

re-value

The Rimini Protocol

Rimini Study Visit
Highlights and Insights

Version 1
November 2023



Over 40 Re-Value project partners - mostly practitioners from Re-Value Cities - met in Rimini, Italy, from 16 - 18 October 2023, for the first Study Visit of the Re-Value Capacity Development and Exchange Programme.

The ambitious Study Visit agenda reflected Rimini's own ambition to strategically position itself as a high-quality tourist destination while also valorising its rich cultural heritage and relationship with the Adriatic Sea to improve residents' quality of life.

The Rimini Protocol summarises the Rimini Study Visit experiences and the key contributions and insights from the World Cafe Exchange on collaboration. The next Re-Value Study Visit will take place in March 2024, in Ålesund, Norway, as part of the 2024 Re-Value Consortium Meeting.

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Re-Value Community of Practice members from İzmir, Písek, Burgas, Constanța, Rimini, and Rijeka, as well as scientific partners from Ecoten, Augment City, NTNU, VITO, UniBo, University of Nova Gorica, ICLEI and GIB.



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1 Rimini Study Visit Programme

The Rimini Study Visit Programme was designed with three core objectives:

- **Strengthen** the fledgling Re-Value Community of Practice through “serious play”;
- **Learn** about Rimini’s history, strategic approach, implementation successes, and challenges;
- **Exchange and Share Knowledge** during a World Cafe workshop to identify best practices and potential solutions to two of the city’s key challenges: 1) engaging with private actors and investments to implement their strategic plan, and 2) working more collaboratively within the municipality.

1.1 Strengthen the Community

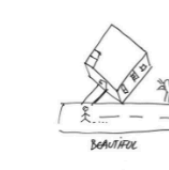
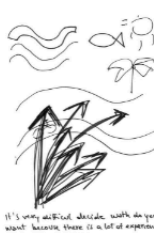
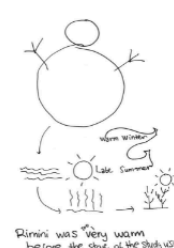
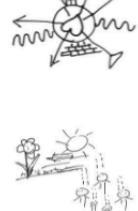
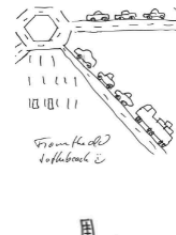
Some Re-Value partners already knew one another, either through previous project collaborations or from the project’s Kick-Off Meeting in January 2023. But for many partners, this was the first time they had an opportunity to meet and work together in person. We wanted to do some intentional work/play during the first Study Visit to get to know one another better. Through a series of constellation exercises on the [Laboratorio Aperto Rimini Tiverio’s](#) rooftop terrace, we learned how to pronounce our names, we learned about our professional identities and what we studied, we learned about our interests and favourite ice cream flavours. We worked together to map where we lived and where we grew up to highlight our geographic diversity, our optimism about climate action in the future, and illustrate how we’re all connected. We smiled, laughed, and moved our bodies to start a long day of work.



Working with the principle of creative confidence¹, we also orchestrated a short co-creation exercise (Doodling Together) to unlock collective creativity to make beautiful and legible things with people you haven’t worked with before, even without knowing all of the details at the beginning.

¹ “At its core, creative confidence is about believing in your ability to create change in the world around you.” Tom Kelley and David Kelley, *Creative Confidence: Unleashing the Creative Potential Within Us All*, 1st ed. (Crown Business, Crown Publishing Group, 2013).

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Insights from the Rimini Experience captured together during the Doodle Together exercise

Deborah Navarra (NTNU) orchestrated a Story-building game using Lego blocks throughout the Study Visit, which culminated in a collaborative exchange exercise on the final day. Each participant individually collected one to two lego pieces after each Study Visit session to represent a new piece of acquired knowledge. On the final day, everyone brought their “knowledge” together in small groups to co-create a Lego city. The groups presented their cities, highlighting the diverse approaches, areas of expertise, and results from the Community of Practice.



Scenes from the Story-building game with Lego blocks

1.2 Learn

Valentina Ridolfi, a Senior Manager at the Rimini Strategic Plan Foundation, introduced the participants to Rimini's rich Roman and beach culture history and the dilemma the city found itself in the early 2000s with an ageing "Rimini Machine" and fading international image. The city initiated a multi-actor participatory process in 2007 to create a long-term Strategic Plan that would collectively set the vision and propose specific interventions to guide Rimini's future. The plan, adopted in 2010, focused on six strategic areas: territorial recomposition, urban attractiveness, innovation, welfare, urban mobility, and sea-tourism.

A more specific Strategic Masterplan later translated the expectations of the Strategic Plan into a spatial dimension with four focus areas: new mobility regulating development and projects; the historic centre transforming places and containers into "cultural engines"; the waterfront strengthened by the quality of the environment, the clean sea, the change of function of 300 hectares of urban space; and the suburbs connected safely with the city. A Strategic Plan Agency Ltd (in conjunction with the original Promoter Committee and the Rimini Venture Forum) was created as an operational arm to facilitate the implementation of the Strategic and Urban Plans. The transformation of the Ltd into a participatory foundation, [Piano Strategico Rimini Venture](#), was finalised in July 2023. Before concluding her presentation, Ms. Ridolfi offered these words of wisdom from the experience:

STRATEGIES ARE NECESSARY BUT IT IS REALLY DIFFICULT TO REALLY CHANGE IF WE CONTINUE TO TRY TO DO IT..

- **With old approaches, patterns and methods;**
- **With divisive rather than constructive competition;**
- **Stubbornly hoping to go back to a past that will not return;**
- **Trying to use simple answers and solutions in the face of the challenges and difficulties of an increasingly complex world;**
- **Without relying on a method, to be constantly refined, and a governance that can ensure durability and sustainability of the paths taken.**

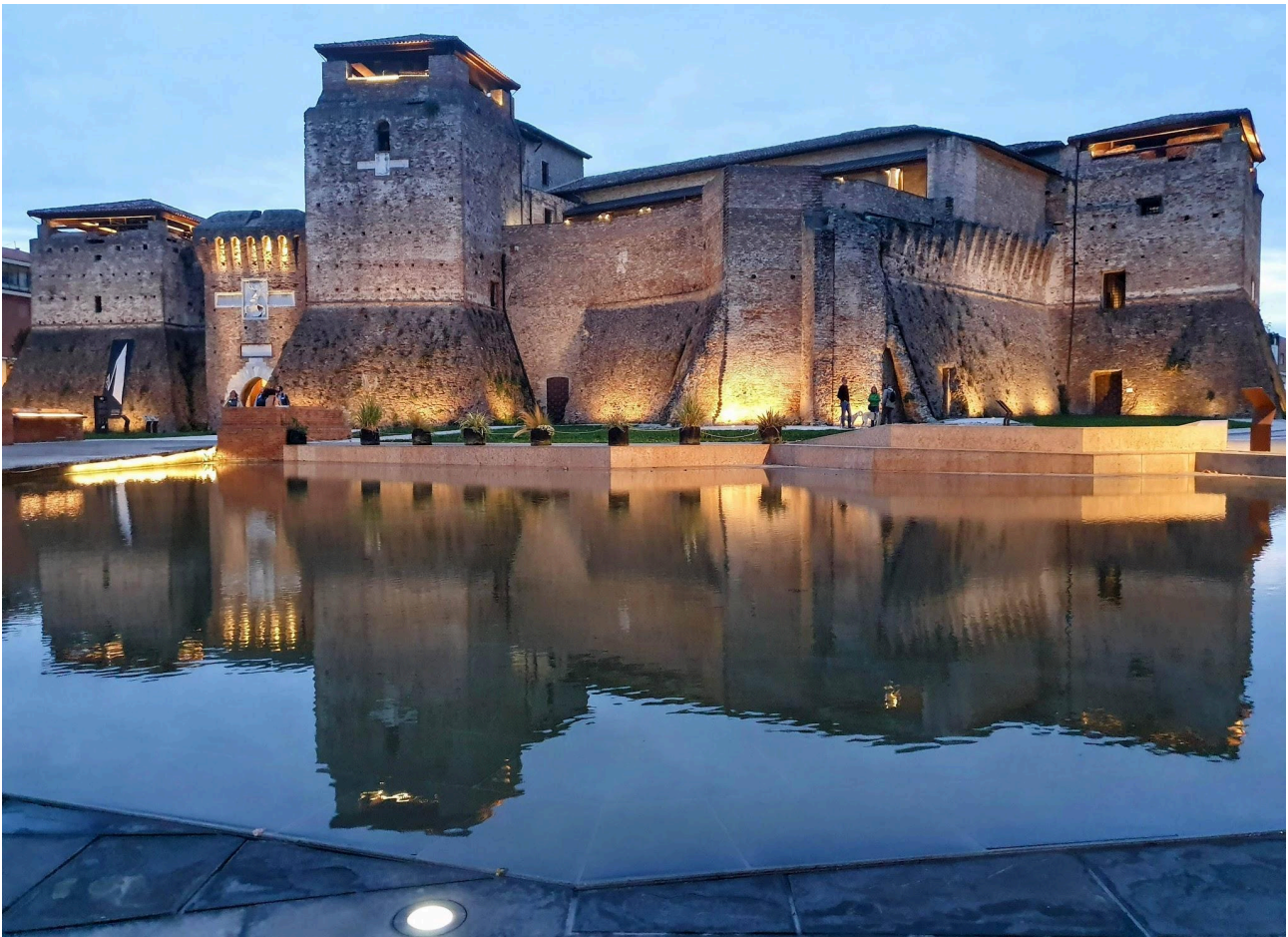
She stressed that **sustainability equals complexity**, and that cities and their partners/stakeholders need the following characteristics to best govern complexity (parenthetical notes added by ICLEI):

- good governance practices
- up-to-date knowledge
- Skills (*the capacity and capability to apply knowledge*)
- Multi-disciplinary collaboration
- A "try and learn" attitude (*innovation posture*)
- Constant fine-tuning (*innovation cycle*)

And, perhaps most importantly, cities - particularly their leaders - need to demonstrate courage and humility in the face of these complexities.

Ms. Ridolfi also briefly presented a portfolio of projects that the Municipality has planned and implemented from the Strategic Masterplan, including the Parco del mare, the Tiberius Bridge area, the historic Galli Theatre, Piazza Malatesta plaza and performance space, and the Sismondo Castle (adaptively reimaged and reused as one of two Federico Fellini museums).

Study Visit participants were able to experience these projects after the presentation during two city centre walking tours with professional tour guide **Monia Magalotti**, and on an afternoon bicycle tour with Rimini colleagues **Silvia Capelli**, **Giada Vignali** and **Tiziana Felletti**. The tours brought the presentation photos alive and underscored the Municipality's impressive implementation accomplishments in the last five years, particularly the radical transformations from roads and surface parking lots to high-design public urban spaces surrounding the Sismondo Castle and along the Rimini waterfront.



Sismondo Castle and Piazza Malatesta water feature



Parco del mare pedestrian area and constructed dune barrier (photo: Ceyhun Çubukçu)



Parco del mare mixed mode area from the wastewater facility / overlook at Piazzale Kennedy (photo: Ceyhun Çubukçu)

Silvia Capelli elaborated the Parco del mare project history and implementation details in a [comprehensive PowerPoint presentation](#), to provide more specific answers about the design process, costs, materials, features, and engagement challenges with the project.

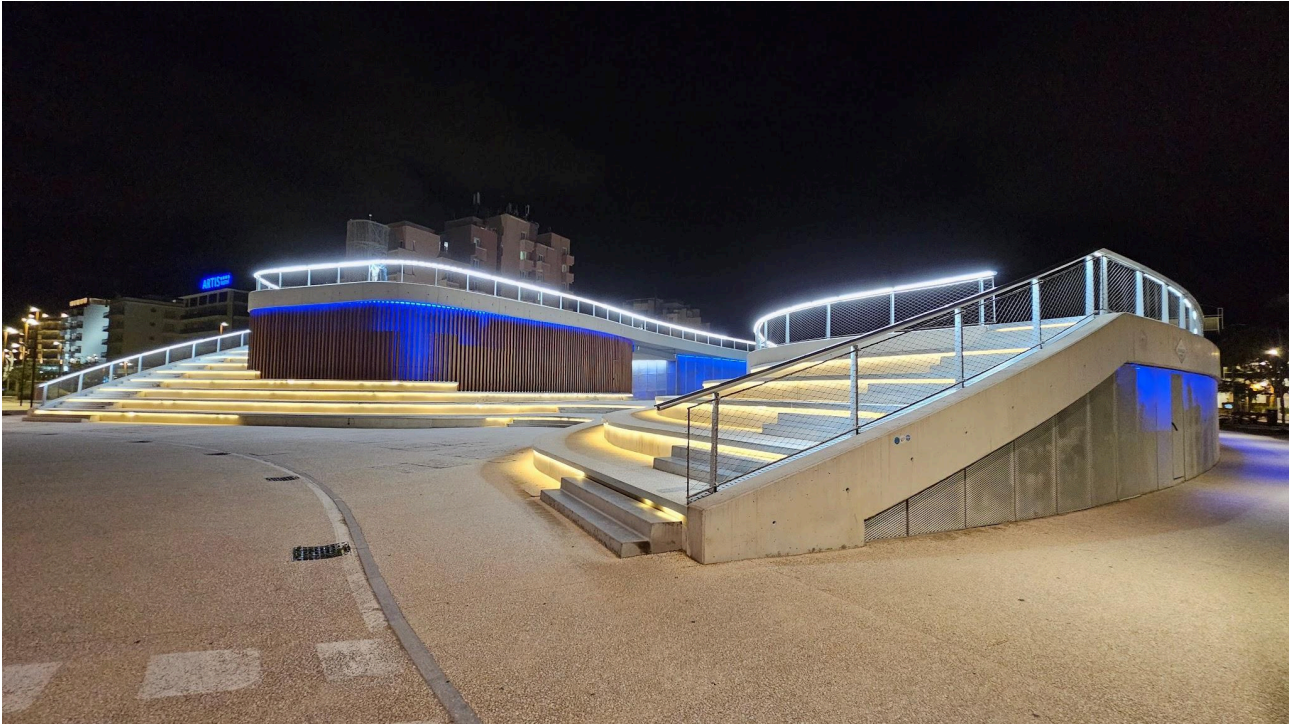
Ms. Ridolfi also mentioned a specific participatory process conducted in the San Giuliano Mare neighbourhood, which is included in Rimini's Re-Value Waterfront Pilot area. The multi-actor process was developed with the intention to activate a community capable of generating social innovation processes and sustaining the strategy. Giardino BIMBY (Best In My Back Yard) is an active revitalization and community space in the dilapidated Hotel delle Nazioni's front garden. Study Visit participants were greeted at Giardino BIMBY with speeches from [Green Format](#) representatives and **Anna Montini**, Rimini's Councilor for Ecological Transition, and were invited to enjoy an original music performance, "Sounds of the Sea", by **Fabio Mina** and **Emiliano Battistini**. The local musicians live-mixed their recordings of nature from abandoned spaces with mechanical noise pollution from industry, people at the beach, and live instrumental samples to produce an entrancing auditory experience.

Judit Zoltan (UNIBO) [presented data and results](#) from a stakeholder survey conducted in San Giuliano Mare in summer 2023, which asked people about proposed interventions for the neighbourhood, on the Parco del mare project, and their attitudes toward social responsibility and climate issues. The results from 34 stakeholders positively noted that the impacts are linked to satisfaction. Resident stakeholders evaluated the Parco del mare project higher than non-residents and also perceived greater benefit from the investment. Overall, there is a high satisfaction with public money spent on improving destination attractiveness, but private attitude is not homogeneously sharing a vision on climate neutrality goals.

Alessandra Pesaresi and **Silvia Capalli** presented the "[Rimini Re-Cap and Challenges](#)", which used Parco del mare as a case study to highlight the municipality's successes and challenges during the project's planning and implementation phases, and set the stage for the World Cafe to exchange with one another about how these challenges could be overcome in the San Giuliano Mare development phase.

Alessandra Pesaresi explained that the Strategic Plan helped (and still helps) build the present and future of the community by transforming individual or group expectations into common visions and concrete projects through a process built on participation and shared responsibility. The Strategic Plan elevated the status of the sea: shifting it from the background to become the central element of a redevelopment concept to radically regenerate the accommodation sector. Conceptually branded as "Sea Wellness", the sea becomes the heart of a new tourism concept that focuses on the principles of health, quality, and connection. It hopes to drive innovation and development in related business sectors. Of course, a fundamental precondition for "Sea Wellness" is literally that: the sea must be well. It must be protected and enhanced to ensure its water quality is sustainable for both humans and wildlife.

A key impetus for realising the Parco del mare project was the critical need to replace failing wastewater infrastructure. During "medium-intensity" rainfall events, raw sewage was discharged into the sea at the coastline due to undersized storage tanks and a failing pump system. As part of the "Safe Bathing Master Plan" (PSBO) interventions, a new lamination tank and stormwater tank (total volume 39,000 m³) were constructed in Piazzale Kennedy to help solve this problem. The water captured in the new facility is sent to the wastewater treatment plant with a new pumping system and pressurised pipeline. In addition, in the case of very heavy rainfall events (and when the tanks are completely full) the system is equipped with a water drainage system connected to three underwater pipelines capable of discharging excess stormwater from the tanks into the sea, at a distance of 1 km from the coast, thus guaranteeing bathing and hydraulic safety in the urban area. (Details provided post-visit by **Massimo Paganelli**, with the Municipality of Rimini)



Wastewater/stormwater facility and overlook at Piazzale Kennedy (photo: Ceyhun Çubukçu)

Piazzale Kennedy is more than just a wastewater and stormwater storage facility. It also serves as an important node, “green” connection point to the city centre and the sea along the Ausa River, and promenade overlook as part of the larger Parco del mare urban design concept. The Parco del mare is a waterfront spine that replaces streets and parking lots with a new urban park that serves as a new "Agora" for the city with welcoming, attractive, and intentionally designed public spaces. It is now a place for residents and visitors to meet and interact, play, exercise, rest, enjoy access to the sea without having to pay money, and attend various outdoor events.

Silvia Capelli then presented the Parco del mare’s details, from planning and design to funding to post-construction assessments. Here, she specifically highlighted the failure to attract private investment in the project. The reasons cited were high costs to be paid to the municipality, high costs of construction, economic uncertainty (Covid-19 pandemic period), heavy impact on waterfront landscape, late involvement of public key stakeholders (e.g., *Soprintendenza Archeologia, Belle Arti e Paesaggio per le province di Ravenna, Forlì-Cesena e Rimini*, or the regional branch of the Ministry of Culture and Heritage). She also touched on the challenge of how to work in an integrated way in such a complex environment. The project daylighted the dominant culture of working in silos, as well as the lack of an internal system and tools to improve inter-sectoral coordination between the different departments/sectors of the Municipality. It is these two challenges that provided the basis for the World Cafe Exchange with the participants.

1.3 Exchange and Share Knowledge

The Re-Value CD&E Programme is structured to address the six main systemic challenges / thematic domains central to urban planning and design and the Re-Value project. Actively engaging project partners to share both best practices and unsuccessful examples within these thematic domains is an important part of the learning and exchange process within the Community of Practice. It is also critical for identifying case

studies, approaches, tools, and other mechanisms to include in the “Re-Value Urban Design and Planning Approaches Portfolio” (Deliverable 6.2). During the Rimini Study Visit, we used a modified World Cafe approach to exchange and share experiences from the two questions that were posed by the Rimini Municipality:

1. How might a municipality create attractive conditions for private investment and/or enable public and private entities to collaborate to meet the city’s ambitious (climate-neutral, green, beautiful) urban redevelopment goals?
2. What are some ways to foster multi-sectoral collaboration within the municipality and beyond (regional, national)? How to overcome the dominant silo mentality within public administration?

Participants were divided into seven groups of five to six people to discuss the questions and prompts amongst themselves. A Table Host captured key contributions on cards, and presented the key insights back to the entire group during the following Harvest session.



Scenes from the World Cafe exchange



2 World Cafe Exchange Insights

Overall, the World Cafe yielded interesting insights and contributions, many of which are elaborated with hyperlinks and additional information in this report. However, the contributions lacked concrete examples from the participating cities to support the practices, which pointed to the need for us to work with the Community of Practice before the next Study Visit to focus on a more specific topic so that we can better prepare to have deeper discussions.

The following section organises and elaborates (where necessary) the captured contributions under the theme of “Collaboration”. Collaborative Finance identifies suggested ways to engage more private stakeholders - and more private investment - in projects. Collaborative Culture identifies suggested approaches and enabling mechanisms to work in a more integrated way in public administrations.

2.1 Collaborative Finance: How to Engage More Private Stakeholders

Provide a Reliable Long-Term Vision

- Provide continuity and a predictable vision for businesses / private investors to join, through multi-actor collaborative planning instruments, like a **Strategic Plan** (regional, thematic, driven by a vision and principles, buy-in from multiple stakeholders), **Redevelopment Plan** (district scale, storytelling / vision, focuses on opportunities and collaboration), **Action Plan** (should use SMART: specific, measurable, attainable, relevant, and time-based), **Implementation Plan** (very detailed,

focused on the roles, responsibilities, and contributions of all partners in a specific project or intervention), etc.

Engagement and Participation

- Constanța shared their stakeholder engagement strategy for their Urban Strategic Plan, which helped create a **local partnership structure** for prioritising development projects
- **Engage young people** to increase human capital and support entrepreneurship. See the [DumBo](#) project in Bologna, Italy, as a case study from [CraFt](#): “DumBO is much more than just a temporary multifunctional space. It’s a project that combines social integration, entertainment, culture, experimentation, sustainability and collaboration. DumBO is, therefore, a place where associations, businesses and citizens can collaborate and contaminate each other’s ideas, fostering new and innovative approaches to city development.”
- Using [Citizen Design Science](#) as a new participation method. Interesting read: [Citizen Design Science: A strategy for crowd-creative urban design](#)

Incentives and Enabling Mechanisms

- **Simplifying / optimising municipal processes** (i.e., simplifying permitting and licensing processes, fast-tracking applications, etc.) and **waiving or subsidising fees** for development and business applications that are consistent with vision / plans can save private investors and entrepreneurs time and money, helping with project feasibility.
- Collaborate with local lending institutions to explore **community-based lending options** that support desired development, including fast-track financing, small business loans, low-interest micro loans for entrepreneurs.
- Many municipalities in North America have **dedicated programmes to support local businesses** with physical upgrades and improvements of their storefronts and property. One example is a Business (or Storefront) Improvement Programme, which reimburses up to 50% of the cost of eligible improvements to a maximum amount, based on the type and location of the property.
- **Highlight indirect economic benefits** for local municipalities, like increased property values. It is also important to highlight whom these revenue streams will benefit, e.g. municipalities, land owners, property owners, or the general public. Many city partners mentioned that it is difficult to attract private investors because of (projected) insufficient financial returns.
- Negotiations
- **Voluntary or compulsory “benefit pay in”**, when there is a benefit. An example of a compulsory “pay in” are system development charges (SDCs), or a one-time fee imposed on new or some types of redevelopment at the time of development. The fee is intended to recover the extra capacity or upgrade cost of public infrastructure, particularly if the development benefits directly from the infrastructure. Fees can be designed both to recover costs associated with capital improvements already constructed or under construction, and to recover costs associated with capital improvements to be constructed in the future (“banking” the costs until it is time to construct the

development/project). In Ålesund, Norway, the Sørsida Infrastructure Company was created as an implementation arm to manage these fees and also construct the future public infrastructure, like roads and bridges, a district heating system, water distribution and wastewater system, digital infrastructure, and parks / public open spaces.

- **Regulatory tools** can also support the desired type of development or business, like zoning codes and [overlays](#) (historic/cultural/business improvement/renewal), local building codes, specific design requirements, parking maximums (not minimums!).
- Many cities try to **scale or strategically leverage public investments** to encourage support and trigger additional investment. Examples can be large-scale infrastructure projects, like a new transit corridor integrated with electromobility infrastructure, public art, open spaces, and green spaces - and a co-funding improvement programme. Other examples include district-level investments that stimulate private investment, like streetscapes, urban plazas, updating digital infrastructure, etc. with training and education programmes. The [Izmir Sea Project](#) is one such example.
- With these investments, there is also a risk of [gentrification](#) and must be considered as part of the strategic approach.
- **Public tenders** can be strategically crafted to promote proposals in key areas of sustainable development, unlocking the power of public procurement. (See also “circular economy investment policy”)
- Inspire investors by showing good alternatives with **pilot projects** to showcase possibilities and benefits.
- **Engage and collaborate on a theme.** For example, “energy”: solar on hotels and beach operations, which may need integrated support functions i.e., tax incentives, feed-in tariffs, or public infrastructure upgrades.

Bringing the Public Sector Closer to the Private Sector

- Understand what private investors may need / get educated on their perspective and needs.
- Enable **communication tools** and **channels** to regularly engage with the private sector. This can include physical events, like workshops, fairs, marketplaces, and hackathons, as well as targeted marketing campaigns to attract businesses and companies that align with the strategic vision (e.g. IT sector, education centres, wellness, etc.).
- [Innovation Hubs](#) provide a physical space and infrastructures for researchers, entrepreneurs, and the municipality to come together to advance new ideas.
- [Public-private partnerships](#), partner with Non-Profit Organisations (NPO) and Associations
- Evolve Public - Non-Profit Organisation (NPO) partnerships into Public - Private Partnerships
- Involve private partners from the beginning, engaging in close collaboration from proposal to the end.

- Ensure that the city's climate strategy is open, understandable and relatable.
- Explore emergent governance tools, like the [Climate City Contract](#) and [Local Green Deals](#), which focus on bringing systemic stakeholders together to meet an ambitious objective with support from the European Commission.
- Power of the purse: concessions

Digitalization

- Open data
- Simplified data for sharing
- Knowledge sharing platforms
- Provide facilitated digital infrastructure for businesses to engage and contribute to

2.2 Collaboration Culture: Working Across Silos

Institutional Collaboration

- Create a shared vision, values, and brand
- Create atmosphere before creating places (which means to build relationships and coalitions, to create and foster narratives, visions and stories before diving into project work and implementation)
- From seasonal to annual strategies and plans
- Intermunicipal cooperation with clear goals and objectives, sharing knowledge and projects from other municipalities
- Ensure strategic plans have multi-stakeholder support at various governance levels to weather political eras
- Change the language, use different words and way to communicating to reframe old issues
- Use alternative governance models to drive implementation (e.g. Rimini Strategic Plan Foundation)
- Monthly meetings (online, onsite)

Organisational Management

- "It depends so much of the mayor"
- Enable a leadership culture that focuses on encouragement, trust, and team-building
- Engage a leader (internal or external) to connect the different sectors as part of their role
- High-level organisational meetings - spatial data driven, not just project or task driven
- Municipal department leaders meet weekly to improve coordination (Vienna, Burgas)
- Interdisciplinary teams

Enabling a Collaboration Culture

- Overworked, overburdened staff inhibits collaboration (capacity)
- Enable sharing opportunities across all departments (e.g., Pisek) to share and learn from one another, consider to create a regular format

- Enable staff to participate in Study Visits and/or Exchange Programmes for **learning and inspiration** (“don’t invent everything from new - learn from others”)
- Enable professional socialisation in teams (e.g., lunches, events, etc.)
- Enable “breaks” so that staff can get re-centred and focused (e.g., sabbatical programme, working time account for paid long-term leave, [Bildungsurlaub](#) (paid educational leave model in Germany))
- Enable transparency - better access to data and information
- Improve efficiency (e.g., regular meetings of heads of departments, knowledge management)
- Enhance motivation: key staff on projects from the beginning until the end of a project not only enhances ownership and sense of responsibility but also makes them see the growth and outcomes of the project which can be motivating
- Invest in IT infrastructure that enables better collaboration (e.g., Microsoft, Autodesk, Graphisoft, [SmartBurgas](#))



3 Insight Mapping with the Re-Value Impact Model

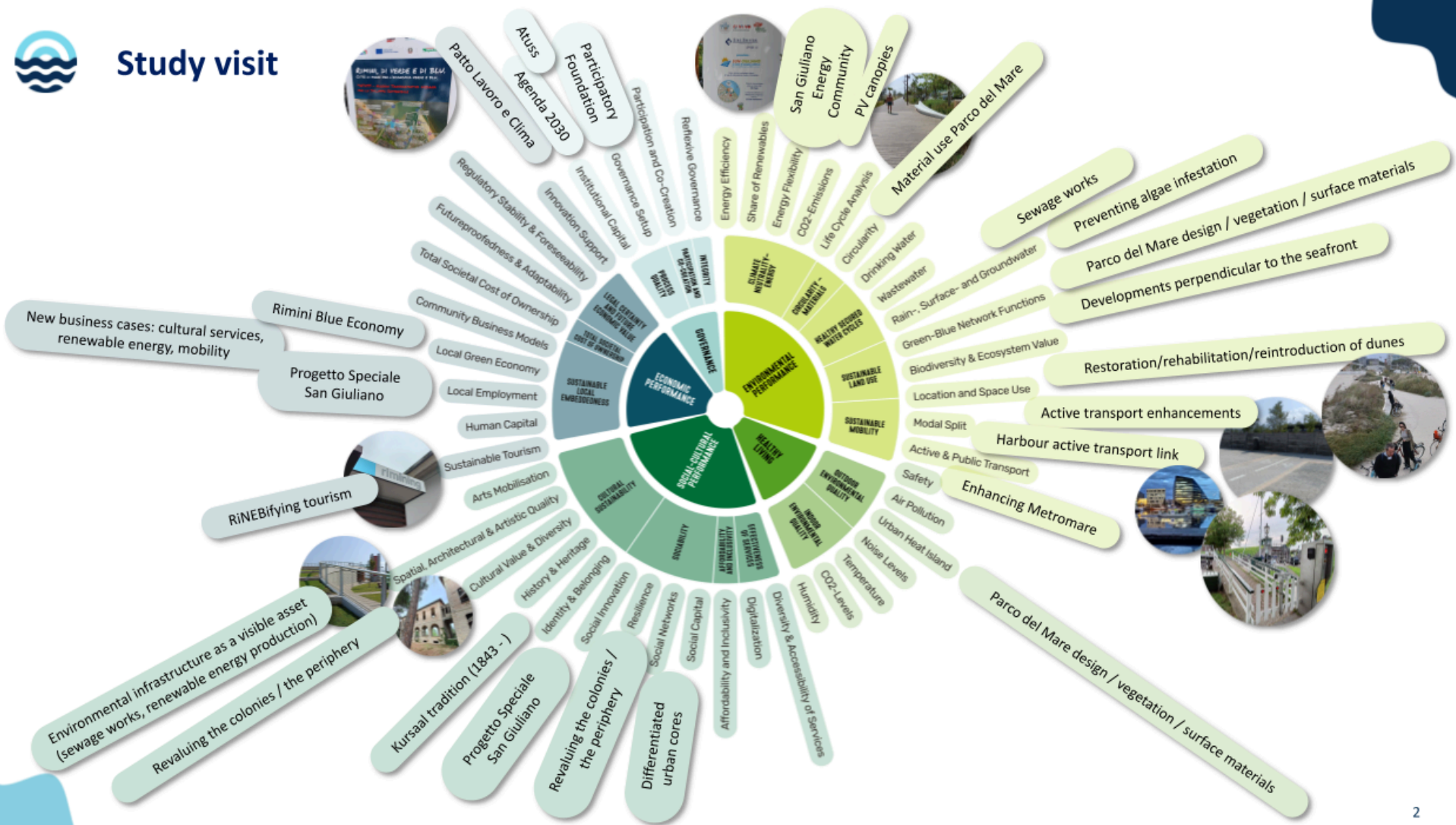
Han Vandevyvere experimented with the Re-Value Impact Model as a tool to visually harvest his initial insights from the Rimini Study Visit (illustrated on the following page). We see value in workshopping this approach with Rimini colleagues to help reach multiple objectives:

- Create a summary report that is accessible and attractive to consult;
- Map more precisely what Re-Value is about in Rimini and where the project can further contribute;
- Build better insight in (potential) links between the different actions and projects around the seafront, and identify possible co-benefits and synergies;
- Discuss ideas, challenges and possible solutions (based on the materials); and
- Help build storylines

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Study visit



About Re-Value

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 Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and innovation funding programme 'Horizon Europe'.

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

Partners



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