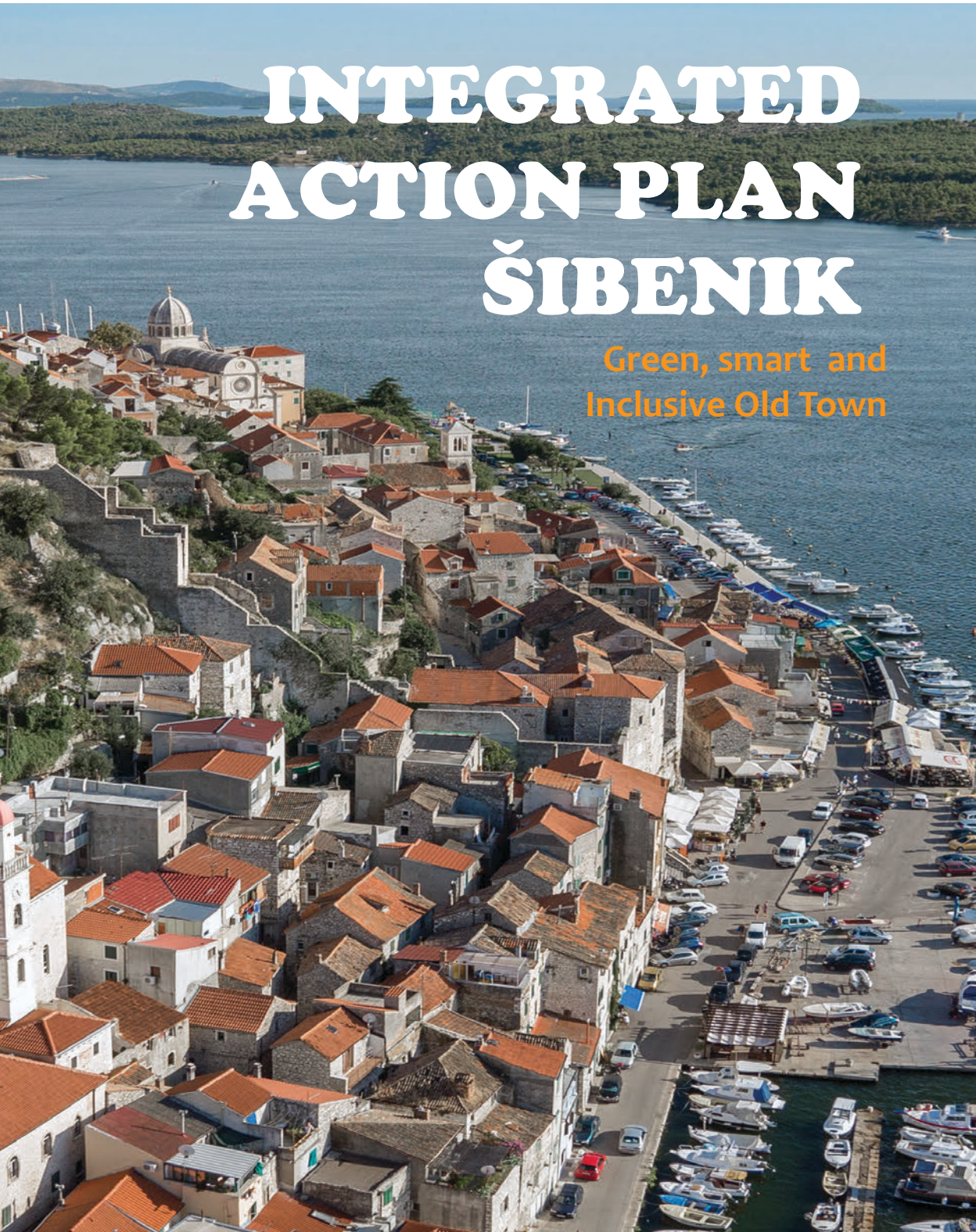


INTEGRATED ACTION PLAN ŠIBENIK

Green, smart and
Inclusive Old Town



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FOREWORD

FROM THE MAYOR

Šibenik is the oldest native Croatian city on the Adriatic, the capital and cultural, educational, administrative and economic center of Šibenik-Knin County. Šibenik is the only city in Croatia and one of the few cities in the world with two monuments registered on the UNESCO list of protected cultural heritage. In the past few years, the city of Šibenik has awakened its dominance through the smart and successful use of EU funds and positioned itself as one of the Adriatic's tourist pearls. The historical core of the city of Šibenik is our cultural heritage and greatest wealth. It is interesting for the resident population, but also for guests, so it is not surprising that it is the focus of the Kairos project. We are faced with the depopulation of the oldest parts of the city, the lack of urban vitality in the pre- and post-season, as well as the excessive number of guests in the season. In addition, many historical buildings do not have a relevant purpose, so the revitalization of the working function is necessary, as well as the renovation of the communal infrastructure. Therefore, creating a scheme for sustainable urban development of the old city center is one of the ways to solve the problem, and through the Kairos project we had the opportunity to find the most effective solutions with project partners. Although it is a demanding job, because the revitalization of the old city core requires many years of work and skill, the City of Šibenik is implementing several projects that aim to make life easier for the residents of the historic core. The integrated action plan of the historical core of the city of Šibenik was created in a way that is realistic and achievable in the short term. Therefore, the measures of the action plan are aligned with the research results. Certainly, we believe that this set of measures will serve as a kind of guide and help in efforts to revive the old city core.

Željko Burić

INTRODUCTION

“**People** make the city,
and people **make** the
Old Town of Šibenik”

The City of Šibenik is one of the partners in the Kairós project, an URBACT Action Planning Network focused on cultural heritage as a driver for sustainable urban development and regeneration.

Kairós is an URBACT Action Planning Network led by Mula (ES) and joined by Šibenik (HR) Ukmergė (LT) Cesena (IT) Heraklion (EL) Belene (BG) and Malbork (PL). It has focused on expanding the role of cultural heritage as a driver for sustainable urban development and regeneration. Kairós has worked at two levels. Locally, each network city has co-produced an Integrated Action Plan along with a group of selected stakeholders. Internationally, a learning and exchange itinerary was rolled out, including baseline study, thematic workshops, study visits and peer-reviews.

URBACT is a European programme promoting sustainable urban development. URBACT's mission is to enable cities to work together to develop solutions to major urban challenges, reaffirming their key role in facing increasingly complex societal changes.

Kairós is a word in ancient Greek meaning the right time for moving into action.

In this framework, Šibenik has produced an Integrated Action Plan (IAP) to **develop a sustainable urban development program for the Old Town of Šibenik addressing issues such as depopulation, lack of urban vitality outside the tourist season, and excessive tourism development.** This goal is in line with the Urban Development Plan, which has focused on the long-term revitalization of the Old Town of the City of Šibenik. Through a participatory approach with the URBACT Local Group (ULG) members and other stakeholders as well as various interactive events (Open Days, ULG meet online survey with over 300 answers, workshops, Small Scale Actions, etc.), Šibenik has identified key challenges for the revitalisation of the Old Town and jointly with the ULG members, defined the overall goal and three specific objectives with a set of measures and activities to address those challenges:

Overall Objective:
**“To improve the overall
quality of life in the Old Town
through mutually reinforced
soft and hard planning”.**

Although the focus of IAP is on short-term investments and smaller actions, in the medium term, the City is planning the implementation of key infrastructure projects such as increasing the waterfront level and the reconstruction of streets and squares in the Old Town. A combination of short-term, soft, and medium to long-term physical infrastructure projects will create the winning results of using the heritage as a vehicle for urban regeneration and sustainable development.

Specific objectives:

1. Raise awareness of citizens about the cultural heritage in the Old Town – support solutions for prevention of the Old Town’s dereliction and strengthen the community’s involvement in the protection and valorization of the Old Town.
2. Support economic growth and mapping of spaces in the Old Town – support initiatives that enable mapping of spaces and the creation of digital mobile applications that would provide a “single-click” possibility to access all data about facilities and activities within the Old Town.
3. Improve social inclusion in the Old Town – support the creation of smart and other solutions related to providing assistance and care to the elderly.

The majority of activities in Šibenik are currently focused on developing and promoting cultural tourism offer that ranges from different thematic tours, visits to cultural attractions, and various cultural and other events specifically targeting tourists. Instead, this IAP will focus its attention on Šibenik citizens, especially on the residents of the Old Town, improving the cultural offering in the off-season and the overall quality of life in the Old Town. Some concrete measures and activities include green improvements of public spaces, sustainable urban mobility and accessibility improvements, improvements to the web portal “Let’s go to town” as a digital repository of all information in Old Town, social service improvements to elderly residents, small and micro-businesses, and physical infrastructure improvements.

ULG was critical in identifying the challenges and needs for reviving the Old Town and bringing it back to its residents through different activities and support measures. They have also ensured internal and external networking with other project partners at the thematic workshops, Open days and other events. And finally, they were instrumental in providing support to the City of Šibenik in preparing the second Thematic workshop on “Economy: Heritage as a driver for innovation, entrepreneurship and job creation”, especially guiding the City in producing a video on the Old Town.

1. THE OLD TOWN CONTEXT

1.1. Heritage character and valorisation

The city of Šibenik has an exceptionally rich cultural and historical heritage with numerous historical monuments and elements of protected cultural heritage. Of special value are the sites under UNESCO protection that are on the list of world cultural heritage: the Cathedral of St. Jakov and the fortress of St. Nicholas. In the city centre, there is the largest number of protected cultural assets and buildings with cultural and historical features, such as the already mentioned Cathedral of St. Jakov, the fortress of St. Mihovil, Barone Fortress, City Hall, numerous palaces, houses, churches, monasteries, etc¹. The revitalization of the third of four fortresses in Šibenik, St. John's fortress will position this fortress as a cultural tourist attraction with a unique offer in the Republic of Croatia but will also place Šibenik as one of the most attractive destinations in Europe. Specifically, The St. John's Fortress will house a historic plateau and an Educational Campus equipped with smart interactive classrooms and presentation spaces within the fortress walls. The joined cultural offer will help reduce seasonality and prolong visitors' stays, providing quality accommodation with an accompanying themed program. The exceptional richness of Šibenik's cultural heritage is also an excellent resource base for the development of cultural tourism and different cultural routes as well as their virtual interpretation (via VR and AR interpretation, mobile applications, etc.), which has been widely used in the Šibenik cultural offer².

1 - Register of Cultural Heritage, 2017

2 - Development Strategy of the City of Šibenik, 2011

1.2. A central space affected by depopulation

Šibenik, with its population of 46,332 and 34,302 in the urban settlement is a historical city with a large historic centre (Old Town). It is a striking example of medieval urbanization in the Adriatic area and has the most intensive tourist activity in the entire city of Šibenik with its rich cultural and historical heritage including several old churches, fortresses, and monuments. The settlement (city) of Šibenik also stands out for its importance in tourism, but also for the fact that it is the central, largest urban settlement in Croatia. It is also the largest protected pedestrian zone in Croatia, where most accommodation capacities are located, and the largest part of tourist arrivals and overnight stays is realized. In the past few years, there has been a significant increase in the number of tourist arrivals and overnight stays. According to the latest data from the Tourist Board, Šibenik recorded a positive trend in the number of arrivals and overnight stays in the period from January to the end of July 2021, with 175,967 tourists. This places Šibenik among the top ten destinations in Croatia in terms of tourist traffic. Recently there has been a surge of digital nomad arrivals because of the relatively inexpensive cost of living, beautiful surroundings, and the quality of the offer. To help the newcomers, the Business centre “Trokut” opened an office for digital nomads in January, 2021 with support from the City of Šibenik. Since November 2021, there was more than 50 digital nomads residing in Šibenik.

The city centre itself, according to the Urban Development Plan (2014), has only 1,783 inhabitants with a trend of average annual population decline of as much as 40 inhabitants per year. Demographic trends are generally negative, with the largest decline in the period 2001-2020 in the Old Town, which lost as much as -20% in the southern part (Urban Development Plan, 2014). Additionally, there is exceptional gentrification of the Old Town and the emigration of the local population caused by an increase in real estate costs and consequently, a strengthening of the tourist and weakening

of the housing functions in the Old Town. The population's age structure also indicates an unfavourable situation both at the level of the entire City of Šibenik and the Old Town with 55.2% of the population 20-59 years old and 26.5% 60+. This situation calls for a new approach and adjusted types of services, which will be addressed in this IAP.

The cost of living, especially the renovation of housing in the protected city centre is significantly higher than in other parts of Šibenik, so the City of Šibenik from its sources subsidizes the renovation of facades and roofs for residential buildings in the Old Town. The results of research from the JEWEL project, co-financed by EU funds from the IPA SEE program, show that residents of the Old Town are older rather than the young population (26.5% of the older population compared to 18.2% of young people). 50% of the population of the Old Town lives in apartments with an average size of 54m². Two-thirds of the residents live in small households with one or two members, and according to the 2011 census, there is an evident decrease in the number of residents of the Old Town.



Old City Core – City of Šibenik

1.3. Current offer in the Old Town

Tourist activities are scattered throughout the Old Town with most of the offerings in the restaurant and café bar businesses. Cafes occupy an important place in the life of the Old Town with young people mostly coming to the historical centre to socialize and drink beer or coffee. According to the research from the URBACT RetailLink project, there is a total of 69 restaurants in the Old Town, of which 20 open seasonally. In terms of the commercial offering, according to the research conducted through the RetailLink project, in March 2017, there were 82 open stores in the Old Town. Most of them were clothing stores 25%, followed by jewellery stores 10%, then souvenir shops 8% and galleries 7%. There is also a relatively large share of souvenir shops and galleries, as well as an increasing number of ATMs. There are also 4 grocery stores (only one larger, others very small), 5 opticians and 3 stores of equipment and nautical equipment, and two pharmacies. There are some traditional crafts stores and several goldsmiths.

Regarding empty spaces in the Old Town, in March 2017 there were 83 empty business spaces in the Old Town.

That number decreases as the season approaches to grow again in the winter since owners turn basements into taverns and other commercial premises. Despite its many advantages (closeness to cultural and government offices, possibilities for networking and cooperation, joint actions, etc.), there are also many challenges to owning or renting business space in the Old Town. As described in the URBACT RetailLink project, spaces are equipped with old and mostly poor infrastructure, low energy efficiency, low ceilings, small floor areas, small windows/shop windows, mostly poorly decorated, without adequate storage space. These challenges will be addressed through the City policies and this IAP.



Fortress of St. Michael



Christmas fair – Adventura



International Children`s Festival

The Old Town is also a zone of narrow streets and many steps, which creates difficulties for the delivery of goods and their transport. Although there is an interest to attract popular retail businesses to the Old Town, this is not possible due to their standards regarding the size of their stores. On the other side, there is an overall pinion that the Old Town needs to be preserved for small businesses, art galleries, bio-oriented businesses, and traditional crafts to keep the unified dimension and a brand of the historical centre.

In terms of private accommodation for visitors, there is a dominant share of privately owned apartments (as much as 90% share), and an increase in the number of heritage hotels. The City of Šibenik is adamant about restricting the number of apartments in the Old Town and has a policy of keeping the lower-level spaces in the building only for retail and other non-short-term rental apartment purposes.



Christmas fair - Adventura

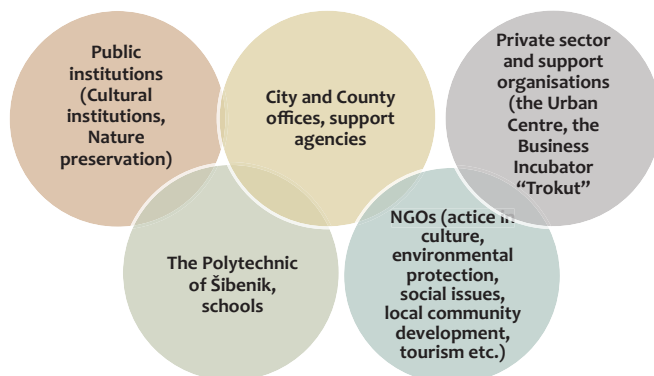
Šibenik offers many cultural events like the Kulturaljka, Sopertoona festival, Croatian Travel Festival, Solo Positivo film festival, Salsa Beach Splash Festival, Sea Splash Festival, Comedy Fortress Festival as well as the renowned International Children Festival that takes place in the Old Town in July. Such diversity and present selection of quality ensure the satisfaction of broad affinities of the audience and high attendance. In addition to the above events, the Fortress of Culture Šibenik organizes its events, concerts, and festivals, which helps them in generate income and become financially independent. This kind of sustainable management is unique for Croatia among public institutions in culture, which are often reliant on public funding. It is also proof that this model could work both in financial terms but also in creating more quality culture and other offers.

1.4. Stakeholders

Key stakeholders include public authorities, cultural and nature preservation public institutions, tourist boards and tourist agencies, and educational institutions including the following: The Polytechnic of Šibenik, Šibenik-Knin County, City of Šibenik Conservation Department, Šibenik Cultural Council, Public cultural institution Fortress of Šibenik, Šibenik City Museum, Šibenik Tourist Board, City of Šibenik Society of Architects, Society for the preservation of cultural heritage Juraj Dalmatian, Public Institution Nature of Šibenik-Knin County, Administrative Department of Social Activities and the Administrative Department of Spatial Planning and Environmental Protection (also members of the ULG). It is also important to mention the Urban Centre and the Business Incubator “Trokut”, as well as schools, individual experts, and NGOs. According to the National Register, there are 108 cultural associations in Šibenik, most of which (73) are dedicated to performing and organizing music and dance events, while others deal with the preservation of traditional and cultural values, visual arts, and alternative art forms. Many NGOs are active in the Old Town, making a significant impact with their cultural and creative offer, different events, creative tours, and activities for the elderly or the youth. These stakeholders and their programmes present a solid basis for future improvements in the diversification and quality of the offer all year long.

**“What is a city, but the people;
true the people are the city.”**

Coriolanus III



For the future improvements and organization of different activities, it is important to specifically mention five public cultural institutions in the City of Šibenik, which are leading cultural and other events in the Old Town. These are the Croatian National Theater Šibenik, the City Museum of Šibenik, the City Library "Juraj Šižgorić", the Gallery of St. Krševan, and the Fortress of Culture Šibenik, which manages the cultural program at the fortresses of St. Mihovil, Barone and St. John, as well as the House of Arts Arsen, the arts and cultural centre devoted to Arsen Dedic, a famous Šibenik artist, poet, and singer. These cultural institutions are members of the ULG and were providing invaluable input for the development of the IAP in terms of identified challenges and opportunities but also innovative activities for the further revival of the Old Town. It is also important to add the Tourist Board of the City of Šibenik and the Tourist Board of the Šibenik-Knin county, which are responsible for the organization and promotion of tourist events.

1.5. Key challenges

The process of identifying challenges and developing IAP was very participatory. Stakeholders from different sectors (cultural institutions, civil society, private sector, experts, etc.) were included in the ULG, which held a total of ten meetings on different topics related to the five Kairós pillars. In addition to Open Days – one-day events aimed at reviving the public spaces of the Old Town, the City of Šibenik has conducted an online survey in March and April 2021 to assess people's perceptions about the quality of life in the Old Town but also challenges and needs, as well as ideas about cultural and other activities that could take place in the Old Town. The goal was to primarily focus on citizens and not tourists and create measures to revitalize the Old Town based on citizens' needs and input. Over 400 people answered the survey with over 100 also providing concrete ideas and suggestions on different activities (concerts, urban gardening, nightclubs for the youth, art workshops, open-air theatre, etc.) This was more than expected since people are usually not very keen on answering online surveys. This has demonstrated their interest in becoming more engaged and bringing life to the Old Town.

Regarding challenges of life in the Old Town, most respondents answered that it was a lack of content for the local population (276 answers or 67.2%), followed by a lack of parking spaces (255 answers or 62%). 163 respondents or 39.7% think it was a problem with waste management; 103 or 25.1% increased the price of goods during the summer months; 84 or 20.4% stated infrastructural problems (difficulties in the supply of electricity, water, sewage, etc.), and 73 or 17.8% of the respondents think it was an over-crowding with tourists, especially in summer. When asked what respondents miss the most from the content/events in the Old Town the largest number answered that they lack activities/events in the open (232 or 56.4%); while 219 or 53.3% believe that there is a lack of social spaces for children, young people or the elderly. 187 respondents or 45.5% think that cultural content is missing, and 133 or 32.4% think that sports and recreational content is missing. 178 respondents or 43.3% think that shops are missing; 104 or 25.3%, parks; 101 or 24.6%, children's playgrounds, and 37 or 9% catering facilities.

The answers were in line with identified key challenges in the city of Šibenik's and Šibenik-Knin county's key strategic and management plans. Here is the summary of key challenges that also correspond to the main strategic goals of the IAP:

2. FOCUS AND OBJECTIVES

2.1. Vision and main objectives

Šibenik's Old Town is a place where history meets the future with smart and green solutions, small business opportunities, and innovative social services; where different generations meet to socialize and enjoy a variety of cultural, recreational, and other activities reviving the spirit of historical corners and public spaces.

The overall objective of IAP Šibenik is to develop a sustainable urban development program for the Old Town of Šibenik with a focus on depopulation, lack of urban vitality outside the tourist season, and excessive tourism development but more than anything **physical infrastructure improvements of the Old Town.**

OVERALL OBJECTIVE: “To improve the overall quality of life in the Old Town through mutually reinforced soft and hard planning”.



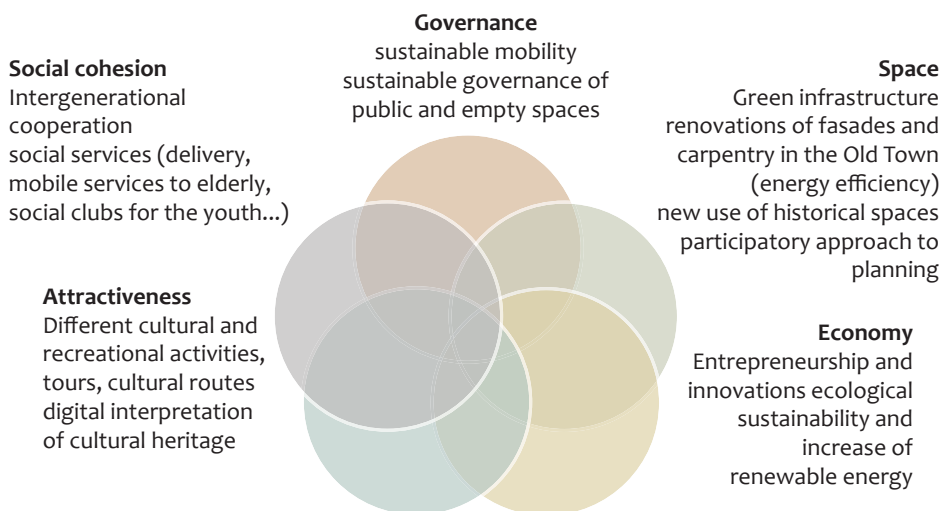
Specific objectives of the IAP, which are also in line with the overall strategic goals of the City of Šibenik and as such will be addressed in a complementary way in the Action Plan are the following:

1. **Raise citizens' awareness about the cultural heritage** in the Old Town - support solutions for prevention of the Old Town's devastation and strengthen the local community's involvement in the protection and valorisation of the Old Town including environmental awareness, sustainable mobility, involvement of residents in the interpretation of cultural heritage, etc.
2. **Improve economic growth and support mapping of spaces** in the Old Town - support initiatives that enable mapping of spaces and the creation of a digital application that would provide the "single-click" possibility to access all data about facilities and activities within the Old Town
3. **Improve social inclusion in the Old Town** – support the creation of smart and other solutions to provide assistance and care to the elderly.

IAP's vision and objectives are in line with key thematic components of Šibenik's urban development:

- **Entrepreneurship and innovations in Tourism.** The Strategy for the Development of Innovative Tourism in the City of Šibenik (2015-2025) is guiding tourism development in the city, aimed at expanding the offer of the destination with experiences of selective tourism.
- **Sustainable mobility and intermodality,** through the Master Plan for Sustainable Urban Mobility of the City of Šibenik. The City is aware of the poor accessibility which is common to most historic central neighbourhoods and they are currently working on solutions in this regard. The City aims at ensuring better accessibility and improve mobility in an environmentally friendly way (e.g. the idea of an urban escalator, encouraging alternative forms of transport such as bikes/e-bikes and scooters/e-scooters, public urban transport, etc.) and communal infrastructure.
- **Improve the ecological sustainability of the environment and increase the use of renewable energy sources.** In addition to conservation and the renovation itself, the strategic direction includes the revitalisation of abandoned and neglected spaces to create new ambient, spatial, and functional values. The City also aims at improving the city green areas with traditional Mediterranean horticultural landscaping.

By proposing a set of different activities and small, more achievable actions, Šibenik will test the integrated approach provided by the Kairós five-pillar model - **Governance, Space, Economy, Attractiveness, Social cohesion**. It will also contribute to building a transnational network that can sustain itself after the end of the funding period.



2.2. Participatory approach and governance model

Key stakeholders were involved in different phases of the IAP implementation depending on their role in specific actions. Besides the City of Šibenik, stakeholders included different cultural institutions, associations, clubs, and public institutions involved in the maintenance of public spaces and micro businesses. It also involved residents and visitors that can be also involved as co-creators or some actions. IAP will be managed and implemented by the City of Šibenik in cooperation with key stakeholders during, as well as after the URBACT support by applying to different funding sources.

The Department of Economy, Entrepreneurship and Development has 15 employees, out of which 12 are engaged in EU projects. In this field, they can exhibit an impressive track record, including projects and initiatives within a variety of programmes and donor schemes – e.g. Croatia IPA program, IPA Adriatic Programme southeast Europe Programme, EEA/ Norway grant, URBACT. Further to these key resources, the Director of the Šibenik Tourist Board Dino Karadole has also played a relevant supporting role too, along with the Department of Spatial Planning and Environmental Protection and the Department of Social Activities. Additionally, Gradski Parking d.o.o. a public-owned subsidiary established in 2001 will have a significant supporting role in the implementation phase as many activities are related to urban mobility



Open day – Open air exhibition Core

The initial composition of the ULG had a twofold aim. On the one hand, to involve a selected group of stakeholders (also including relevant units at the regional level of Šibenik-Knin County) to co-produce the Integrated Action Plan and on the other hand, to ensure strong coordination and alignment between all City departments with a stake on an integrated approach for the Old Town development and management. The ULG has also ensured a connection between two existing stakeholder platforms in the field of culture (the Šibenik Cultural Council) and tourism (Šibenik Tourist Board Council).



ULG meeting

It is important to mention that Šibenik is a member of the Croatian Association of Historic Towns (HUPG), a new association that has been established to solve issues more systematically, and thorough exchange of views and experiences between heritage experts, local authorities, scientists, and tourism professionals. On December 8, 2021. The City has formed a Partnership committee for urban regeneration and development consisting of 32 key stakeholder representatives from all sectors. Their role will be to monitor the implementation of the City's Urban development strategy within the Integrated Territorial Development programme.

2.3. Local planning framework and the role of the IAP

To tackle the above challenges, the Municipality is relying on City's strategies and plans, including the Urban Development Plan for the Old Town (2014-2020), which is still valid and aligned with the City Development Strategy, focused on the importance of keeping the housing function at the Old Town and encouraging all forms of (permanent) housing, co-located with other uses, basically related to business, retailing, culture, civic-oriented facilities, etc. It is important to emphasize that the IAP is not focusing so much on the infrastructure projects and initiatives, as those are already a part of the existing project and the City's plans. However, since several urban revitalization initiatives have been undertaken over the past few years or the new ones are in the IAP, they will provide an important basis for the further revitalization of the Old Town.

2.3.1. Key initiatives and projects already implemented

- **Fortresses of culture.** This includes key projects focusing on the restoration and revitalization of three historical fortresses in the city - St. Michael, Barone, and St. John - with the idea to valorize them as beacons of the contemporary cultural activity in the city. St. Michael's fortress, now reused as an exceptional venue for performing arts events and cultural activities, is being addressed as an engine for the revitalisation of the Old Town but also two other fortresses, Barone and the newly built St. John.

- **Urban Centre, an innovative hybrid and co-working space in the Old Town,** which opened in 2014, has quickly become a central place in Šibenik, where children and adults can be educated for free, and associations gather at no charge.

- **Idemo do Grada Šibenik “Let's go to town Šibenik”**, a Facebook page³, which has resulted from the RetailLink project. The aim was to create a platform for communication, exchange of ideas, and initiatives to revive the Old Town as a desirable place for business, shopping, and leisure targeting both residents and visitors.

- **Project C-CHANGE (Arts and Culture Leading Climate Action in Cities)**, URBACT III programme. Although the focus of the project was on awareness-raising about climate change, most of the activities took place in the Old Town. There were e.g., a pop-up bookstore in the Robert Visiani park, exhibitions in the gallery, and the Museum in the Old Town. The project received great attention from the residents and visitors alike. IAP Activities will link and build upon these small actions, which had the same aim of bringing new life and content for local citizens to the Old Town.

- A flagship project in the city is the **Center for New Technologies and Entrepreneurship-TROKUT** which was opened in September 2020 and has become very successful with its versatile services and offers for entrepreneurs. Trokut is hosting a net Academy and summer STEM camps, business incubators, etc. Trokut is also a home for digital nomads who are increasingly staying in Šibenik. Together with the Urban Centre, Trokut will be a key place for more long-term activities proposed by IAP like the cultural hackathons, the Urban Center cultural heritage lab, and other living labs (e.g. healthy lifestyle, creative lab, etc.).

2.3.2. Planned projects related to physical infrastructure improvements of Old Town that are in line with the IAP Action Plan

1. **Capital project - expansion and improvement of the coastal area Dolac - City of Šibenik**, which includes the expansion of the existing coastline and the existing road. This would improve the quality of road traffic, which is not possible in the current conditions. Also, the planned solution for stormwater drainage reduces (to the greatest extent possible) the large and ever-present problem of flooding the coastal areas.

2. **Cable car from the Fortress of St. Mihovil to the Fortress of St. Ivana** of about 280 meters long. This cable car will take passengers from the starting point, near the Fire Station, to the destination near the Fortress of St. Ivana. It will improve accessibility for visitors and local citizens but also add an attraction.

3. **Urban escalator project on the route Dolac - Fortress of St. Mihovila**, which will improve the accessibility of this steep area of Šibenik and strengthen social inclusion of the elderly.

4. **Integrated mobility project** – The main goal of the project was to resolve one of the key challenges for the Old Town, the problem of transport and parking through an intensive integration of various forms of transport in the area of the City of Šibenik and development of an **underground logistics centre on the location of Poljana Square**. The centre has included a **mobility management centre, charging stations for electric vehicles, space to supply the old town, and 256 parking spaces**. This will in the future ease the lack of parking spaces in the Old Town and improve the overall management and the logistics.

2.4. **Physical infrastructure improvements of the Old Town** (stone pavements of the streets and squares, communal and other infrastructure improvements). So far, the City has invested over 130.000 EUR for these improvements and will continue investing in further improvements.

3. ACTION PLAN

3.1. Urban heritage valorisation and enhancement

In line with the Vision and overall Objective, the Action Plan will provide a set of specific objectives, measures, and concrete activities that will be implemented in the period of next five years to revive the Old Town, improve public spaces, create new business opportunities, and improve social services to those in need but most of all, revive the spirit of the local community through different intergenerational activities.

OVERALL OBJECTIVE:

“To improve the overall quality of life in the Old Town through mutually reinforced soft and hard planning”.

As explained in the Introduction, the focus of IAP is on the short-term investments and smaller actions that are explained in detail below. However, in the medium term, the City is planning the implementation of capital infrastructure projects such as the expansion and improvement of the coastal area Dolac – the City of Šibenik, reconstruction, and pavement of streets and squares in the Old Town, renovation of facades and carpentry in a more energy-efficient way, etc (all planned projects explained in the section 1.5.2.). A combination of the short-term, soft, and medium to long-term physical infrastructure projects will create the winning results of using the heritage as a vehicle for urban regeneration and sustainable development.

Specific Objective 1. Raise awareness of citizens about the cultural heritage in the Old Town - support solutions for prevention of the Old Town's devastation and strengthen the local community's involvement in the protection and valorisation of the Old Town.



Dolac - waterfront

This Specific objective (SO) will focus on increasing awareness among the citizens about the rich cultural heritage but also on the solutions that will contribute to the prevention of the Old Town's dereliction. It will also strengthen the local community's involvement in the protection and valorisation of the Old Town. Those solutions relate to different, interrelated issues of environment and green energy, and urban mobility and are in line with the Kairos pillars: **Space, Attractiveness, Governance**.

This SO1 will be addressed through various measures and activities related to the environment, energy efficiency and sustainable mobility but also on creating innovative cultural and other offers in the Old Town specifically targeting citizens:

1.1. Improve green infrastructure and green actions

The Kairós-Šibenik online survey has indicated that people want more green areas in the Old Town and especially in the main square, Poljana, and bring back the “Dalmatian way of living” on the streets. An equal number of respondents (102 vs. 101; 25%) answered that they are missing parks and children’s playgrounds in the Old Town. This measure will help increase the level of citizens’ involvement in the spatial, economic, and cultural development of the city by focusing on green improvements and measures. It will also inform local stakeholders about the available incentives and other development opportunities that would help improve the overall look and feel of the Old Town. Proposed projects will address these issues through the development of the Green Strategy, various educational activities and campaigns, and other awareness-raising activities. The City will also encourage continuous involvement from citizens in giving their ideas on how to improve public spaces.

Example:

The Foundation for Urban Innovations in Bologna is a lab for analysis, communication, development, and co-production focused on urban transformations.

It has three pillars:

URBAN CENTER:

informational activities to promote the territory and urban culture;

MAPPING THE PRESENT:

analysing and documenting urban transformations with a focus on open data;

CIVIC IMAGINATION OFFICE: activating participatory paths of co-production (such as District Labs and Participatory Budgeting)

The goal of the Urban Center, similar to Šibenik’s Urban Centre’s idea is to situate Bologna at the centre of narration made accessible in its forms and content through constant work to ‘translate’ technical language into a language and visualization that can be understood by everyone. The goal is to bring together data and information, thereby stimulating reflections, public debate, and proposals for the city’s future. The Foundation’s spaces are also used to organize and host many temporary exhibitions, laboratories, workshops, seminars, and conferences, whether organized by the Foundation or other subjects.

Proposed projects:

1.1.1. Green improvements in public spaces – square near the King Tomislav street in the Old Town. Using the participatory placemaking approach, the City with external experts and ULG members will organize participatory workshops with local citizens to co-design improvements in the space. Implementation will be through the City budget and other potential funding through regional and national funds.

1.1.2. Green educational workshops, festivals, and campaigns that will be held regularly and will take place in open public spaces in the Old Town or other places (e.g., the City library). The City of Šibenik will provide support to public institutions, Urban Centre, NGOs, and others in the organization of the event. Topics could be, e.g.:

- green infrastructure
- sustainable urban and organic planting
- energy efficiency in historical towns
- waste reduction measures (introduce the Award for the best citizen/school/business in recycling)

1.2. Energy efficiency measures

The City of Šibenik has already planned the implementation of the measures related to the renovation of facades and roofs, as well as the renovation of carpentry to help its citizens and small businesses who live and work in the Old Town. Those measures will continue until they are all able to improve their buildings and thus contribute to the overall revitalization and energy efficiency of the Old Town.

Proposed projects:

1.2.1. The programme “Old Town - Renovation of facades and roofs”

will contribute to a more beautiful appearance of city streets and have a positive effect on the increase of permanent housing in the Old Town. Encouraging the renovation of facades and roofs will also encourage the economic activity of (local) installers and manufacturers, and more such and similar projects would undoubtedly result in stimulating employment and reducing unemployment at the local level. The renovation of facades and roofs on 10 buildings (family houses and residential buildings) also contributes to the image of the City of Šibenik as a desirable tourist destination based on the preservation of natural beauty and a healthy environment.

1.2.2. The programme "Old Town - Renovation of Carpentry".

The renovation of facades is one of the most important programmes aimed at the physical infrastructure improvement of the Old Town. Both programmes are in line with the Development Strategy of the City of Šibenik - Development projects, (goal "Developed educational, scientific research communal, transport and social infrastructure", priority "Development of communal and transport infrastructure" and development project (Development of the Old Town) "Urban Development Plan of the City of Šibenik, JEWEL project, SHARE project (Activity 2.2. Incentive programme for permanent residents for the renovation of facades and exterior carpentry). The programme seeks to encourage the installation and use of energy-efficient exterior carpentry. Potential savings by changing the existing and installing new, energy-efficient exterior carpentry, and improving walls is 10-15% of heat.



Facades before renovation



Renovated facades



Facades before renovation



Renovated facades

1.3. Sustainable urban mobility improvements

The area of the Old Town is a pedestrian zone, which is most often reached from other parts of the city on foot or by car. On the other hand, the most common reason why respondents give up visiting the Old Town is the question of finding parking and the price of parking. Due to the specifics of the city, the public transport system does not work but will be resolved with the recently completed Integrated Mobility Plan. Additionally, the Old Town's narrow streets and many stairs make it difficult to deliver goods to the shops. The problem of logistics and delivery of goods is even bigger because most stores do not have large warehouses due to the specific method of construction.

This measure will focus on improving urban mobility through different actions including improvement of bike lanes and paths, better signalling, information, services (e.g. public bikes/e-bikes), as well as awareness-raising activities about promoting alternative urban mobility options, green infrastructure, and an overall healthy lifestyle. Below proposed actions will be an added value to the Integrated Mobility Plan and other actions like the urban escalator, already in the City's plans. This is one of the projects of the City of Šibenik that plans to connect Dolac and the fortress of Sv. Mihovil and thus increase the mobility of tourists and visitors between important tourist sites in the city.

Proposed projects will encourage active and healthy mobility, walking and cycling, in and around the city centre. It will implement an active engagement programme to improve the use of the existing lines which will reduce car use, increase connectivity between the centre and its surroundings, and tailor spaces to promote physical activities.

Proposed projects:

1.3.1. Bike lanes and routes – audit the existing bike infrastructure and build appropriate bike lanes and routes to connect the Old Town with other parts of the city; improve signalization and expand the public system of bikes with e-bikes and e-scooters.

1.3.2. Mobile pump (bike) track for the youth that could be placed around the city at the most appropriate locations (e.g. Poljana, Trg Hrv. Republike...). There are examples of mobile pump tracks that could be easily built and moved through the Old Town.

1.3.3. Introduce an electric vehicle that would connect the coastal area of Šibenik and provide easier access to Old Town.

1.4. Increase the community's awareness about the importance of cultural heritage

Historical sites need to act as meaningful meeting places and as platforms for learning and exchange, as well as facilitators of knowledge and creativity contributing to, among other things, social capital. Access and active engagement of communities in cultural heritage are the core principles enshrined in many new policies for integrated local development. In addition, well-managed and principled participatory processes of heritage reactivation can lay the foundations for building a stronger sense of engagement.

To strengthen the recognizability of the Old Town as a pleasant place for its citizens, it is important to involve the local population, not only as users but also as co-creators of the offer. Residents, especially the elderly, know stories and legends that can serve in interpreting heritage and creating authentic experiences. In this way, they gain a greater sense of belonging and inclusion and are more willing to invest their time. Participation can be also strengthened through initiatives such as “Adopt heritage” or the “Friends of the Old Town”, which could contribute to the protection, sustainable revitalization, and promotion of the Old Town.

Proposed projects:

1.4.1. Awareness-raising workshops and events – support public institutions, NGOs, and creative industries in organizing various workshops and events that will increase awareness among the local community, especially children and youth. The rich cultural heritage of the Old Town could be for example interpreted through different techniques such as storytelling and art workshops for its youngest residents (e.g. a story of St. Michael's victory over the dragon), as well as key monuments (e.g. The Cathedral of St. James, the most important architectural monument of the Renaissance in the entire country with a series of 74 heads on its apses).

1.5. Expand the offer in the off-season specifically targeting locals

Most of the answers in the survey identified a lack of attractive offers in the off-season, especially for the youth and elderly. That includes different cultural and other events but also a lack of attractive shopping that would pull residents away from the nearby shopping centres into the Old Town shops. Given that the City of Šibenik has identified the cultural offer as one of the determinants of its tourist offer, it is of great importance that the public (administrative bodies of the City of Šibenik) and the cultural sector (cultural institutions) connect and cooperate with the civil sector (associations in the field of culture) and private entities from the tourism sector to achieve the synergy of a wide range of stakeholders. That would result in coordinated and complementary development of cultural and tourist offers. There is already quality coordination and cooperation in this area but needs to be supported and improved in all possible forms continuously, for example by supporting the work of ULG members even after the project ends. This IAP will focus on small but achievable actions that will be co-created with citizens, especially target groups such as youth, elderly, and people with disabilities but also through the coordination with the cultural institutions, NGOs as well as sports clubs to diversify an offer.





Proposed projects:

1.5.1. Urban Cultural Heritage Lab – as part of the Urban Centre, the Urban Cultural Heritage Lab will coordinate the co-creation of the new cultural offer in coordination with key stakeholders (ULG members, NGOs, creative industries, private sector, Business incubator “Trokut” etc.) to increase the quality of the cultural offering, especially for the locals, extend the season and revive less used public spaces (parking lots, less-visited parks, squares and other public spaces of the Old Town).

Examples of cultural and multidisciplinary events:

- **Open-air museum** – thematic open-air exhibitions that tell stories about the cultural heritage and Old Town in an unexpected way It can be a combination of the exhibition, events, shows, workshops, etc.
- **Film festivals and photo competitions** on the cultural heritage
- **Concerts, theatre plays and other cultural events** in different open spaces in the Old Town in the offseason in less-visited public spaces (e.g. parking lots in the off hours, less-visited parks and squares, etc.)

1.5.2. Cultural thematic tours – the project will focus on the development of different cultural thematic tours and routes and will improve accessibility to other parts of Old Town. In cooperation with the online portal “Let’s go to town” and the Association of tourist guides, the City of Šibenik will create an option for the purchase of an online gift certificate for cultural tours.

3.2. Smart solutions providing new opportunities and services

Specific Objective 2. Support economic growth and digital mapping of spaces - support initiatives that enable mapping of spaces and the creation of a digital application that would provide the “single-click” possibility to access all data about facilities and activities within the Old Town

Activities under this objective will connect cultural events, cultural attractions, and other tourist offers through developed cultural tours (independent and/or guided) and an advanced system of interpretation and signalling of key attractions. To enable the extension of the season, it is necessary to improve the tourist infrastructure and to improve the promotion and branding of the Old Town with a special emphasis on the local community's but also visitors' involvement in generating content. It is also necessary to reactivate the potential of unused residential and business premises, set development conditions for various activities (with emphasis on traditional crafts), create preferential conditions for small businesses (reduce rental prices for deficit activities) and encourage cooperation between entrepreneurs. It is also important to develop or improve the existing web or mobile applications to facilitate access to information, services, and products in the historic centre of Šibenik.

2.1. Improve information, communication, and digital interpretation of the Old Town

This could be achieved using modern IT solutions, which represent the Old Town, with special website development activities and mobile applications to facilitate access to information, services, and products in the Old Town. This information platform could be integrated with the possibility of direct communication and access to service providers. Such a communication tool provides a great opportunity in highlighting all the sights and cultural facilities that Šibenik offers and ensures more controlled management of the visitors in the Old Town. Therefore, the development and continuous improvement of these tools should be a priority in the management of the Old Town.

Another set of activities that can help in a more even distribution of visitors is a quality system of interpretation and signalling of key attractions, which was singled out as a special program in the Strategy for the Development of Innovative Tourism of the City of Šibenik (2015). This element of the Old Town management significantly contributes to the orientation of guests in space, the perception of the content of the destination, and the overall satisfaction of guests with a stay in a tourist destination. The signalization should be of a unique visual design that would reflect the brand concept of the destination Šibenik (Strategy for the Development of Innovative Tourism of the City of Šibenik, 2015). This Strategic objective will build on the existing efforts to improve digital interpretation of cultural heritage and signalling of less visited sites, with a focus on actions for the local citizens.

Proposed projects:

2.1.1. Local portal “Let’s go to the city” as a digital repository of all information related to the Old Town

The local portal, which currently exists as a Facebook page will be expanded as an interactive web portal that will provide information about different events, offers, and services, as well as potential job opportunities (e.g., repairs that could be done by retired people) in the Old Town, etc. This will also create a central digital repository with all information, publications, and other literature related to the Old Town. Additionally, through coordination with relevant cultural institutions and NGOs, the portal will create and publish a unified calendar of cultural and other events in Šibenik for easier promotion. This portal will bring cultural institutions together for the coordination of joint events and actions, improve engagement of residents through social media and digital tools, and improve knowledge about digital technologies for cultural heritage among the residents.

As a long-term development that would boost economic development and the revitalization of empty spaces, the portal could also provide information on the following: 1) online application form for space owners interested in re-entering their empty and/or closed spaces through ‘socialising’ their space, 2) a database which will be developed by outreach City staff/volunteers who will contact individual landlords, real estate agencies, constructors, other property owners to establish an affordable stock which can be used by the potential users of the space (e.g. artists, creatives, social entrepreneurs and others).

Example:

Rescue and preservation of the historical memory of the inhabitants – In their IAP, the City of Heraklion is proposing to establish a Centre for the Recording and Preservation of oral history in the city area of Aghia Triada, thus emphasizing and highlighting the special profile of the area as a "time capsule" of Heraklion, an area that largely retains the characteristics of the structured space from the past centuries. In addition, as an area that housed immigrants in past times, it symbolically reflects the pursuit of preserving history through the recording of life narratives. The narratives will be collected based on a non-directed and then customized, a questionnaire covering the lives of the narrators, focusing on life-cycle events as shaped by the general economic and political events during their lifetime and will be presented in a digital format.

2.2. Support to micro and small businesses and creative industries to create a diversification of economic activities in the Old Town

In principle, the City does not have an influence on the content and the selection of desirable activities because it cannot administratively influence the tenants of the space. On the other side, with careful planning and selective measures to attract the “right” business or create demand through branding and promotion of a certain theme (based on the marketing research of the demand), the City could influence the revitalization of the Old Town in a business sense and create a thematic district with specialized stores (e.g. eco, arts and crafts, vintage, etc.). A great example of a successful business support centre is the Urban centre in the Old Town that provides education, training, mentoring, and other types of support to micro and small businesses in different sectors - ICT, creative industry, innovations, tourism, and others. The Urban Centre could be further expanded to become an Urban Living Lab providing support in co-creating innovative solutions and offers for the Old Town in different areas (culture, healthy lifestyle, mobility, green improvements, etc.).

Additionally, participatory methods, spatial planning, promotion, financial and tax relief support by the City, in addition to the active involvement of entrepreneurs through various models of participation (e.g. a “matchmaking” agency that could act as an intermediary between the City, owners and potential users/tenants), could influence the offer in the Old Town. A strategic approach could also mean that the offer is unified and branded in a way that attracts today’s ecologically and socially aware tourists, especially Millennials. By attracting new entrepreneurs to the area of the old city centre, the quality of the offer will be as a result diversified and expanded.

Proposed projects:

2.2.1. Digital map of both commercial and empty spaces of Old Town with continuous market research to identify what the consumers look for to match their needs with the small shop products. This initiative could be connected with the online portal “Let’s go to the town” and a web platform, and could achieve the following:

- Mapp the existing situation, making a list of business premises in the Old Town and monitoring the state of the occupancy structure.
- Mapping of empty spaces in the Old Town of Šibenik
- Collect and format data into the necessary parameters for integration into the future application.
- Open channels of discussion about potential use, ownership structures, and potential management models, including pop-up stores.

2.2.2. Support and promotion of traditional crafts and family agri-business

Provide support to local businesses, traditional crafts, and family agri-businesses in creating, selling, and promoting their products through various channels (at the eco, arts and crafts, and other markets; in pop-up stores, online portal, Tourist Board, etc). This will also enable the City of Šibenik to brand the Old Town as a thematic district (green, arts and crafts, traditional craft-making) and further promote it through visual identity and other promotional means (marketing strategy, social media, bloggers/vloggers, etc.)



2.2.3. Tax exemptions and other incentives to businesses located in the Old Town. Provide different tax exemptions and other incentives to businesses located or willing to operate in the Old Town, from compensation measures for works to incentives for investments in space). Also, as a measure of support, provide free access to delivery vehicles, which will enable businesses to operate more efficiently, not causing congestion.

3.3. Inter-generational dialogue as booster for livability

Specific Objective 3. Improve social inclusion in the Old Town – support the creation of smart and other solutions related to providing assistance and care to the elderly

This strategic objective will pay a special focus on the residents of the Old Town, which in the case of Šibenik are mostly old people who have been living in the Old Town most of their lives and are emotionally connected to its history and heritage. The measures will address the challenges of living in the Old Town, which are related to the hilly configuration of Šibenik, lack of accessibility to shops and other services, etc., lack of direct services (e.g. mobile teams), and lack of activities for the elderly.

3.1. Strengthen and promote intergenerational cooperation

This measure will be focused on small actions that improve intergenerational cooperation among the elderly and children but also cooperation with the youth. These actions will be organized in cooperation with the key institutions such as kindergartens, schools, Association for the retired people, The City library, and other stakeholders. All the activities will be co-designed and co-created by the participants to motivate them and encourage their participation. The first step would be to, in cooperation with the elderly and children/youth, co-create a list of different actions that could take place in key sites and points in the Old Town.

Example:

Outdoor public library – expand the public library in the Poljana square by providing different amenities like chairs, bags, etc. and encourage more reading, social interaction and intergenerational communication.

Proposed projects:

3.1.1. A Storytelling corner (kantun)

Create a corner for both children and the elderly where they could interact, read stories and have some together time (e.g., every Sunday morning) in one of the smaller, less-visited squares or in the park Roberta Visianija). It could be stories about their life in the Old Town or reading children's books. Based on the online survey results, 193 respondents or 47% were interested in the action "Stories from the Old Town", while 85 or 20.7% in the living room and facilities for the elderly. This project could in a way combine the two activities into one. The activity could be organized continuously by the Association of the retired persons or other relevant stakeholders (e.g. City library) and additionally arranged with small tables with board games. It could be also connected with the digital platform created by Kreator d.o.o., which is mapping spaces and stories of the Old Town (the platform is still in a test phase).

These types of actions could be further expanded to include young children or teenagers and their families or could be organized as weekly shows on the local TV (e.g. Memories from the Old Town) in a way of a historical time machine with photos and videos from the past days or other activities (dance parties for the elderly, competitions in playing cards or chess, etc.). Although simple for execution and promotion, these types of actions have proven to be more beneficial for the elderly than many complex and expensive infrastructure projects, as they have a humane element to them.



3.1.2. Do It Yourself (DIY) / Craft workshop centre

Create a hybrid type of a DIY/Maker space centre as an (expanded programmes of the Urban center) – jointly with the Urban Centre and other stakeholders (NGOs, creative industries, local community) decide and initiate the most appropriate model of a DIY/Repair-shop or a Craft workshop centre that will be essentially a smaller version of a maker space for the local community and a repair shop.

Example:

DIY workshop on heritage restoration and preservation, targeting dwellers, to change the idea that restoration and preservation are always expensive. This could also work to create a new emotional link to the built heritage. Retired craftsmen could lead the workshops thus ensuring their involvement and inclusion.



3.1.3. Social club for the youth

(in connection with the current activities by NGOs).

In cooperation with the youth NGOs, other NGOs, Urban Centre, and the ULG members, decide on the most appropriate space, provide support to the lead partner and develop a programme. In the case of a run-down building, there will be a need to develop technical documentation and apply the project to the most appropriate national funds.

3.2. Address the needs of the most vulnerable people in the Old Town

This measure will focus on mapping and improving the living conditions and security of citizens living in the Old Town, as well as addressing the most vulnerable groups of the elderly and immobile persons who live alone.

Proposed projects:

3.2.1. Organize delivery of food and other services.

Because of a configuration of the Old Town, access to shops, markets and other services is much more difficult than in other areas of the city, especially for the elderly. One of the actions proposed through the survey, as well as by the ULG members is to enable the delivery of food and other amenities to all the residents but subsidize it for the elderly and other vulnerable groups.

3.2.2. Develop a mobile app that will connect users with service providers.

One activity also proposed through the survey and ULG members is the development of a mobile app that would enable “match-making” between the service providers and potential customers. This could be also an opportunity for the retired people to provide services like repairs, cleaning, food delivery, etc. The app could be developed at the social hackathon and organized by the Urban centre and Trokut business incubator in cooperation with the elderly associations and other NGOs.

3.4. Igniting through small-scale actions

#1 SSA „The good and the evil: St. Michael’s victory over the dragon” - storytelling for kids

1. Short description of how it worked

The City of Šibenik in consultations with the ULG members has decided to use a major international event, the 61st International Children Festival, which took place from June 19 - July 3, 2021 and organizes art workshops for children and youth but also other generations in cooperation with renowned Šibenik cultural institutions such as the Croatian National Theater Šibenik, City library „Juraj Šižgorić“, Museum of the City of Šibenik, Gallery Sv. Krsevan and the Fortress of Culture Šibenik. The workshop took place on June 23, 2021. in the beautiful gallery-like (open) space near the Cathedral of St. Jakov. There were around 15 children and their families involved. The workshop was also supported by a team from the Children’s Festival with expertise in working with small children as well as the ULG team.

The SSA has focused on the interpretation of cultural heritage and has through different techniques such as storytelling and art workshops demonstrated the rich heritage of the old town of Šibenik for its youngest residents. The following methods were used: storytelling, co-creation with young children in interpreting stories from the old town (e.g. a story of St. Michael’s victory over the dragon), as well as key monuments (e.g. The Cathedral of St. James, the most important architectural monument of the Renaissance in the entire country with a series of 74 heads on its apses). Also, the crafting of different elements of the story that could be also interpreted and used as examples of potential souvenirs in the long run as Šibenik lack interesting souvenirs.

2. Impact and learning

The workshop was experimental, as it was the first time to have a more “serious” subject of cultural heritage and interpretation of it for very small children (age 3-5). Considering their active and very attentive participation in the storytelling, interpretation of a dragon or other elements from the story by their choice; drawing and colouring of the cathedral and other Šibenik cultural heritage, this workshop has demonstrated that it is very important to raise awareness of even the smallest children about the importance of cultural heritage. This was also test cooperation with the Šibenik Children’s Festival as this was the first time that they have included such a workshop with a topic of cultural heritage using a technique of storytelling for very small children in the Festival. They were also very satisfied with the overall results of the workshop and have decided to include them in future Festivals. Families were also very positive and satisfied with the overall design and implementation of the workshop, methods of involving their children and keeping their attention and participation at the highest level. This workshop had an impact on over 50 people (15 children with their families) in addition to the team from the Festival, other cultural institutions and ULG members. This number can be increased with more promotion and awareness-raising of the Festival, as well as through cooperation with kindergartens, schools, the City Library and other partner institutions.

The workshop has also demonstrated that even small and very affordable actions can have an impact and that it is never too early to start teaching children about the importance of cultural heritage. The workshop also had an impact on the ULG members who were also very satisfied with the results and have decided to promote it through their networks but also to include more of the same techniques in their future work.

#2 SSA Digital mapping of empty spaces and other cultural heritage in the Old Town of Šibenik: „Pop-up it up!”

1. Short description of how it worked

The workshop took place in the City Library on June 24, 2021. and has included ULG members, as well as the representative from the City’s Department for City property management. Workshop has focused on the following topics:

- Digital interpretation of cultural heritage through a web platform created by Kreator (still in a test phase and not for public use).
- Mapping of empty spaces in the Old Town of Šibenik.
 - Data collection and formatting into the necessary parameters for integration into the future application.
- Discussion on the potential use especially using pop-up models, ownership structures and a structure of potential management models.

The workshop has first included a presentation of the Web platform presenting cultural heritage sites but also empty spaces and their potential for use. The platform has many options and can be further upgraded with different data and categories. The biggest challenge is research, data analysis and interpretation in a way that is user-friendly and also interesting to read – without too many facts and data but rather stories.

2. Impact and learning

Participants were able to discuss the challenges of renting or owning a space in the Old Town as well as potential uses and models of use. They were also inspired by the examples and were discussing whether those examples could be used in Šibenik and what were the pros and cons. They all agreed that these and other ideas could be used subsequently as content for the digital map of the old town of Šibenik. What is needed is mapping of the empty spaces, data collection and formatting into the necessary parameters for integration into the future application; discussion on the potential use of those spaces especially using pop-up models and identifying a management model by the City and other owners/potential users.

They have also agreed that the third SSA that will focus on the stories that will be told by the elderly about their life in the Old Town, childhood, and traditional games be also interpreted and presented on the platform – basically, creating a vivid memory lane with real stories from “simple” people and not just historical persons.

The conclusion was that these two SSAs need to be connected so there will be a continuation of discussions and cooperation with colleagues from Kreator to jointly organize the third SSA in the Fall. The workshop has also demonstrated that even small and very affordable actions can have an impact. The workshop also had an impact on the ULG members who were also very satisfied with the results and have decided to promote it through their networks but also to include more of the same techniques in their future work.

SSA #3 “Coffee and stories from the Old Town

– “cakula” (chat) with the elderly

1. Short description of how it worked

In a very lively discussion and interchange of jokes, we were able to hear stories about their childhood in the Old Town through vivid and detailed memories about places where they played soccer and sang traditional Šibenik songs (Šibenik is famous for their a cappella singing called “klapa”, went on a date or ate the best ice-cream. Although some of them lived abroad they have decided to come back and are still living in the Old Town, which according to them has some challenges but is also the best place in the world. As a result of the SSA, a video was produced as a short documentary that will be presented on the City of Šibenik web page and social media but also the Croatian Radio-TV programme dedicated to local stories. Link to the video <https://we.tl/t-jQh08Tj3h2>.



2. Impact and learning

This action promoted intergenerational cooperation and social inclusion of the elderly. Through this activity, the less used public space of the Robert Visiani park was able to get new content, even for a short time. This activity could be organized continuously by the Association of the retired persons or other relevant stakeholders (e.g. City library) and additionally arranged with small tables with board games. It could be also connected with the digital platform created by Kreator d.o.o. (presented in the SSA#2), which is mapping spaces and stories of the Old Town.

The impact of this SSA was first in reaching out to a marginalized group of retired 70+-year-old people who are still very active and contribute to their community by putting them at the central stage and giving them a space to tell stories. Also, the impact is in organizing small actions in less used spaces that could open a door to new interactions and social inclusion of the elderly. Although simple for execution and promotion, these types of actions have proven more beneficial for the elderly than many complex and expensive infrastructure projects, as they have a humane element to them.

4. IMPLEMENTATION AND MONITORING

4.1. Costs and funding

Kairos Pillar	Projects	Lead/ Partners	Potential resources/ calls	Expected cost (EUR) ners
SO1. Raise awareness of citizens about the cultural heritage in the Old Town				
1.1. Improve green infrastructure and green actions 1.2. Improve energy efficiency 1.3. Sustainable urban mobility improvements 1.4. Increase the community’s awareness about the importance of cultural heritage 1.5. Expand the offer in the off-season specifically targeting locals				
Space/ Attractiveness/ Governance	1.1.1. Green improvements in public spaces	City of Šibenik	Ministry of Physical Planning, Construction and State Assets ⁴	25.000
	1.1.2. Green educational workshops, festivals, and campaigns	ULG members, NGOs, schools, and kindergartens	Various funds City of Šibenik The Environmental Protection and Energy Efficiency Fund Creative Europe Horizon Europe European Green Deal	20.000-100.000
	1.2.1. “Old Town - Renovation of facades and roofs”	City of Šibenik	City of Šibenik budget	130.000
	1.2.2. “Old Town - Renovation of facades and roofs”	City of Šibenik	City of Šibenik budget	130.000
	1.3.1. Bike lanes and routes	City of Šibenik with private companies as subcontractors	Ministry of Physical Planning, Construction and State Assets The Environmental Protection and Energy Efficiency Fund	500.000
	1.3.2. Mobile pump (bike) track	City of Šibenik with private companies as subcontractors; Bike clubs	Ministry of Physical Planning, Construction and State Assets	20.000-30.000
	1.3.3. Electric vehicle	City of Šibenik with private companies as subcontractors	Ministry of Physical Planning, Construction and State Assets The Environmental Protection and Energy Efficiency Fund	20.000

Attractiveness/ Governance	1.1.3. Green improvements in public spaces using participatory placemaking methodology	City of Šibenik External experts ULG	City of Šibenik The Environmental Protection and Energy Efficiency Fund ESF Creative Europe Horizon Green Deal	10.000
	1.4.1. Urban Cultural Heritage Lab (part of the Urban Centre) for co-creating new cultural offers (cultural tours, events, etc.)	Urban Centre City of Šibenik ULG NGOs and creative industries (micro-businesses, crafts)	City of Šibenik ESF Creative Europe	200.000- 250.000
	1.4.2. Cultural thematic tours/ routes	Urban Centre City of Šibenik ULG Association of tourist guides, other NGOs	City of Šibenik ESF Creative Europe INTERREG	50.000- 100.000
SO2. Support economic growth and digital mapping of spaces				
2.1. Improve information, communication, and digital interpretation of the Old Town 2.2. Expand the offer in the off-season specifically targeting locals 2.3. Support to micro and small businesses and creative industries to create a diversification of economic activities in the Old Town				
Economy/ Governance	2.1.1. Local portal “Let’s go to the city” (Idemo do grada) a digital repository of all information related to the Old Town	City of Šibenik Private companies as subcontractors ULG Tourist Board	City of Šibenik ESF Creative Europe INTERREG	20.000
	2.2.1. Digital Map with all the small shops with local products	City of Šibenik Private companies as subcontractors ULG Tourist Board	City of Šibenik ESF INTERREG	10.000
	2.2.2. Support and promotion of traditional crafts and family agri-business. Brand the Old Town as a thematic district	City of Šibenik Private companies as subcontractors ULG Tourist Board	City of Šibenik OP Efficient Human Resources (High employability and labour mobility) INTERREG	100.000
	2.2.3. Tax and other exemptions for businesses in Old Town			

SO3. Improve social inclusion in the Old Town – support the creation of smart and other solutions in providing assistance and care to the elderly

3.1. Strengthen and promote intergenerational cooperation
3.2. Address the needs of the most vulnerable people in the Old Town

Social cohesion	3.1.1. A storytelling corner	City of Šibenik NGOs ULG	City of Šibenik OP Efficient Human Resources (Social Inclusion axis) Creative Europe INTERREG UIA (Urban Innovative Actions programme)	10.000
	3.1.2. Do It Yourself (DIY)/Craft workshop centre	Urban Centre NGOs Small businesses and crafts	City of Šibenik OP Efficient Human Resources (Social Inclusion axis) Creative Europe INTERREG UIA (Urban Innovative Actions programme)	100.000
	3.1.3. Social club for the youth (in connection with the current activities by NGOs)	City of Šibenik Youth NGOs Other NGOs	City of Šibenik OP Efficient Human Resources (Social Inclusion axis) UIA (Urban Innovative Actions programme)	100.000
	3.2.1. Organize delivery of food and other services/	City of Šibenik with private subcontractors	City of Šibenik Tourist board Private-sector funding	20.000
	3.2.2. Develop a mobile app to connect users with service providers	City of Šibenik with private subcontractors	City of Šibenik Tourist board Private-sector funding	20.000

4.2. Gantt Chart

Projects/ Activities	I-2022	II-2022	III-2022	IV-2022	I-2023	II-2023	III-2023	IV-2023	I-2024	II-2024	III-2025	IV-2025
1.1. Improve green infrastructure and green actions												
1.1.1. Green City Strategy												
1.1.2. Improved facades and roofs												
1.1.2. Green improvements in public spaces												
1.1.3. Green educational workshops, festivals, and campaigns												
1.2.1. “Old Town - Renovation of facades and roofs”												
1.2.2. “Old Town - Renovation of carpentry”												
1.3.1. Bike lanes and routes												
1.3.2. Mobile pump (bike) track												
1.3.3. Electric vehicle												

1.4.1. Urban Cultural Heritage Lab (part of the Urban Centre) for co-creating new cultural offers (cultural tours, events, etc.)																					
1.4.2. Cultural thematic tours/ routes																					
2.1.1. Local portal “Let’s go to the city” (Idemo do grada) a digital repository of all information related to the Old Town																					
2.2.1. Digital Map with all the small shops with local products..																					
2.2.2. Support and promotion of traditional crafts and family agri-business. Brand the Old Town as a thematic district																					
2.2.3. Tax and other exemptions for businesses in Old Town																					
3-1.1. A storytelling corner																					
3.1.2. Do It Yourself (DIY)/Craft workshop centre																					
3.1.3. Social club for the youth (in connection with the current activities by NGOs)																					
3.2.1. Organize delivery of food and other services/																					
3.2.2. Develop a mobile app to connect users with service providers																					

4.3. Expected Results and Indicators

Monitoring of the implementation of the IAP will be conducted continuously internally by the project coordinators and ULG members, and externally by the independent evaluator. The report consisting of the results of the evaluation will be presented to involved stakeholders once at least once a year. The report will be prepared by the City of Šibenik as the lead implementor of the IAP.

Evaluation of the IAP will be conducted using different tools to evaluate the impact and change created by proposed activities on the revival of the Old Town. It will be done at the end of the implementation period, at least every two years.

To monitor and evaluate the local action plan successfully, it is necessary to identify indicators and quantify them. Implementation indicators and results are presented in section 4.3. As a baseline, the City will use the results of the online survey conducted through the Kairos project, as well as other studies, strategies, and local action plans that are complementary to the IAP.

Specific objective	Result indicators	Output indicators
SO1. Raise awareness of citizens about the cultural heritage in the Old Town	<ul style="list-style-type: none"> Improved green infrastructure and green actions Improved awareness-raising about possibilities to achieve green improvements and reduce energy inefficiency 	<ul style="list-style-type: none"> At least one improved public space with green urban infrastructure and amenities At least one-two awareness-raising activity on green infrastructure and EE for different targets per year At least one public measure for green improvements and EE for citizens and businesses per year
	<ul style="list-style-type: none"> Improved sustainable urban mobility and reduced congestion Improved awareness-raising about urban sustainable mobility and alternative modes of transport 	<ul style="list-style-type: none"> Improved bike lanes and signalization; increased number of public bikes/e-bikes and number of bikers by 20% in 2 years, 50% in five years Improved flow of visitors and reduced congestion by improving tourist signalization Improved accessibility to the Old Town and at least one alternative option was introduced (e.g. electric vehicle)
	<ul style="list-style-type: none"> Increased community's awareness about the importance of cultural heritage 	<ul style="list-style-type: none"> Improved awareness about CH and their satisfaction with the cultural offer among residents by at least 20% in 2 years, and 30% in 3 years (baseline – an online survey from March 2021).

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SO2. Support economic growth and digital mapping of spaces</p>	<ul style="list-style-type: none"> Improved information, communication, and digital interpretation of the Old Town sites and spaces 	<ul style="list-style-type: none"> Upgraded and improved local portal “Let’s go to the town”) as a central digital repository about all the information, stories, events and offers in the Old Town (currently Facebook page) Improved engagement of local community through social media and other digital tools by at least 20% in 2 years; 30% in 3 years
	<ul style="list-style-type: none"> Expanded and diversified offer in the off-season specifically targeting locals Improved cooperation among cultural institutions 	<ul style="list-style-type: none"> At least five new activities (concerts, workshops, exhibitions, etc) organized in the off-season, preferably in the open public spaces At least one joint event organized in the off-season for residents At least one-two pop-up event in less-visited public space organized per year
	<ul style="list-style-type: none"> Supported micro and small businesses and creative industries to create a diversification of economic activities in the Old Town Improved information about empty spaces and created an appropriate management model 	<ul style="list-style-type: none"> Mapped needs, current offer, and created an offer that is addressing the needs and preferences of residents and visitors (connected with the “Let’s go to the town” portal) Prepared at least one package of measures for entrepreneurs who are interested in operating their business in the Old Town Improved specialized stores and traditional crafts stores by at least 20% in 2 years and 30 in 3.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SO3. Improve social inclusion in the Old Town – support the creation of smart and other solutions in providing assistance and care to the elderly</p>	<ul style="list-style-type: none"> Strengthened and promote intergenerational cooperation 	<ul style="list-style-type: none"> At least one action every four months organized and promoted (e.g. storytelling corner, joint events, etc.) Improved cooperation by at least 20% in 2 years, and 30% in 3 (baseline online survey from March 2021.) Created a Social club for the youth
	<ul style="list-style-type: none"> Improved the needs of the most vulnerable people in the Old Town Improved lifestyle of the older generation and people with disabilities in the Old Town through improved social services 	<ul style="list-style-type: none"> Introduced at least one mode of communication and engagement of elderly, disabled, and other marginalized groups based on their needs Provided innovative, alternative solutions for providing social services (e.g. delivery of food and other amenities)

4.4. Risk Analysis

Type of a risk	How to mitigate situations
Global crisis/pandemic viruses or other diseases/new measures which may prevent/change the dynamic of the activities focused on public spaces, events, etc.	Key threats and potential risks for the action planning and subsequent implementation will be dynamically assessed during staff meetings and discussions. Flexibility in adjusting activities and having a Plan B in case this happens
The project manager quits the project	Change roles of existing staff, invite back up
Not being on time with the deliverables because of a dependency on project partners/stakeholders	Monitoring of the implementation; if possible, delay deadlines Frequent meetings with partners, finding strategies to overcome delays
Insufficient communication and consequent lack of project adherence	Late dissemination effort.
Too much information/input on the website so the relevant and important information is difficult to find.	Reselection of relevant content: What should be focused and targeted? If necessary: delete things that are not essential.
Poor dissemination of the project	Finding new strategies, and communication channels
Lack of appropriate actions that address the needs of the local community in the Old Town	Flexibility in adjusting the activities; involving more partners, etc.
Lack of public interest in participation and insufficient data to help analyze and draft the IAP. development and regeneration of the Old Town.	Flexibility in adjusting the activities; involving more partners, etc.
Lack of interest of small and medium-sized entrepreneurs to conduct activities in the city centre.	Frequent meetings and discussions with them.
Legal/ownership restrictions that prevent revival and use of the empty spaces in the Old Town	Assess potential options/models for the use with key stakeholders to potentially bypass legal restrictions, ownership issues, etc., and enable the spaces to be used.

