figure 2: Action plan

1.1.1 Spots

The cultural spots include buildings with cultural content, such as arts, museums, creative industries, cultural events, showings, and children's content. A crucial aspect of these places is **urban revitalisation through cultural content** as well as **industrial heritage adaptive reuse** (example: Exportdrvo).

List of cultural institutions, included in the Cultural Corridor (see Figure 3, for a detailed plan see Map 01 - Cultural Institutions, found in the Annex):

- Muzej moderne i suvremene umjetnosti - *Museum of modern and contemporary art*
- Hrvatsko narodno kazalište Ivana pl. Zajca - *National theatre*
- Mestni muzej grada Rijeke - *City museum*
- Pomorski i povijesni muzej Hrvatskog primorja Rijeka - *Maritime museum*

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- Prirodoslovni muzej Rijeka - *Natural-history museum*
- Galeb - *Galeb ship*
- Ri-Hub - *Ri-Hub co-working center*
- Ivex - *Former industrial complex, now an exhibition space and experimental research studio DeltaLab*
- Energana - *former paper factory, now being renovated into Creative Technology an IT Industry Incubator*
- Art kino - *Art movie theatre*
- Exportdrvo
- Gradska knjižnica - *City library*
- Dječja kuća - *Children's house*
- Gradsko kazalište lutaka Rijeka - *Puppet theatre*



Figure 3: Spots (the 5 photographs present recently renovated, in the process of renovation or planned for renovation institutions that best represent the concept of industrial heritage adaptive reuse)

1.1.2 Connections

One of the aims of the corridor is **sustainable mobility** in the Rijeka city center, focusing on expanding **pedestrian zones**. This includes a plan for renovation of sidewalks, pathways, and bicycle lanes to make them more user-friendly, focusing also on re-naturalisation and greenery that would **combat the heat island effect**. We wish to achieve that through the utilisation of **nature-based solutions**. The corridor would also connect existing parks and squares. Through easier accessibility, the addition of urban equipment, and higher tree canopy surface, we wish to achieve a **better perception of city parks** in the eyes of the citizens. Through analysis of the existing condition of urban greenery, connections (sidewalks, bike lanes, etc.), and waterfront, we wish to compile a site-specific, targeted **catalogue of nature-based solutions** that the City of Rijeka can utilise and implement in the future. (see Figure 4, for a detailed plan see Map 02 - Spots and Connections - Corridor, found in the Annex)



Figure 4: Connections (the green on the map represents the paths of the Cultural Corridor, the connections between the cultural spots)

Through analysis of the green areas (see Figure 4, for a detailed plan see Map 03 - Green areas, found in the Annex) in the city center of Rijeka, we identified certain parks, that connect into the corridor:

- Park Pomerio,
- Park Vladimira Nazora,
- Park Nikole Hosta.

The on-site visit, as well as previous studies has pointed out a few problems in the city's greenery. Here we are pointing out the most obvious ones:

- Insufficient amount of green surfaces,
- lack of green avenues and paths,
- unkempt greenery.



Figure 5: Green areas analysis (the 5 photographs show 3 major city parks that connect to the corridor and 2 problematic areas)

Furthermore, the **mobility analysis** (see Figure 6, for a detailed plan see Map 04 - Parking surfaces, found in the Annex) showed more pressing problems on a larger city scale. The morphology of Rijeka, a longitudinal coast town pressed between mountain terrain and the sea, presents a unique mobility issue. The only two access points to the city are on either side of it, resulting in heavy traffic issues. Lack of effective public transportation contributes to car traffic reaching the city center, where, as a consequence, parking areas occupy prime waterfront locations. The car-centric design of the city center limits and interrupts the existing pedestrian zone. To combat the mentioned challenges, we propose making an **accessibility and mobility plan** that would outline solutions the city could implement in the future.



Figure 6: Mobility analysis (4 pictures on the map show parking lots on prime, often waterfront locations in the city center; the Corso is the only uninterrupted pedestrian area which is insufficient)

1.1.3 Waterfront

When talking about the waterfront in Rijeka, we are not solely focused on the **Adriatic Sea**. Another water commodity is the **river Rječina**. The main issue with both is their **inaccessibility**. The sea waterfront is cut out from the city by the still very active port. This results in no public beaches in the city center. Even though the whole city has a sea view, the citizens need a car to go swimming. An opportunity presents itself in the **utilisation of the sea for public transport**, an aspect that we will include in the mobility and accessibility plan.

Private property ownership (similar to the port matter) is also an issue when talking about the accessibility of Rječina. Another problem is the terrain. As the city slopes upward to the mountains, the river falls beneath it, bounded by high walls. However, UNG together with the municipality have defined 3 land plots where access might be achieved through interventions.

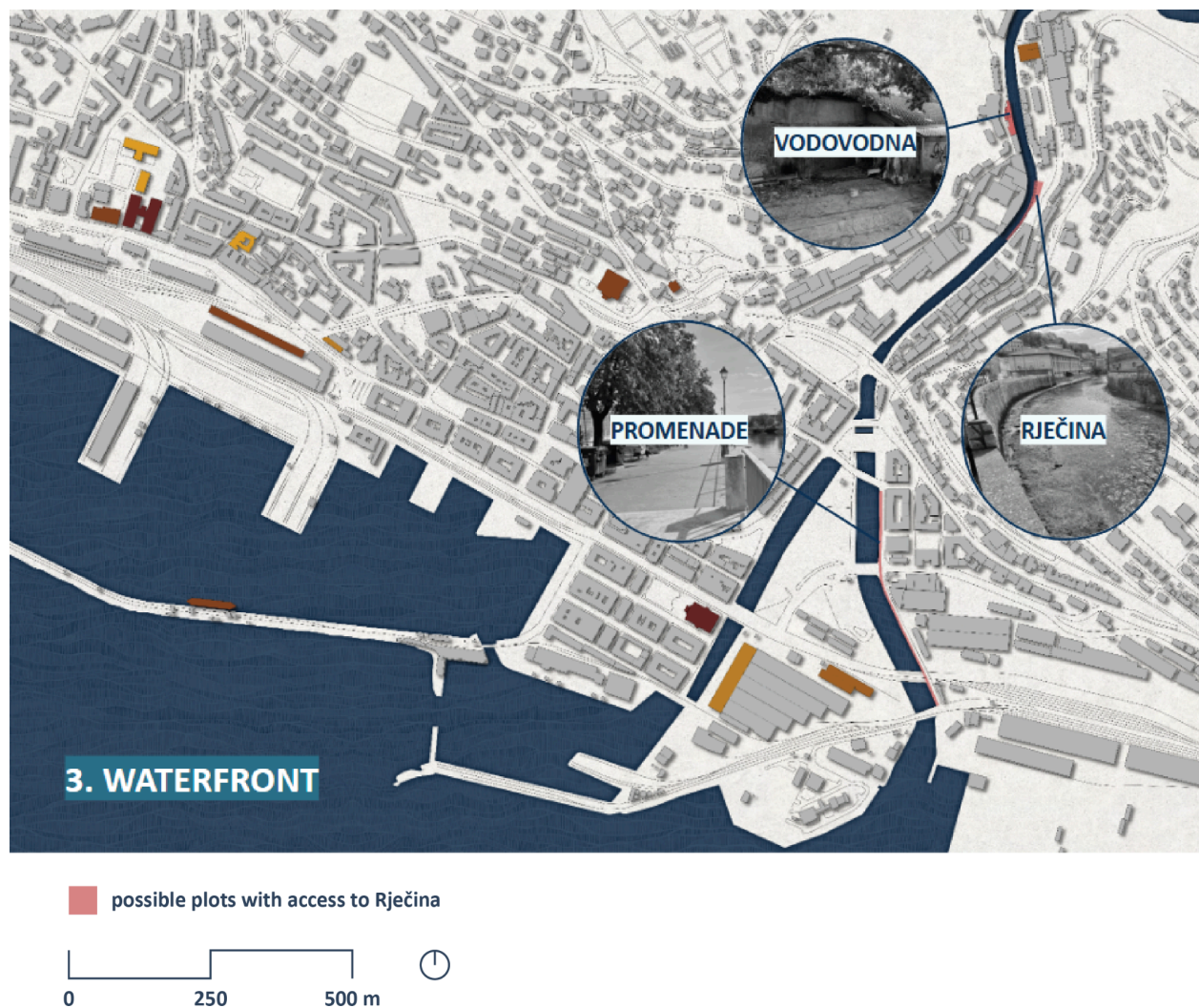


Figure 7: Waterfront (the 3 possible plots for intervention are on Vodovodna street, Ružićeva street and the Andrija Kačić Miočić promenade)

The Vodovodna plot is characterised by degraded structures (huts) on the river bank, about 3 meters above the water level. In the existing condition, the Rječina is not only inaccessible, but it can't even be seen from the road. This plot presents an opportunity for a long-term vision for the space, defining a new use for it and a possible physical connection with water.

The second plot (Rječina) on the other bank is already physically connected with the river by an access road, built and controlled by the state water management authorities, meaning public access is not available. Through a conversation with the authorities, we aim to present options for short-term installations on the river. A similar project was already achieved by Urbani Separe, with whom we wish to collaborate. Furthermore, we wish to propose long-term use of space, accessible to the public, if allowed by the national water authorities.

The third riverside plot is the Andrija Kačić Miočić promenade. This area is a designed promenade with urban equipment and trees, but is not being utilised by the citizens. We assume the issue is due to the heavy traffic road next to it, as well as the heat island effect caused by large paved surfaces. We would like to explore the implementation of nature-based solutions on the promenade, making the area more attractive and pleasant for citizens.

1.1.4 Tactical Urbanism - Urban Seeding

Urban seeding is a tactical urbanism concept, invented by UNG in collaboration with the City of Rijeka in a previous EU project, CLIC. The aim of temporary installations in public spaces is short-term optimisation of space, which aims to pave the way for easier long-term solution implementations by informing citizens, as well as activation of underutilised urban spaces.

In the project of Rijeka Cultural Corridor, we wish to present two different types of urban seeding, one marking the corridor pathway, connecting the cultural institutions, and the other marking the city waterfront, connecting it with the public space.

Cultural Corridor markers: The green carnival



Figure 8: Examples of Green Carnival (source from left to right: [FredericiaC](#) | [Fredericia Denmark](#) | [SLA](#); [Why not in the garden Milan](#) | [Inhabitat](#); [Types of Nature-based Solutions](#) | [UNaLab](#))

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We imagined the markers of the cultural corridor as a green carnival, connecting it to Rijeka's carnival tradition. These migrating (movable) green oases would travel around the corridor, providing friendly reminders of sustainable public spaces, promoting pedestrianisation, urban greenery, and informing citizens of the cultural content in the city center.

Waterfront markers: Floating platforms



Figure 9: Examples of floating platforms (source from left to right: [Floating Gardens in the Chicago River | moss Design; CIMG0509.JPG \(945×1600\)](#); [Gallery of Wild Mile / Skidmore, Owings & Merrill + Urban Rivers - 6](#))

The aim of the floating platforms is the utilisation of the waterfront in the City of Rijeka. We wish to bring the citizens closer to water, especially in the case of Rječina. In the summer months, the cool river could provide comfort for the citizens. So, one of the uses of the platforms would be physical contact with water for citizens. The other aim is to provide urban greenery that is lacking in Rijeka. Floating urban gardens could provide plots for urban, citizen-led gardening activities. Another idea is platforms with water-cleaning plants. Through the implantation of the platforms we wish to plant the seed in the minds of both citizens and governance authorities about the accessibility and usability of the waterfront in the city of Rijeka. Through activation of these spaces we wish to start the mental process of thinking about governance issues surrounding waterfront management in Rijeka.

1.1.5 Action Plan Timeline

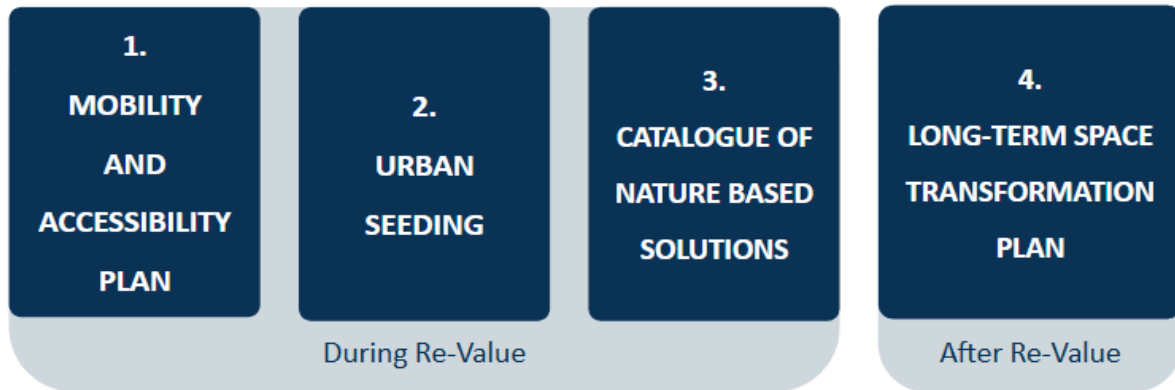


Figure 10: Action plan timeline

As mentioned in the beginning, the 3 actions UNG is tasked with during Re-Value are:

- The Mobility and Accessibility Plan, based on the (almost) finished analysis of the city. The aim is to finish this action by the end of 2025. This document will be structured as guidelines for the City of Rijeka on how to tackle the traffic problem in the city.
- Urban Seeding in two forms - the green carnival and floating platforms. We wish to begin developing prototypes as soon as possible, aiming to build them by the end of 2026.
- The Catalogue of Nature-based Solutions with location and context-specific solutions for the city of Rijeka is planned to be ready for publishing by the summer of 2026.

The precise structure, content and division of work will be planned in more detail in the near future.

Based on our analysis, proposed solutions and tested prototypes, we wish to inform the municipality's long-term space transformation plan, continuing the legacy of the project in the future:

- The "mobility and accessibility plan" will provide strategic guidelines for urban transformation of the city and propose solutions for traffic, mobility, and accessibility issues.
- The "green carnival" will hold space and pave the way for pedestrianisation and greening of the wider city center area, following a holistic design of the Rijeka Cultural Corridor.
- The "floating platforms" will start the process of connecting the city with its waterfront, hopefully incentivising the citizens and authorities to review the governance protocols for waterfront maintenance and paving the way for more publicly accessible beaches.
- The "catalogue of nature-based solutions" will provide technical ideas for urban regeneration, informing the municipality of sustainable tactics to combat climate change, such as the renaturalisation of Rječina.

1.2 The Waterfront Pilot

The city of Rijeka is a compact, port-based city on Croatia's northern Adriatic coast with a long history of industrial and maritime activity. Its urban fabric has been shaped by its strategic location, high population density, and strong cultural identity. Like many post-industrial European cities, Rijeka is now undergoing a transformation toward a green, inclusive, and digital future, framed through its 2030 Vision as a smart, open, and resilient city.

The **Exportdrvo building** is the focal point of Rijeka's Waterfront Pilot within the Re-Value project. Situated along the riverbank at the edge of the historic port zone, it is both a symbolic and practical choice for testing new models of participatory, climate-conscious urban transformation. As outlined in the **Phase 1 Roadmap**, Exportdrvo embodies many of the challenges facing Rijeka's waterfront: fragmented public access, aging infrastructure, contested governance, and untapped cultural value.

. Originally constructed for the transport of wooden goods, it is now a large, underutilized hall with cultural and architectural significance. Despite minimal renovations made for the 2020 European Capital of Culture (ECC) program, the building remains largely unmodernized. It has, however, hosted numerous exhibitions, expos, and creative events.

Exportdrvo occupies a high-value site in the city's port-maritime zone and is viewed as a strategic gateway between Rijeka's industrial past and its cultural, civic, and ecological future. Its potential for regeneration is rooted not only in its location and scale but also in its symbolic role as a bridge between heritage and innovation. The site sits within an area that is gradually transforming, and future plans include a marina nearby, raising concerns around gentrification, access, and social equity. The building is currently under a temporary concession (through May 2025) from the Ministry of the Sea, Transport and Infrastructure, and is managed in partnership with Rijeka Sport.

The transformation process (the journey) and the future new purpose (the result) of Exportdrvo are some of the key elements in Rijeka's long-term transition towards a more climate-neutral, participatory, and resilient urban environment. As such, it is tightly interwoven with city-wide goals from the Green Infrastructure Strategy (2020), the Strategic Urban Green Renewal Strategy (ZUO), and Rijeka's Plan for Sustainable Urban Mobility. It directly contributes to the goals set out in Rijeka 2030, to be a smart, open, and resilient city, and supports a number of city-wide priorities: enhancing livability and social sensitivity (Goal 1.2), positioning Rijeka as a cultural capital (Goal 1.3), fostering citizen engagement (Goal 1.4), and promoting sustainable reuse of port heritage (Goal 2.3).

The pilot also reflects Re-Value's mission alignment with the EU Cities Mission, where Rijeka connects its waterfront regeneration with ambitions for circular economy, climate neutrality, and democratic governance innovations

In these documents, Exportdrvo is envisaged as a flagship site where co-created governance, multifunctional design, and low-carbon retrofitting converge. Exportdrvo's role in the Re-Value project is also deeply tied to its **spatial positioning** within the **Rijeka Cultural Corridor**—serving as a physical and

programmatic anchor for the larger vision of reconnecting the city with its coastline through accessible, inclusive, and culturally vibrant public spaces

During the project's sense-making phase, several strategic **adjustments** were made:

- The **scope of the pilot** was reframed from a basic cultural space activation toward a **climate-resilient, multifunctional public asset**.
- Based on the findings of the Impact Model workshop, emphasis was placed on **governance reform, affordability**, and maintaining **cultural identity**.
- Recommendations from the Green Infrastructure Study were incorporated, positioning the site within a broader green corridor and waterfront ecosystem that connects to Rijeka's ecological, recreational, and mobility strategies.
- The **Innovation Camp and Core Group meetings** confirmed strong local demand for public access, hybrid business models, and integration of green-blue infrastructure principles.
- The Exportdrvo renovation is now seen as part of a systemic reactivation of post-industrial port heritage aligned with the legacy of the European Capital of Culture and previous EU projects like CLIC

As part of Rijeka's city-wide **Impact Pathway**, the Re-Value pilot will:

- Contribute to **social and cultural regeneration** by anchoring creative, civic, and inclusive uses
- Emphasise future upgrades in energy efficiency, climate adaptation (green roof, PV), and re-linking to the green network, enhancing overall **environmental performance**
- Use co-created rules of use and stakeholder partnerships to enhance **governance innovation**
- Develop and implement community business models tailored to the city's scale and capacity, strengthening the **economic resilience** in the process

In summary, the Exportdrvo pilot reflects Rijeka's ambition to **redefine its urban identity** through green, inclusive, and participatory regeneration of a historically loaded space, while addressing current climate, demographic, and socio-economic challenges.

1.2.1 The Pilot Area and Integration with Strategic Documents

Within the broader vision of the Rijeka Cultural Corridor, the **Exportdrvo building** has been identified as the **primary pilot site** for Re-Value experimentation. Located on the city's maritime edge, adjacent to the Rječina River and a short walk from the central market, Exportdrvo is uniquely positioned to serve as both a **gateway and anchor** for the city's waterfront transition. Its strategic location, cultural legacy, and spatial potential make it an ideal demonstrator for the challenges and opportunities associated with climate-neutral regeneration..



Figure 11: Administrative and spatial context of the City of Rijeka and its waterfront corridor, City of Rijeka

As such, it acts as a hinge between the past and future of Rijeka — spatially, socially, and institutionally.

A Space of Strategic Importance

The Exportdrvo warehouse is a large-scale, early 20th-century industrial building formerly used for timber export. Its high ceilings, robust frame, and central location give it enormous potential for reuse. In 2020, the Croatian Ministry of the Sea, Transport and Infrastructure granted the City of Rijeka a five-year concession for its use. By 2025, the building will be formally managed by a municipally owned company, enabling more stable and integrated governance, a necessary step, as the City of Rijeka can no longer hold concessions directly. This shift ensures the long-term viability of public-oriented programming and facilitates strategic planning for cultural, ecological, and economic uses.

The pilot site is positioned within a future mixed-use zone anticipated to evolve with the development of a nearby marina. This elevates its role as a buffer space: it can either be absorbed into commercialized tourist flows or leveraged as a community anchor that balances culture, climate resilience, and accessibility. The Re-Value project, through its pilot, aims to steer the transformation toward the latter.

Policy Integration and Strategic Anchoring

The pilot is strongly aligned with key municipal, regional, and national documents, most notably:

- **Strategija zelene urbane obnove Grada Rijeke (2023):** Exportdrvo is situated within areas identified as priority zones for urban regeneration and green infrastructure expansion. The

building's reuse is consistent with measures to strengthen multifunctional green spaces, improve microclimates, and foster nature-based solutions that serve both environmental and social goals. The strategy specifically calls for the adaptive reuse of underused public assets to deliver green, inclusive outcomes.

- **Studija zelene infrastrukture Grada Rijeke (2020):** The site is part of a corridor where ecological and social connectivity can be enhanced through coordinated interventions. Recommendations from the study include the activation of brownfields like Exportdrvo for public use, ecological function, and social inclusion; all central themes of the pilot.
- **Plan razvoja grada Rijeke 2021–2027 (Rijeka Development Plan):** The project contributes directly to Strategic Goals such as:
 - SC 1.3 – *Capital of Culture After 2020*
 - SC 2.2 – *Innovative Rijeka: Knowledge and Creative Industry*
 - SC 4.2 – *Green City by the Sea: A City for Its People*

These goals emphasize cultural continuity, sustainable reuse, and urban identity, all of which are embedded in the Exportdrvo pilot vision.

- **National Recovery and Resilience Plan (NPOO) & Green Infrastructure Programme (2021–2030):** The Re-Value pilot aligns with NPOO objectives such as integrating green and circular approaches into the built environment, reactivating urban brownfields, and ensuring equitable spatial development. It is also consistent with EU priorities under the Green Deal and the New European Bauhaus (NEB), which emphasize experimentation, participation, and regenerative urbanism.

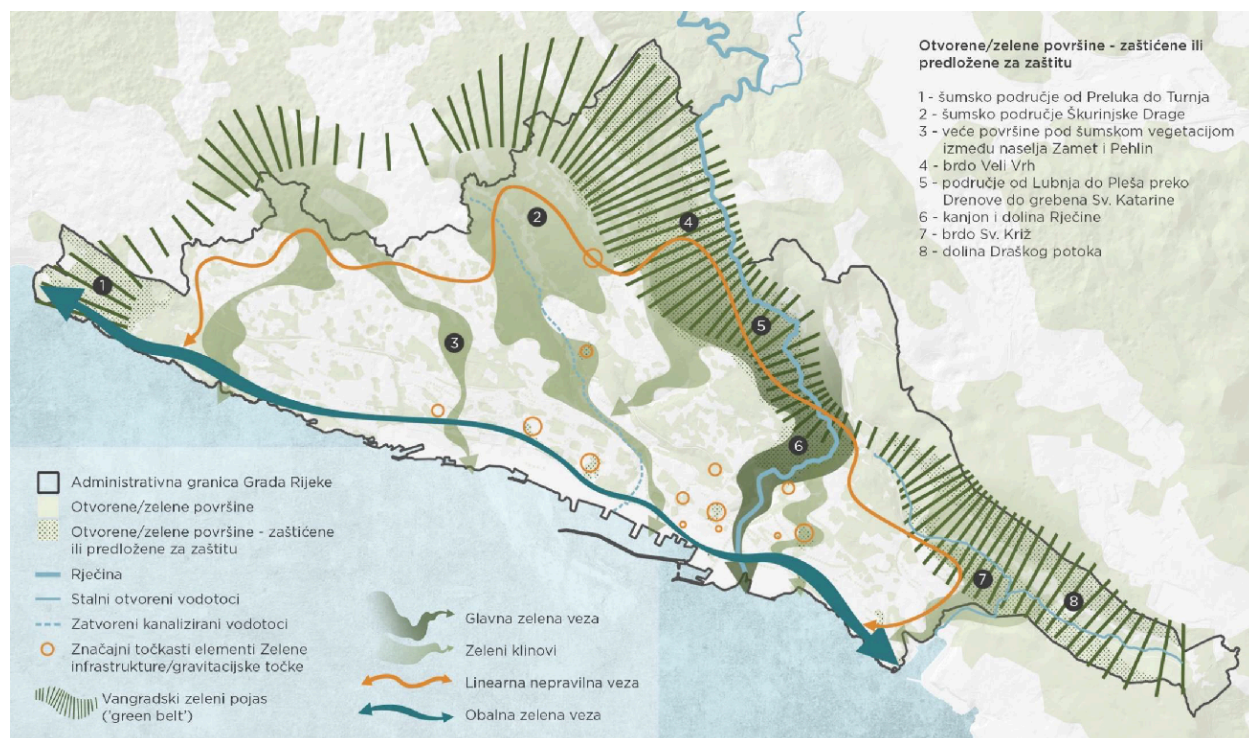


Figure 12: Spatial prioritization zones for green urban renewal in Rijeka, City of Rijeka

Functional and Spatial Context

Exportdrvo is surrounded by key infrastructure and ecological features: the river delta, planned pedestrian connections, and future mobility nodes (e.g., water taxis, pedestrian corridors). The building is a central node in the city's **"green-blue" network**, and its programming can reinforce broader efforts to combat the urban heat island effect, improve thermal comfort, and create cultural microclimates that activate public life.

According to the *Strategija ZUO* (Green Urban Renewal Strategy), this zone is also one of several locations in Rijeka with high potential for multifunctional, public-facing interventions. The strategy proposes a layered approach to development, combining green design, social activation, and climate adaptation; precisely the direction being tested in this pilot.

A Platform for Transition

Through Re-Value, the Exportdrvo site is not only being reimagined as a building, but as a **platform** for institutional learning, co-creation, and governance experimentation. Its integration into policy frameworks makes it a testbed for urban regeneration, one that models how climate neutrality, culture, and affordability can be embedded into the daily functioning of a city.



Figure 13: Conceptual rendering of Exportdrvo's transformation by 2027, City of Rijeka

Participation is not a side element of this vision. In every step of the pilot, from the Impact Model Workshop to the upcoming Innovation Cycles experiments, engagement with local stakeholders (youth, cultural actors, NGOs, city planners, and residents) is being formalized as a structural commitment. This ensures that the transformation is not only technically and financially feasible, but also socially legitimate and durable.

1.3 Engagement

A diverse network of stakeholders was engaged in the Rijeka Waterfront Pilot specifically throughout its exploration and sense-making phases. The stakeholder groups involved represent more than one dimension of the Pilot combining the administrative/governmental decision and policy makers, the citizens directly impacted by the space in and around Exportdrvo, the cultural actors who are reflecting both the existing urban complexity and ambitions for climate-sensitive, as well as the commercial sector thinking about the potential of the Exportdrvo.

Stakeholders impacted by or influencing pilot actions include:

- The Ministry of the Sea, Transport and Infrastructure: It holds a pivotal role in determining the regulatory framework and ongoing accessibility of the site. The Ministry granted the City of Rijeka a five-year concession (until May 21, 2025) for the special use of maritime property at Exportdrvo.

- The City of Rijeka: The city is responsible for the ideation process, lobbying if needed, and, for the urban policy alignment, permitting, and integration of the pilot into long-term strategic goals. Key departments involved in the project include spatial planning, culture, youth, and sustainability.
- Rijeka Sport: It is the city-owned company with extensive experience in managing sports objects and spaces, which is expected to receive the renovation concession and management of the Exportdrvo. It influences the operational future of Exportdrvo and its alignment with either civic or commercial functions.
- Cultural and creative actors: A stakeholder group that has shown great interest in the Exportdrvo building and the surrounding space, combining NGOs, artists, and informal cultural groups that currently activate the space and advocate for its community-based use.
- Producers and event managers: They are currently utilising the space and are identifying the need for interventions in the sense of creating a multifunctional and equipped event space.
- Local residents: Inhabitants of central Rijeka and adjacent waterfront neighbourhoods. They are directly affected by the site's accessibility, noise levels, pricing, and public space programming.
- Youth and students: High school students were engaged through the Junior Achievement Innovation Camp, and university students through partnerships with institutions such as the University of Rijeka and DeltaLab.
- Urban researchers and sustainability experts: This group includes local urbanists and contributors from the Re-Value project, who bring expertise in governance, circular economy, and climate adaptation to the pilot's co-creation process.
- Rijeka Port Authority and national infrastructure agencies: As Exportdrvo is located on maritime property, coordination with the port and national authorities is critical for future access, zoning, and connectivity.
- Private sector actors and entrepreneurs: Potential collaborators in developing community business models, shared-use infrastructure, or socially inclusive event programming.

Stakeholder engagement activities were structured through:

- Impact Model Workshop (IMW): Used to map co-benefits, identify conflicting interests, and define pathways toward just transition. Participants highlighted affordability, accessibility, cultural identity, and green infrastructure as shared values.
- Innovation Camp (Junior Achievement): Local high school students were given problems/challenges linked to the city's waterfront. As a result, they proposed different interventions such as boat taxis, marine holograms, interactive restaurants, food courts, beach festivals, community activation projects etc. These concepts, even though sometimes unrealistic,

provided a window into their priorities and interests, particularly around access to nature, public space, and novel mobility. The city plans to continue organizing Innovation Camp events on a recurring basis, using them not only to inspire climate-related creativity but also as a platform to co-develop ideas with youth that could feed into future programming and design decisions at Exportdrvo. This institutionalization of the Innovation Camp ensures that young people remain actively involved in Rijeka's climate-neutral and cultural transition efforts.

- **Core Group Reflection Sessions:** Participants synthesized cross-sector input and stressed the need for co-created business models, visual storytelling (e.g., documentaries about pedestrian transformation), and reflexive governance that avoids bureaucratic inertia.

Conversations with the community revealed a strong desire for Exportdrvo to become a shared, flexible space where everyday cultural life can coexist with occasional larger events. People expressed that they are more likely to support the pilot if they can see real, tangible improvements in their public realm, a visible sign that their voices are shaping the future. The concept and transformation of mobility in Rijeka, both in the Exportdrvo area and wider in the whole city, was a subject that was also very important to those included, especially through creative, nature-connected routes along the waterfront, building on one of the Innovation camp topics – Returning Rijeka's waterfront to the citizens. Participants were cautiously optimistic, hoping (but being critical at the same time) that this project could finally bring lasting, inclusive change to a part of the city that has long been overlooked, if not neglected. Participants also made it clear that gaining public support in these types of projects is linked to visible, tangible changes that demonstrating progress helps build trust ("show them the difference"). But most importantly, there was a clear enthusiasm for rethinking urban mobility and waterfront connectivity. Participants were open to both expressing their realistic concerns and their ideas and expectations for improvements.

Future opportunities for engagement include:

- Continuing with the Business Challenge "Poslovni izazov" as Rijeka's Innovation camp challenge, focused on engaging high school students in thinking and rethinking specific issues in the city.
- Establishing a local youth advisory group to provide input on public programming and design features during pilot experimentation phases.
- Testing community pricing mechanisms to ensure the affordability of space access.
- Collaborating with universities on data collection, energy audits, and scenario modelling.
- Creating a local version of the Re-Value Cookbook focused on Exportdrvo's transformation process.

To sum up, engagement in Rijeka has been creative, cross-sectoral, and youth-inclusive. The Innovation Camp format has been instrumental in surfacing ideas and narratives that push beyond conventional

planning logic, an asset as the city moves toward active experimentation and inclusive governance of its waterfront future.

1.3.1. Impact Model Workshop Insights

The Impact Model Workshop (IMW) in Rijeka, held in April 2024, was an immersive, hands-on experience that brought together stakeholders to collectively think about and discuss the future of Exportdrvo. The goal was to understand the needs and issues revolving around the current use of space and to link the renovation plans to community-driven pathways for transformation, with a focus on synergies, tensions, and strategic actions. Participants were split into three thematic groups, each following a two-part structure. In the first part, groups utilized the "NEB Impact Model Dominoes" tool to map out existing and potential co-benefits from pilot activities, especially concerning identity, environment, and economy. In the second part, participants interacted with the NEB Impact Model Wheel to visualize stakeholder relationships, timelines, financing pathways, and key performance indicators.

The workshop brought together a vibrant mix of artists, NGO representatives, municipal officers, youth, and cultural entrepreneurs. Participants came from a variety of backgrounds, including event and marketing professionals, coordinators from cultural institutions and creative collectives, experts in urban sustainability and community development, and public officials focused on environmental management and strategic planning. There were also academic researchers delving into urban innovation and university students studying economics and tourism. Invited stakeholders ensured that both institutional insights and grassroots viewpoints were equally included in the workshop discussions. The group featured representatives from city-owned enterprises, local development agencies, and consultancy firms, each adding their unique perspectives on the building's potential, governance issues, entrepreneurship, and the challenges of infrastructure. This diverse assembly made sure the workshop captured a wide array of urban experiences and aspirations. The atmosphere was charged with ideas and produced, at times, heated debates, particularly regarding the future use and governance of Exportdrvo. A strong narrative unfolded around the issues regarding short-term, top-down project execution and the

community's yearning for long-term, inclusive governance.



Figure 14: Group 1 work in progress, City of Rijeka

Group 1 started with the theme of "identity and belonging." They highlighted how Exportdrvo, a former warehouse at the industrial heart of the city, offers a unique opportunity to strengthen Rijeka's cultural identity. From there, the group traced co-benefits to social capital, local employment, institutional capital, and affordability. They also identified tensions: for instance, between community-based business models and affordability, especially in a city where cultural organizations operate with extremely limited public funding.

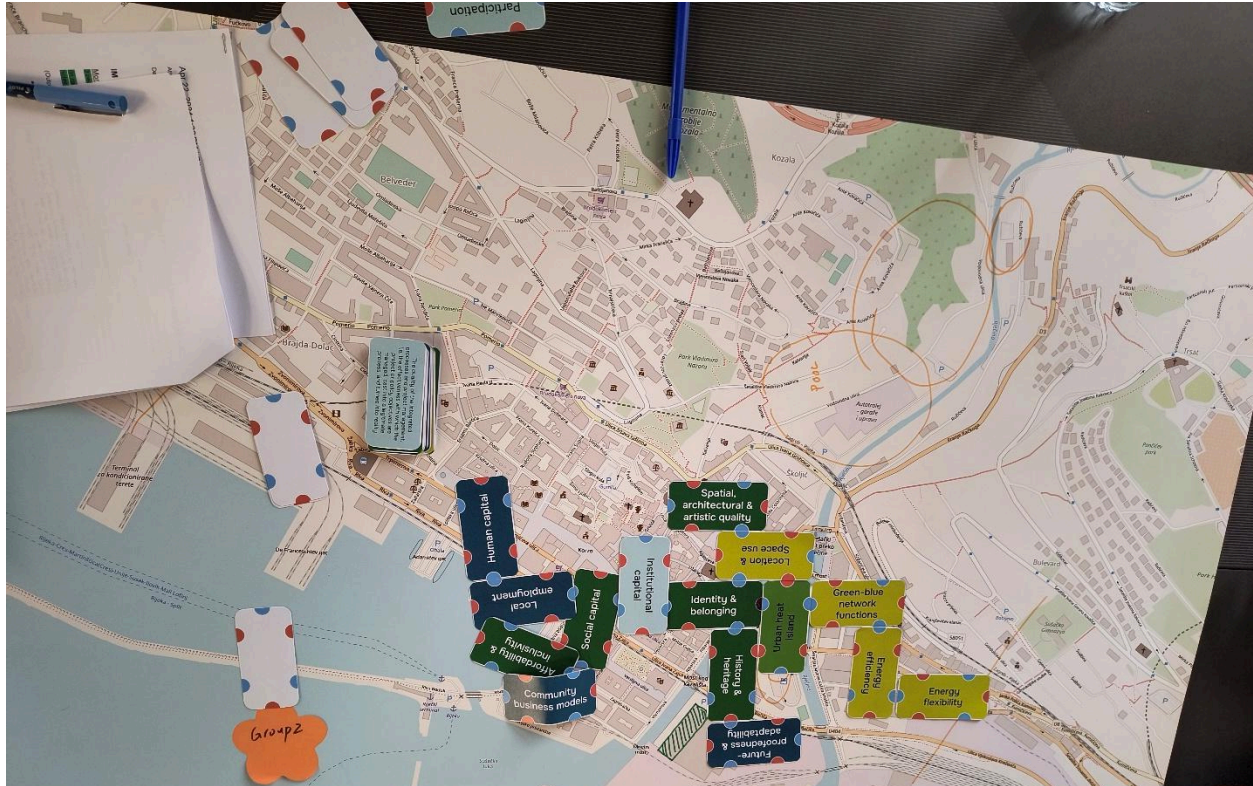


Figure 15: Group 2 work in progress, City of Rijeka

Group 2 focused on the themes of spatial transformation and governance. They envisioned a layered approach where Exportdrvo serves as a civic platform, thriving on dynamic, seasonal usage. The group discussed environmental challenges like the urban heat island effect, poor acoustics, and a lack of greenery, linking these issues to potential solutions such as green roofs, shaded public pathways, and enhanced airflow. A key point raised was the potential conflict between adaptive reuse and historic preservation. Their main takeaway emphasized the importance of establishing clear and fair guidelines for access, cost-sharing, and programming that accommodates multiple users.



Figure 16: Group 3 work in progress, City of Rijeka

Meanwhile, Group 3 looked at Exportdrvo in the context of Rijeka's broader green and cultural network. They pointed out that while the building is significant, it shouldn't stand alone as a flagship project. Instead, it should be woven into a corridor of green-blue infrastructure and cultural resources, creating a regenerative link from the Rječina river to the sea. The group highlighted the necessity for coordination among public authorities (like the City of Rijeka and Rijeka Sport), civil society, and private stakeholders, consistently stressing the need for flexible governance structures. Across all groups, there was a shared concern about the instability of governance in Rijeka, with participants voicing worries about the sustainability of political support over time. However, many viewed this as a chance to root governance in participatory practices rather than relying solely on political cycles. The idea of Exportdrvo as a "container of possibilities" emerged frequently in discussions, symbolizing not just the physical potential of the space but also a transformative approach to how the city manages space, creativity, and community engagement.

Visibility was one of the key themes identified in the discussions. Many participants pointed out that Rijeka often falls short in showcasing its accomplishments. They suggested various strategies, like creating documentaries, engaging in open design processes, and encouraging youth-led storytelling to foster a collective sense of purpose and drive. The concept of reshaping the entire transformation process into a participatory cultural event, a living exhibition, really started to resonate with everyone. From a methodological standpoint, participants found the Impact Model Wheel to be a helpful tool for organizing their thoughts. While some struggled to convert complex realities into a visual format, most

agreed that it ignited essential discussions and highlighted interconnections. A number of participants mentioned they had never encountered such tools before and were eager to keep the dialogue going. On a deeper level, the workshop uncovered some underlying fractures and alliances within Rijeka's civic landscape.

Disagreements regarding the current management of Exportdrvo surfaced, along with critiques of previous planning choices. However, these tensions were approached in a constructive manner, serving as opportunities for reflection rather than division. There was a palpable sense of ownership over the process, with one participant remarking, "If we kill the only space, there will be no cultural economy."

In conclusion, the IMW was a pivotal moment in the pilot's trajectory, bringing into focus not only a shared vision but also the conditions, constraints, and capacities required to realize it. It highlighted the potential of Exportdrvo to function as a pilot site for climate-neutral, inclusive, and creatively governed urban transformation, an ambition now ready to be carried into the next phase of experimentation and prototyping.

1.3.2 Youth Engagement Through the Junior Achievement Innovation Camps

The City of Rijeka has embraced the Junior Achievement Innovation Camp (InnoCamp) format as a core component of its youth engagement strategy under the Re-Value project. These annual entrepreneurial challenges, run in partnership with local high schools and the Junior Achievement Serbia network, have proven to be dynamic platforms for young people to explore how they can contribute to Rijeka's transformation into a climate-neutral, inclusive, and culturally vibrant waterfront city.

InnoCamp Vol. 1 – November 2023

The inaugural Innovation Camp brought together 50 students from nine high schools across Rijeka. Under the challenge theme "*Imagine a better Rijeka*," participants were tasked with developing ideas to improve their city's livability, sustainability, and cultural identity. Their ideas ranged from creative uses of vacant urban spaces to proposals for responsible resource use and inclusive public services. The event encouraged students to view the waterfront as a shared civic asset and to think of the city's transformation as a collective endeavor.

This first edition introduced Re-Value's goals to the youth demographic in an accessible way, demonstrating that even secondary students can meaningfully contribute to serious questions of urban regeneration, mobility, and climate action.



Figure 17: Winning concept of InnoCamp Vol. 1: A student team proposed revitalizing the Rijeka central market by transforming unused pavilion space into a hub for local gastronomy, hospitality, and small producers. City of Rijeka

InnoCamp Vol. 2 – April 2024

In its second iteration, the Business Challenge focused directly on Rijeka’s waterfront. Thirty students from eight high schools in Rijeka and Opatija were challenged to create a product or service that would “enhance the city’s relationship with the sea.” This shifted the focus from general civic improvement to specific, site-based thinking aligned with Exportdrvo’s future role. Students proposed floating stages, modular waterfront installations, and sea-themed educational hubs. These ideas revealed a youthful desire for better accessibility, recreation, and creativity along the coast—insights that are being fed into the pilot’s scenario-building processes.

The Deputy Mayor opened the event, underlining how closely the city’s leadership connects youth participation with Rijeka’s long-term sustainability goals.



Figure 18: Winning team of InnoCamp Vol. 2 — Mare Bratonja, Veronika Bićanić, and Hana Bunić — presenting their “Sea Tours” app concept. City of Rijeka

InnoCamp Vol. 3 – April 2025

The third Innovation Camp, held at RiHub and the City Council Hall, scaled up significantly. Over 60 students from 11 schools participated in teams guided by local mentors. The prompt asked them to *design a sustainable urban neighborhood*, a clear evolution of the Re-Value pilot from a building-focused intervention (Exportdrvo) to broader urban transformation. Students explored topics like circular economy, public space activation, waste reduction, and alternative mobility.

Their presentations covered design concepts, financial planning, stakeholder engagement, and potential for long-term sustainability. The event concluded with awards and public recognition, reinforcing that young people are not just consulted; they are integral contributors to Rijeka’s future vision.



Figure 19: Inno Camp Vol. 3 participants. City of Rijeka

The Role of Innovation Camps in Climate Action Planning

These Innovation Camps serve multiple purposes:

- **Education:** They expose students to the real-world challenges of urban planning and sustainability.
- **Engagement:** They activate youth voices in civic processes that otherwise might exclude them.
- **Ideation:** They serve as idea incubators, surfacing unconventional and creative proposals that are later explored in workshops, planning discussions, and pilot adjustments.
- **Narrative building:** They feed into IC1 storytelling processes by revealing what kind of future young citizens imagine and desire.

Future Commitments

The City of Rijeka plans to continue the InnoCamp series annually as a structured engagement tool for youth. These events will be linked to specific Innovation Cycle milestones (IC1/IC2/IC3) and embedded into participatory planning for Exportdrvo and other waterfront areas.

In addition, participants from these events may be invited to:

- Join targeted co-creation labs
- Test or co-design participatory budgeting tools
- Contribute to visual storytelling and scenario prototyping
- Participate in site visits and follow-up focus groups

This sustained involvement not only strengthens Re-Value's participatory ethos but also embeds climate-neutral thinking into the city's next generation of decision-makers and designers.

1.4 Pilot Opportunities, Challenges, and Adjustments

The Re-Value pilot in Rijeka began with a broad spatial ambition: to explore how the city's waterfront—long fragmented by infrastructure and port activity—could be reconnected with its citizens through culture, accessibility, and climate adaptation. This early ambition was expressed through the **Cultural Corridor** concept, which envisioned a walkable and multifunctional connection between the city center, river delta, and coastal edge.

During the project's **sense-making phase (M1–M12)**, this vision was refined into a more targeted and actionable plan. Based on stakeholder feedback, institutional readiness, and policy alignment, **Exportdrvo was selected as the concrete site** for testing the Re-Value Innovation Cycles. Its position within the corridor, symbolic value, structural readiness, and potential for inclusive reuse made it the optimal pilot location.

This adjustment—from a corridor-scale exploration to a site-specific implementation—allowed the team to focus on **achievable, measurable innovations** while still supporting the broader vision. Exportdrvo is now understood as a **demonstration node**: a testbed where strategies for storytelling, participatory governance, and spatial transformation can be developed and later scaled to other parts of the Cultural Corridor.

Opportunities: Exportdrvo's position within the city's post-industrial waterfront places it at the intersection of urban identity and ecological ambition. As a large brownfield structure, it allows for adaptive reuse that supports energy retrofitting (e.g., installation of PV panels, improved insulation), greening (e.g., rooftop gardens), and enhanced public accessibility. Its symbolic status, already activated through the ECC 2020 programme, enables it to function as a highly visible testbed for Rijeka's climate transition goals, especially in the cultural, creative, and social sectors. The pilot is also seen as a potential connector in Rijeka's wider green-blue infrastructure strategy, with the capacity to link the waterfront, Rječina river, and city center through pedestrian-friendly, ecologically conscious corridors.

Architecturally, the building is now undergoing a design process that envisions a modernised, multifunctional venue integrating event halls, co-working spaces, and educational and cultural facilities. Planned renovations by 2027 include significant improvements in energy efficiency, acoustics, and spatial adaptability, allowing the site to support a variety of uses and community needs. The updated design also reflects the city's intention to make the structure more transparent and accessible, symbolising a new era of openness in Rijeka's urban regeneration.

Functionally, the site is already used seasonally for events and public programs, suggesting a base level of community familiarity and use. The pilot builds on this foundation by proposing year-round activation, including co-working, civic gatherings, climate education, and experimental design labs. This multifunctionality can support sustainable business models, civic engagement, and community empowerment, all vital components of a just transition.

Challenges: Despite these opportunities, the pilot also faces considerable obstacles. Chief among them was the uncertainty around long-term governance. While the City of Rijeka initially held a temporary concession for Exportdrvo, Croatian law no longer allows the city itself to act as a concession holder. As a result, the site is being transferred under the management of Rijeka Sport, a city-owned company. Although this move ensures continuity within the municipal system, it raises critical concerns regarding transparency, the prioritisation of civic versus commercial use, and alignment with public interest.

Another challenge involves physical infrastructure: the building has suffered from poor acoustics, lack of thermal insulation, limited digital connectivity, and insufficient accessibility for persons with disabilities. These issues not only hamper comfort and inclusivity but also limit year-round use, undermining sustainability goals.

Socially, there is a risk that renewed investment and waterfront development (including a nearby marina) could contribute to gentrification and displacement, contradicting the city's aim of fostering an inclusive, liveable urban environment. Participants in the IMW also pointed out the fragility of community trust, which has historically been undermined by short-termism and bureaucratic inertia in past urban projects.

Adjustments During the Sensemaking Phase (M1–M12): Several key adjustments were made to the pilot following early community engagement and analytical work:

The vision of Exportdrvo shifted from a cultural activation site toward a **multifunctional, climate-resilient civic infrastructure**, capable of testing and showcasing green retrofitting, participatory governance, and socially inclusive business models.

The pilot narrative evolved to align more explicitly with Rijeka's broader strategic objectives, particularly its Green Infrastructure Strategy and the city's 2030 Vision for a smart and resilient city. This included reinforcing connections between Exportdrvo and ecological corridors along the river and coast.

Engagement with youth via the Innovation Camp demonstrated a clear appetite for visionary and accessible public spaces. This led to the idea of recurring youth engagements as a way to maintain civic relevance and encourage intergenerational ownership of the site's transformation.

The IMW highlighted the need to **prioritize governance innovation**, resulting in plans to co-develop new rules for public access, use, and event scheduling with local actors.

Community feedback emphasized the importance of affordability and equitable access, influencing the proposal of a tiered pricing model and the inclusion of pro bono or low-cost programming options.

In summary, while the Exportdrvo pilot is situated within a landscape of complexity and constraint, the adjustments made during the sensemaking phase have significantly strengthened its capacity to deliver on climate neutrality and social equity. By reframing the site as both a spatial and symbolic hinge in Rijeka's urban transition, the pilot is positioned to lead by example in demonstrating how cities can regenerate industrial legacies into inclusive, future-ready public assets.

2 Towards Active Experimentation

With the exploratory phase of the Re-Value project drawing to a close, Rijeka is now positioned to enter a phase of targeted experimentation and real-world implementation. The next twelve months (June 2025 – June 2026) will focus on the activation of the Exportdrvo site and the surrounding waterfront as a living lab for climate-neutral urban transition. The process is organized around three Innovation Cycles (IC1, IC2, IC3), which together form a coordinated strategy to advance narrative-making, scenario development, and governance prototyping.

This chapter outlines the planned activities, guiding ambitions, and specific outputs that will define Rijeka's contribution to Re-Value during this active implementation phase. These actions build directly on the insights gained through the Impact Model Workshop, the Innovation Camps, and the policy framework articulated in local and national strategies, such as *Rijeka 2030*, the *Strategija zelene urbane obnove*, and the *Green Infrastructure Study*.

2.1 Innovation Cycle 1 – Narrative Development and Story Activation

Exportdrvo is more than a building—it is a cultural landmark, a social experiment, and a mirror of the city's evolving identity. Through Innovation Cycle 1, Rijeka will develop and test three distinct yet interconnected narratives that reflect how different groups envision the future of the site and its role in the broader waterfront regeneration.

These narratives are not simply communication tools. They are meant to inform design, guide stakeholder engagement, and serve as criteria for evaluating future investment and governance decisions. They will capture both aspirations and tensions between permanence and flexibility, between cultural use and commercial sustainability, between heritage preservation and climate resilience.

The three proposed stories will serve as starting points for deeper engagement and experimentation during this phase. Rather than fixed narratives, they act as working hypotheses that will be tested and fine-tuned through a series of storytelling workshops, design exercises, and co-creative engagements with youth, cultural actors, planners, and city staff. This iterative process will weave together citizen input with professional foresight to validate, adapt, or even reframe the stories as they inform design, guide participation, and shape investment decisions throughout the Innovation Cycles.

Proposed Stories:

1. Exportdrvo as a Cultural Engine for Inclusive Urban Life

This story emphasizes the site's transformation into a multifunctional venue rooted in local needs and open to diverse forms of creative expression, from youth-led initiatives to intergenerational learning, festivals, and everyday gatherings. It frames the building as a new "living room" for the city.

2. Waterfront Commons for Climate and Community Resilience

A more spatially and ecologically focused narrative, this story treats Exportdrvo and its surroundings as a climate-sensitive node in the green-blue network, offering cooling, shade, and permeability in a dense and warming urban core. It ties in themes of walkability, access to the sea, and ecological restoration.

3. The Rijeka Way: A Port City's Dialogue Between Heritage and Innovation

This narrative connects Exportdrvo with the city's industrial and port past, reframing that legacy as a resource for cultural storytelling, educational programming, and even digital or gaming-based interpretation. It also speaks to the potential for Rijeka to model a distinctly Eastern Adriatic version of post-industrial transition.

Activities planned include:

- Story-building labs with citizens, creatives, and students - These workshops will serve to test, refine, and localize the three proposed stories. Participants will explore which elements of the narratives resonate with different stakeholder groups, which are missing, and how they can be made spatially and culturally specific to Exportdrvo. The aim is not to invent new stories from scratch but to ground the proposed narratives in lived experience and collective memory. These labs will also generate material—images, phrases, metaphors—that will inform both visual and programmatic storytelling in later stages.
- Visual storytelling using film, photography, and augmented reality - These media formats will be used to bring the refined stories to life, making them accessible and engaging for a broader public audience. They may include short films, narrative maps, or digital overlays for use during exhibitions or site visits.
- A physical exhibition or mini-festival at Exportdrvo (or alternative connected location if the space will by that time undergo any reconstruction work) to test the narratives in real time - This event will act as a **testing ground for the stories in practice**, offering a chance to see how different user groups respond to the narratives and whether they inspire new forms of participation, use, or identity.

By early 2026, the three refined narratives will be **distilled into formal narrative briefs**. These will inform the development of spatial and programmatic scenarios in IC2, and partnership models in IC3. The stories will serve as a connective tissue throughout the experimentation phase, guiding both design decisions and engagement strategies.

This narrative approach also builds on **methodologies and urban insights developed in previous EU-funded projects such as CLIC**, where Rijeka explored circular models for the adaptive reuse of cultural heritage. Exportdrvo continues this trajectory by using storytelling as a means of transforming post-industrial assets into socially meaningful and climate-resilient civic spaces. Lessons from CLIC—particularly around multifunctionality, co-benefits, and cultural value—will shape both the narrative development process and the stakeholder collaboration embedded within it.

The storytelling work in IC1 draws directly from Rijeka's experience as the **European Capital of Culture 2020**, where the city adopted the motto "*Port of Diversity*" to emphasize inclusion, plurality, and transformation. This legacy remains deeply relevant as the city reclaims its waterfront. Exportdrvo, as both a cultural icon and civic testbed, serves as a canvas for new stories that reimagine Rijeka's maritime identity in a climate-conscious and socially inclusive future. By early 2026, the three stories will be translated into **narrative briefs** that directly inform IC2 (scenarios) and IC3 (partnerships). The storytelling work draws from Rijeka's **ECC 2020 legacy ("Port of Diversity")** and builds on earlier circular heritage approaches piloted in **CLIC**.

2.2 Innovation Cycle 2 – Scenario Building and Data Use

In parallel with narrative development, IC2 will focus on designing and testing future scenarios for the Exportdrvo site and its integration with the wider waterfront. These scenarios will explore different balances between ambition, feasibility, and public benefit.

The process will build on a mix of qualitative inputs (from workshops and Innovation Camps) and quantitative data (from existing city studies, mobility patterns, and green infrastructure mapping). It will also draw on the expertise of Re-Value partners experienced in digital tools and participatory foresight methods.

The aim is to move beyond abstract visioning toward structured, evidence-based options that can be presented to decision-makers and community stakeholders for discussion, refinement, and potential adoption.

Proposed Scenarios:

1. **Climate-Forward Infrastructure**

This scenario models the Exportdrvo building and its surroundings as a flagship for sustainable building practice and public infrastructure. It includes interventions like photovoltaic panels, green roofs, natural shading, and water-sensitive landscaping, all tied to climate performance targets.

2. **Governance by Co-Use**

A social innovation scenario testing a cooperative model for programming and management, where public value and access are maximized through equitable distribution of space and a tiered pricing model. This may serve as a test case for wider urban governance reform.

3. **Destination Rijeka**

This tourism-oriented scenario frames Exportdrvo as a soft hub for cultural tourism, seasonal activation, and digital storytelling. It supports Rijeka's broader goals of de-seasonalizing tourism and developing a creative identity distinct from neighboring coastal cities.

Planned scenario-building activities:

- Multi-stakeholder scenario design workshops
- Participatory mapping and basic spatial simulations
- Cost-benefit and environmental impact estimation (where possible)
- Youth validation through InnoCamp and other engagement formats

By mid-2026, each scenario will be refined into a proposal brief, including SWOT analysis, policy recommendations, and alignment with city and EU-level climate targets.

2.3 Innovation Cycle 3 – Partnership and Governance Prototyping

No transformation is sustainable without a viable model for governance and funding. IC3 will explore and prototype two different partnership frameworks that can ensure the long-term functionality, affordability, and adaptability of the Exportdrvo site.

Given that the site will be managed by a municipally owned company and cannot remain under direct city concession, these models will focus on leveraging public control while opening space for civic and cultural collaboration. Participatory governance is not a side aspect of the pilot; it will be a structured requirement in all tested models.

The proposed partnership models are shaped by a **combination of past experience**—notably the city’s efforts to manage other hybrid-use public spaces—and **direct input gathered during the Impact Model Workshop and stakeholder consultations**. Participants consistently emphasized the importance of affordability, long-term stability, and fair access, while also acknowledging the need for pragmatic financial and operational models.

Proposed Models:

1. Civic–Institutional Partnership

This framework would formalize cooperation between the site manager and a network of NGOs, creative industries, and educational institutions. The model could include shared programming calendars, joint funding applications, and participatory budgeting for cultural content.

2. Mission-Based Public Financing Hybrid

A model combining city investment, EU funding (NEB, Creative Europe, Interreg), and revenue from flexible, socially tiered space rental. This model aims to cover operational costs while keeping the space accessible for grassroots initiatives.

The prototyping steps will include:

- Legal feasibility study and framework analysis
- Design of partnership governance charters and protocols

- Financial simulations with multiple income and cost models
- Focus groups with potential user groups to define “value-for-access” parameters

The aim is to move from discussion to practical application: by Q3 2026, Rijeka intends to have two viable governance models ready for pilot testing or phased implementation.

2.4 Living Document and Monitoring Process

The roadmap itself will remain a **living document**, subject to quarterly updates reflecting progress across the three Innovation Cycles. This iterative structure allows for adaptation as new opportunities, challenges, or stakeholder insights arise. A lightweight reporting system will be developed to capture:

- Milestone completion per cycle
- Community feedback
- Policy alignment and climate impact metrics
- Partnership readiness and resource needs

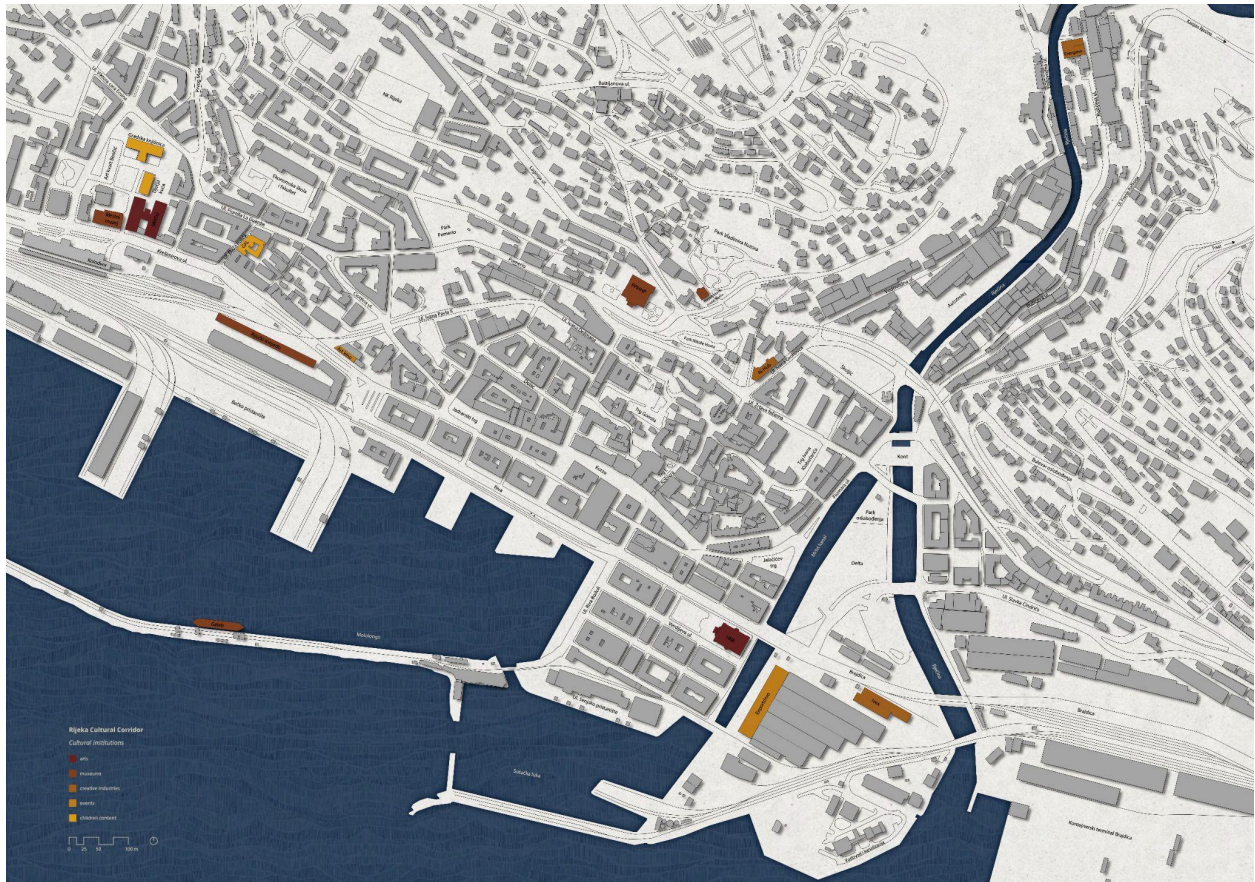
Updates will be integrated into Rijeka’s official communication platforms (e.g., website, RiHub panels, press releases) and reviewed collectively within the Re-Value consortium.

Through these three Innovation Cycles, the city will develop a multi-layered toolkit for sustainable transformation, rooted in its cultural identity, powered by civic imagination, and aligned with its climate neutrality targets.

Table of figures

Figure 1: Cultural Corridor Concept	7
Figure 2: Action plan	7
Figure 3: Spots	8
Figure 4: Connections	9
Figure 5: Green areas analysis	10
Figure 6: Mobility analysis	11
Figure 7: Waterfront	12
Figure 8: Examples of Green Carnival	13
Figure 9: Examples of floating platforms	14
Figure 10: Action plan timeline	15
Figure 11 Administrative and spatial context of the City of Rijeka and its waterfront corridor	16
Figure 12 Spatial prioritization zones for green urban renewal in Rijeka	18
Figure 13 Conceptual rendering of Exportdrvo's transformation by 2027, City of Rijeka	19
Figure 14 Group 1 work in progress	23
Figure 15 Group 2 work in progress	24
Figure 16 Group 3 work in progress	25
Figure 17 Winning concept of InnoCamp Vol. 1: A student team proposed revitalizing the Rijeka central market by transforming unused pavilion space into a hub for local gastronomy, hospitality, and small producers.	27
Figure 18 Winning team of InnoCamp Vol. 2 — Mare Bratonja, Veronika Bićanić, and Hana Bunić — presenting their “Sea Tours” app concept.	28
Figure 19 Inno Camp Vol. 3 participants	29

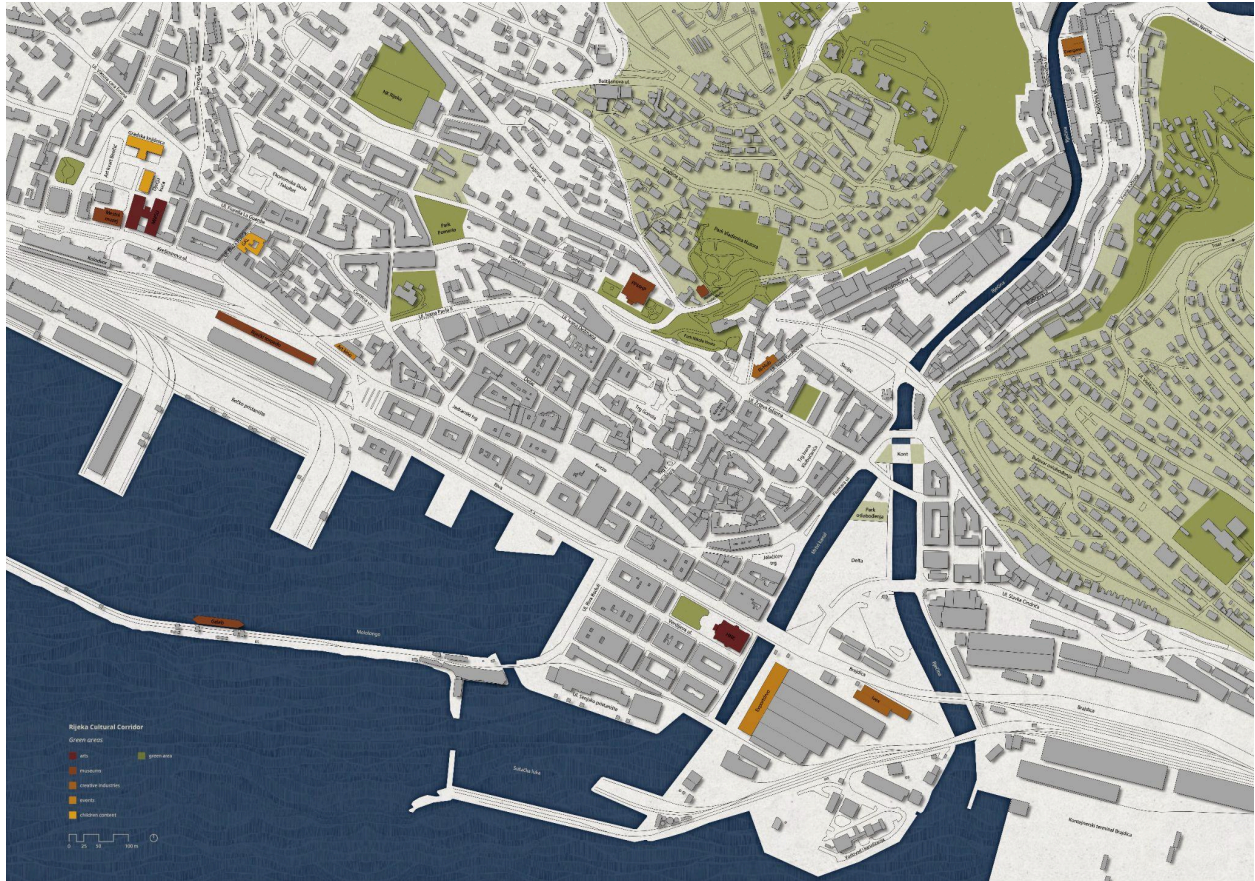
Annex



Map 01: Cultural Institutions



Map 02: Spots and Connections - Corridor



Map 03: Green Areas



Map 04: Parking Surfaces

About Re-Value – Re-Valuing Urban Quality & Climate Neutrality in European Waterfront Cities

The Re-Value partnership consists of nine European waterfront cities and selected European organisations that work to make the urban transition irresistible for everyone. This is done by demonstrating how climate neutrality and urban quality can be aligned, by re-valuing the cities' connection to their waterfronts, strengthening co-benefits and mitigating potential adverse impacts.

Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), and Rimini (Italy) demonstrate how integrated urban planning and design can be optimally deployed to achieve climate neutrality and significantly reduce GHG emissions by 2030. In addition, Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), and Rijeka (Croatia) learn, replicate and develop their own participatory story-building, data-driven scenarios, and financial and partnership models on integrated urban planning and design to accelerate their journeys to climate neutrality.

The partnership is coordinated by the Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and Innovation funding programme Horizon Europe under grant agreement 101096943.

Learn more about the partnership and the outcomes on re-value-cities.eu.

Partners



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