

City of Dubrovnik DURA Integrated Action Plan

 2ND
CHANGE

WAKING UP THE
SLEEPING GIANTS



Strategy of City of Dubrovnik and DURA for the reactivation and reuse of Summer villa Gučetić

English summary of the Integrated Action Plan in the framework of the 2nd Chance network Waking up the "sleeping giants"





DURA

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City of Dubrovnik Development Agency



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Strategy of City of Dubrovnik and DURA for the reactivation and reuse of community-cultural center Gučetić

English summary of the Integrated Action Plan

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o. Initial situation

The development of the summer villas in the Mokošica neighborhood, to which the target building belongs to, is of high political priority, since the complex is an important heritage site and therefore an important identity point and an important key point for urban development.

Although vacancy is not a massive problem in Dubrovnik, space is rather a rare source and there are several important vacant historic buildings. The vacancy results mainly from rather expensive rehabilitation requirements, which owners cannot afford, and ownership problems (owners are not known/cannot be found or there are several owners of one building).

As the Gučetić complex is an important heritage site it could become as well a **new tourist attraction** (focusing not only on cultural heritage, but also on creative industries and living culture), both in terms of passive and active cultural tourism with positive economic benefits for the neighborhood and the city. Dispersing the tourism flow also to other areas in the city could contribute to the relief of the tourist flow into the old historic center of Dubrovnik (UNESCO site). The target area is marked for social/cultural purposes according to General urban plan. The city has the intention **to develop a cultural – community center** at the location inspired by famous scientist and inventor of the 18th century, Ruđer Bošković (Roger Joseph Boscovich; 1711-1787). He was a physicist, astronomer, mathematician, philosopher, diplomat, poet, theologian, Jesuit priest and a polymath from the city of Dubrovnik, who studied and lived in Italy and France where he also published many of his works. He produced a precursor of atomic theory and made many contributions to astronomy, including the first geometric procedure for determining the equator of a rotating planet from three observations of a surface feature and for computing the orbit of a planet from three observations of its position. In 1753 he also discovered the absence of atmosphere on the Moon. For his contributions to astronomy, a lunar crater was named after him (Boscovich crater).

Main challenges of reactivation are high financial resources needed for renovation and sustainable use after the renovation that seeks dynamic users.

Community - cultural center Gučetić

Donje Obuljeno 16, 20236, Nova Mokošica, Dubrovnik, Croatia

Owner: City of Dubrovnik

Size (m²): 3.800

Vacant since: 1945.

Location: The target building is situated in Rijeka Dubrovačka bay that counts around 25 Renaissance summer villas. Gučetić summer villa site is situated along the river Ombla in the Mokošica neighbourhood. The neighbourhood is a new part of Dubrovnik (built in 1970s) with around 12.000 inhabitants and a very high percentage of young population. It is the most densely populated community in Croatia.

Physical conditions : The Gučetić summer villa is damaged and devastated. The roof and part of the 1. floor slab has collapsed; the garden has overgrown.





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1 Vision & objectives for the reactivation

Benefits

The re-activation of vacant buildings could **fill the gaps of socio-cultural infrastructure** in Dubrovnik in particular for the Mokošica neighborhood. The re-activation of the buildings could **trigger the urban development of certain parts of the city**, in particular if reactivation process is done while thinking of **economy impetus to the neighborhood** (i.e. for tourism purposes). The re-activation of Gučetić complex presents the opportunity to develop a model for acting on empty spaces in general.

For the success of the revitalization of the summer villa as a community – cultural center it is important to involve the local community in planning, setting up and implementing activities in the summertime to ensure awareness of the buildings value and its potential.

Vision

The Gučetić summer villa in Rijeka dubrovačka neighborhood will be the center of community - cultural programs and a place where active citizenships grows , also honoring one of the greatest minds of 18th century, Ruđer Bošković.



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Objectives

STRATEGIC /LONG TERM GOAL:

1. To establish a community-cultural center as a sustainable backbone of programs in Gučetić summer villa. Community-cultural center will honor one of the greatest scientists and inventors, Ruđer Bošković, mostly by encouraging educational programs.

SPECIFIC/ SHORT TERM GOAL:

1. To ensure the use of the garden in order to continue to revive the building before its renovation

SPECIFIC/ MEDIUM TERM GOALS:

1. To acquire financial resources for the renovation of Gučetić summer villa
2. To ensure conceptual harmony between community cultural center in relation to one of the spaces within the summer villa complex situated outside in the garden, intended for commercial use
3. To ensure implementation of participatory governance once summer villa Gučetić is activated as a community-cultural centre

The idea:	As a first step, the garden of the summer villa will be activated to function as a meeting place for the neighbourhood and to discuss the further development of the site. It is recommended that the activities are initiated at first by the City of Dubrovnik. In order to achieve greater inclusion of citizens and activities initiated by the civil society it is recommended that the City of Dubrovnik formulates a public policy measure that offers the opportunity for NGO's and citizens to suggest their own ideas. For an example: a three-day event in the building each year before the building is renovated. This way the scope of various stakeholders for future use will expand and activities in the place will become more diverse.
Benefits:	The activation of the garden is important to raise the awareness about the building and to make the ideas for the development of the building known. In this way the building will remain active after Urbact project is finished and the reviving process will continue to invite the citizens of the neighbourhood to join the revitalization. This could work as catalyst for the next steps.
Fields of action	Partnership & Management The refurbishment and equipment of the space The development of content / space programme for the building
The idea:	Since renovation expenses of the building are high it is necessary to ensure necessary preconditions for applying the renovation project to ERDF funding.
Benefits:	Different funding sources guarantee the realization of the main project idea.
Fields of action	Financial Management
The idea:	In order to ensure conceptual unity of the whole space of the villa, including garden and outside space it is necessary to develop guidelines for renting one of the spaces in the garden intended solely for commercial use.
Benefits:	This way, rented space will become an added value to the vision of the future community-cultural centre.
Fields of action	Partnership & Management
The idea:	In order to ensure an envisioned functioning of the community-cultural centre Gučetić aligned with the principles of public-civil partnership it is important to encourage development of a management model suitable for the building that includes all relevant stakeholders in the process of making and later on in the governance structure. It is also important to keep in mind that citizen involvement also requires developing a model in order to allow space for suggestions for the centre.
Benefits:	This way, co-creation and shared responsibility are ensured which contributes to the overall sustainability of the future community-cultural centre.
Fields of action	Partnership & Management

2 Functions & uses for the Gučetić summer villa

Relationship between community activities, activities related to Ruđer Bošković and other cultural activities:

The future community-cultural center is envisaged to become the center of the community - cultural programs and a place where active citizenships grows, also honoring one of the greatest minds of 18th century, Ruđer Bošković. Relationship between community activities, activities related to Ruđer Bošković and other cultural activities is recommended to be implemented equally.

Given the proposed use of the summer villa Gučetić, which combines memorial and socio-cultural elements, and bearing in mind the need for its financial sustainability, it is necessary to ensure that the types of activities that will take place in the premises of the villa, whether commercial or non-commercial, satisfy the criteria mentioned below that are in accordance with its basic purpose and which can assist in its revitalization. Foreign examples of practice have shown what kind of activities in such spaces relate to the organization of cultural and social events with a memorable post. This includes exhibitions, film projections, workshop organization, theatrical and musical performances, various entertaining events, meetings and gatherings, seminars; conferences and discussions, possible sports activities. The memorial character of this center will imply the exhibition space, while its socio-cultural use can be associated with its memorial role.

Functions and uses that are proposed by this action plan are a result of a need detected within the neighborhood for community and cultural activities in specified through interaction with the citizens. Citizens have expressed the need for a quality place for leisure for their children primarily, a place that offers both education and entertainment.



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Suggestions for short to midterm use (for the garden)

1. Events during the summer:
 - Music concerts
 - Children games; playdays with parents
 - Open cinema projections
 - Other related activities

Suggestions for long term use

1. Community-cultural center:

Interior

- Multimedia guide – audio presentation in several languages and virtual exhibition
- Presentation of historical objects used in scientific research related to Ruđer Bošković
- Texts Banners within political, cultural, scientific, ecclesiastical and war situation during 18th century and texts of Bošković's life and work
- Playroom for children
- Lecture hall for different types of lectures, round tables, book promotion, scientific conferences

Garden

- Outdoor cinema
- Open stage
- Playground for children
- Artefact related to Ruđer Bošković's work – suitable for outdoor presentation



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In line with the European Reference Framework for Sustainable Cities, the future activities for the community-cultural Center Gučetić should meet the following general criteria:

- Encouraging and evaluating cultural diversity,
- support and encouragement of cultural and artistic exchanges, and
- ensuring broad, accessible and equal access to cultural and social life for all.

In addition, specific criteria are also proposed:

- a holistic approach to determining a type of activity, which implies that the contents are mutually harmonized,
- content that has an optimal ratio of quality and revenue potential (not content that promotes low cultural value and has high revenue potential!),
- facilities that have the potential of attracting visitors / consumers,
- content that contributes to the vibrancy and dynamism of the summer / city area,
- content that contributes to the quality of life of citizens, i.e. the quality of tourist experience,
- content that is affordable to citizens,
- content that provides citizens / visitors experience.

The proposed criteria deal with equally commercial and non-commercial content.

In terms of tourist attractiveness and sustainability of the center in its memorial aspect, it is also important to meet the following criteria:

- connection of basic and spin-off products (especially souvenirs), related services (e.g. bar) and atmosphere with Ruđer Bošković' s theme;



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- spin-off products that reflect and promote local / regional / national production,
- autochthonousness and authenticity of the product,
- high design of the product,
- contemporaries and interactivity of exhibits,
- educational character of exhibits and programs,
- organized, thematic, pleasant, interesting, provocative and clear interpretation of exhibits,

For commercial purposes, it is necessary to determine the type and content of the rent, in the practical sense and the way of the rent. Criteria for commercial activities should be available through the website of the City of Dubrovnik and prefer:

- Temporary, contractually defined lease length,
- content that is consistent with the core activity of the Center and which meets the above mentioned general and additional criteria,
- the method of rent allocation according to previously established procedures.



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3 Good practices

VILLA BENZI-ZECCHINI

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; inclusion of the local community in the use of cultural goods; the management is carried out through a non-profit foundation in which the Board of Directors and the City's representatives are present.

<http://www.villabenzizecchini.it/>

GEORGETOWN COMMUNITY CENTRE

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; organization of space and content according to the needs of the community; management through a non-profit association; financial self-sustainability.

<http://www.georgetowncommunitycentre.co.uk/>

IL POLO EDUCATIVO LIBRINO

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; revitalization of city periphery; use of EU funds to create a social center with the cooperation of private and public enterprises (public-private-civil partnership).

<http://pololibrino.net-serv.it/>



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CITY HALL BATTERSEA

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; numerous activities aimed at the general public; an independent institution with representatives of the City District in the governance structure; the management of the Center is entrusted to a qualified person.

https://www.bac.org.uk/content_category/3262/whats_on/whats_on

MIDLAN BANK

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; numerous activities aimed at the general public; revitalization of the rural area; Center management is entrusted to volunteers.

<http://www.thebankeye.org/>

STIRCHLEY BATHS

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; numerous activities aimed at the general public; the management of the Center is entrusted to a qualified person.

<http://stirchleybaths.org/>

CENTRO CULTURAL MONTEMORHOSO KULTURUNEA

Possible comparisons and guidelines for summer villa Gučetić: socio-cultural purpose; numerous activities aimed at the general public; possibility of renting space; strengthening the relationship with the community.

http://www.montehermoso.net/pagina.php?m1=2&m2=137&id_p=1933&temp=temp

FAUST VRANČIĆ MEMORIAL CENTRE

Possible comparisons and guidelines for the summer villa Gučetić: the purpose of the memorial center; domestic audiences and tourists; a public founder and having a mixed but predominantly public funding; the management of the Center is entrusted to a qualified person.

<http://www.mc-faustvrancic.com/>

MILUTIN MILANKOVIĆ CULTURAL AND SCIENTIFIC CENTRE

Possible comparisons and guidelines for the summer villa Gučetić: the purpose of the memorial-scientific or socio-cultural center; culture institutions; domestic audiences and tourists; public founder and owner; mixed, though mostly public funding.

<http://www.milutin-milankovic.com/kulturni-i-znanstveni-centar-milutin-milankovic/>

4 Actions & next steps for the reactivation

STRATEGIC AIM		To establish a community-cultural center as a sustainable backbone of programs in Gučetić summer villa. Community-cultural center will honor one of the greatest scientists and inventors, Ruđer Bošković, mostly by encouraging educational programs.		
SPECIFIC AIM	ACTION	TIMEFRAME	IMPLEMENTING PARTNERS	INDICATORS
To ensure the use of the garden in order to continue to revive the building before its renovation	-Organization of a 3-day events during the summer in the summer villa(realized by the City) -Open public calls for activities to be organized in the summer villa garden by NGO's	2018-2020	City of Dubrovnik; department for culture and heritage and department for education, sports, social care and civil society Cultural institutions and NGO's	<ul style="list-style-type: none"> - At least 2 different activities per day organized - Visited by at least 300 people during 3 days - 3 days program in summer villa garden - At least 5 NGO's and 3 cultural institutions included
To ensure conceptual harmony between community cultural center in relation to one of the spaces within the summer villa complex situated outside, in the garden, intended for commercial use	-Conducting guidelines for commercial space renting	2020	City of Dubrovnik, Department for real estate	-guidelines conducted

To acquire financial resources for the renovation of the summer villa Gučetić	<ul style="list-style-type: none"> - To produce project documentation for the renovation - Public presentation of the main idea from the aspect of 3D animation - To apply for EU funding - To start the renovation project 	2018-2020	City of Dubrovnik	-EU funds granted
To ensure implementation of participatory governance once summer villa Gučetić is activated as a community-cultural centre	<ul style="list-style-type: none"> -To develop a model for including citizens in program planning and its realization -To incorporate principles of public-civil partnership into the management model of community-cultural centre 	2020 and continuous	NGO's and City of Dubrovnik	-models developed

5 Management & Governance structure for the building (site) and the reactivation process

By the end of 2009, the City of Dubrovnik established a public company called Baština Ltd. According to the Declaration on the Establishment of Limited Liability Company Baština Ltd. the subject of the company's business consists of performing, among others, real estate activities while the company cares, manages and maintains "All objects of cultural and monumental heritage owned by the City of Dubrovnik; all internal and external objects owned by cultural institutions, founders of which is the City of Dubrovnik ..., in which cultural, artistic, entertainment and other social activities and events are held permanently or occasionally; space and facilities of Lazareti, Revelin Fortress and all **summer villas** of the City of Dubrovnik; external and internal parts of buildings and spaces used by the city administration ".¹

The organs of the Society Baština d.o.o. are:

- a) Assembly,
- b) Supervisory Board and
- c) Management

The Assembly is currently made of a single member while the Supervisory Board consists of three members, two of which are elected by the Assembly of the company, and one is appointed by the Employee Council. Although the Act of Establishment of Baština Ltd. Baština Ltd. should be recruited in the

¹ A. Žuvela, D.A. Jelinčić, S. Tišma, V. Šulić (2015.); Plan upravljanja spomeničkim kompleksom Lazareti 2016-2020 ; Institut za razvoj i međunarodne odnose - IRMO



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governance structures to meet the principle of participatory governance, in particular with managing cultural heritage. It is important to start conducting a specific operational-managing model for the centre, during the renovation process, that incorporates public-civil partnership principles.

In the further development of managing structure we suggest changes to be made in the number of member of Assembly and number of members of the Supervising Board and the introduction of one-year programming council (city representatives, representatives of Baština ltd, representatives of NGO's in culture, representatives of cultural institution, representatives of NGO's in community-social activities, citizen representatives from Gradski kotar and representatives of Youth Advisory Board or other representatives of the youth in the city).

6 The elaboration process of the reactivation strategy

General overview

City of Dubrovnik Development Agency DURA was in charge of the creation of the reactivation strategy and in close collaboration with City department for culture and heritage, even though the sole idea of a community-cultural centre dates a while ago and was endorsed during the candidacy of City of Dubrovnik for European Capital of Culture 2020 (ECoC) At the mere beginning the ECoC team together with DURA worked intensively on including the neighbourhood in the project by doing interviews, surveys, sharing promotional material and organising in situ gatherings. All of this was done in order to attract citizens interest for the futue use of the building.



Stakeholders involved

City of Dubrovnik is the owner of the summer villa. Hence first ones to be included have been the Heads of City department for urbanism, spatial planning and environment protection, City department for education, sports, social care and civil society, City department for culture and heritage, City department for managing real estate, City department for education, sports, social care and civil society. NGO's that are active in the neighbourhood or have worked in



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the summer villa before have also been included as members of ULG group; such as PLACA collective for spatial research, Eco centre Green Sun, Cultural amateurs Komolac, Cultural amateurs Osojnik, Sports NGO Komolac, Dubrovnik Libraries, Kindergarten, Elementary School Mokošica, Cinemas Dubrovnik, students, citizens and experts.

Key activities

Main activities considered to be successful during the making of our activation strategy:

1. Having all main stakeholders continuously informed in order to achieve inclusive process.
2. Organizing activities in situ – including citizens in the organization of the events in order to raise awareness of the buildings potential uses.
3. Conducting dialogues with different interest groups.
4. Outdoor meeting of stakeholders involved to ensure accessibility to the process for the citizens.
5. Nominating project ambassadors who were ULG members that presented and promoted project idea to wider public. One of the ambassadors was a public administration representative while the other ambassador was an NGO representative. Their task was to use any situation possible to inform as many people as possible about the building and the idea behind its revitalization process.
6. External expert for evaluation reactivation strategy during the process.

Lessons learnt & Recommendations

What we consider important for successful reactivation strategy is:

1. An effective communication strategy together with an implementation position of a communication manager.

We would also recommend reviving the place with various activities that would become recognizable in a way (by content or time period) until the buildings renovation or temporary use is defined.

7 General prospect dealing with vacant properties in Dubrovnik

The importance of reactivating vacant buildings has been recognized by local authorities who were involved continuously during the whole project of Urbact 2nd Chance hence trying to define sustainable reactivation tools for City of Dubrovnik. City of Dubrovnik recognizes that empty spaces have the biggest impact on inhabitants, since all these venues and sites are in their neighborhoods and could be used for neighborhood benefit. The local government has to listen the voice of the people because only in accordance with general attitudes can the government make right decisions and give impetus to ensure further urban development. The dialogue is extremely important, as this project showed and also sharing experiences is of biggest interest for our city, because participating in this and similar projects both the government and the community can benefit a lot.

General prospect that City of Dubrovnik makes as a plan for dealing with vacant properties are:

1. Mapping of vacant spaces
2. Mapping ownership issues
3. Research on the potential uses among citizens of the neighborhood where the vacant space is located.
4. Including NGO's and experts in the process.
5. Testing potential uses – using the space before renovation.



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