

## SUMMARY

### D.T2.4.3 Management plan for the Rikard Benčić complex

The former industrial complex "Rikard Benčić" as a for decades degraded zone of the city of Rijeka, was converted into public, cultural and educational purposes by combining two complex projects, "Revitalization of the Complex Benčić - Brick and T - object" and "Tourist valorization of representative monuments of Rijeka's industrial heritage" The EU has financially supported those project with more than 100 million kuna, all in order to have adequate space for Rijeka's cultural institutions, which they did not have until then. Those two great projects generated new adequate space for Art cinema, Museum of Modern and Contemporary Art, Museum of the city of Rijeka, Rijeka's City Library and Rijeka Puppet Theatre which were all situated in small operation space. Now are all together in one quartier which make it lot more easier to maintain their core business and more affordable for whole area since parking places are just in front of the quartier and complex.

For the purposes of project ForHeritage, in which Town of Rijeka is partner. The ForHeritage project: Excellence in heritage management in central Europe deals with the challenges of cultural heritage management. Damaged and neglected historical buildings, which have not been restored for years or have been abandoned, are common features of the entire Central Europe. Given this challenge, exacerbated by a lack of public funding and strategic planning, the ForHeritage project promotes excellence in heritage management using knowledge from previous projects related to integrated approaches for effective management of specific cultural heritage sites. These integrated approaches imply the application of innovative tools developed in four previously funded EU projects (FORGET HERITAGE, RESTAURA, IFISE, CLIC): integrated management plans, guidelines for citizen involvement, financial instruments, public-private partnership, circular economy. Due to the complexity and novelty of these tools, it was not possible to apply them in the past. The most important aspect of heritage revitalization addressed by the project concerns the socio-economic management of cultural assets in order to increase the management capacities of responsible local stakeholders. Otherwise, the risk of heritage deterioration becomes inevitable.

As part of the ForHegitage project, the city of Rijeka is developing a participatory management model for the Benčić complex, which will be applicable, participative and, for now, unique in Croatia. Namely, the Benčić complex, in which several cultural institutions from Rijeka will operate in the same place, is the only one of its kind in Croatia, the development and future management of which is approached as a single entity.

For this purpose and based on many strakeholders meetings this Management Plan is developed.

Management of the Bencic complex is carried out on three levels of different influences, powers and responsibilities, which need to determine the strength, importance and mutual connection of the participants in the management process. Also, it is necessary to write procedures and rules that determine priorities and make decisions. The vision should be a link between all interest groups and stakeholders who should work together to ensure a better future for the complex, the local community and stakeholders.

Management structure is currently based on three levels:

1. City of Rijeka - The City of Rijeka is the owner of the complex, which it manages independently and completely. The responsible person is the mayor, and the representative body is the City Council of the City of Rijeka.
2. Ministry of Culture and Media of the Republic of Croatia - The Ministry of Culture and Media of the Republic of Croatia and the Conservation Department in Rijeka, is responsible for the preservation of cultural heritage of cultural-historical and monumental importance as a body responsible for monitoring compliance with the provisions of the Law on the Protection and Preservation of Cultural Property. It has no direct authority in the management of the complex, but participates as a control mechanism for the preservation of Croatian cultural heritage and as a promoter of heritage on a global level.
3. Users of the space - Users of the space, institutions and organizations of cultural content that occasionally use the space to hold cultural-artistic and similar programs participate in the management to a lesser extent. The third level, depending on the management model, may or may not have more authority in management, but through business and contractual cooperation, their work and engagement contribute to the visibility and partly to the financing of facilities.

By putting the objects into operation, the influence of program contents offered by cultural institutions, as well as the future contents of the public space, the Benčić Complex, or, as it is popularly called, Art kvart, realizes its purpose as a cultural quarter, which exudes optimism and impatience to receive and welcome its audience. and show everything that has been done over the last eight years. Behind the works, scaffolding, dust, problems with directing the flow of drainage water and the rising sea at that location, complex procedures and relationships of various participants in realizing this complex investment, Rijeka's new Art Quarter is emerging.

It leaves behind old challenges, and opens up to new ones, in which new opportunities are realized for cultural institutions, art organizations, artists, but also those who will become them. The people of Rijeka and their guests will have the opportunity to raise the quality of life through creative and quality spending of their free time independently or together, and thus improve the quality of health, because it includes physical, mental and social well-being by definition. Considering that there is a proven positive effect of culture and art on health, it is believed that the new Art Quarter will make a significant and recognizable contribution to this.

#### Goals and vision of Bencic complex management

The purpose and vision of the effective management of the Benčić Complex is the development of cultural tourism and the increase in the quality of educational and cultural content services, as well as the better connection of all citizens to the work of all institutions within the complex by involving local stakeholders in its work.

The general goal is to create a recognizable identity of the city of Rijeka through a contribution to the development of the City of Rijeka into a strong regional center of cultural, touristic and creative events and related goals.

Objectives of managing the complex in a broader sense:

- Creating a recognizable identity of the City of Rijeka,
- Development of urban regeneration,
- Development of cultural tourism,
- Small business development through the development of cultural and creative industries and coworking,
- Creation of new jobs,
- Social interaction and social inclusion.

Objectives of complex management in the narrower sense:

- By creating new spatial capacities for culture and entrepreneurship,
- Increasing the number of museum and library visitors,
- Encouraging innovative business ideas,
- Joint implementation of activities of all institutions,
- Formation of a "day care center" of the local community,
- Realization of commercial profit.

Economic challenges

The assessment of the total social benefits and costs of a procedure is the basic principle of the so-called sustainable development. The basic feature of the new complex is multidisciplinary, which implies numerous socio-economic benefits that are already visible after the reconstruction and revitalization of most of the complex. The ultimate realization of the project, and thus this management plan for the Benčić Complex, will achieve the prerequisite for the achievement of the most important goal, which is the creation of a regional cultural-tourist-business-creative center with a strong social function that will extend in correlation with all other functions and which will enable everyone, regardless of gender, age, educational level, financial status, etc., to use the facilities of the complex.

Socio-economic benefits from the project:

- Rijeka will become a cultural-tourist-creative center,
- The number of tourists is growing,
- Creation of new jobs,
- New spatial capacities for culture and entrepreneurship,
- A place to connect different age and professional groups in the community,
- Revival of the entire city of Rijeka,
- Creation of a regional center for cultural and creative industries,
- The complex will have a commercial, administrative, protocol function,
- Revitalization and valorization of cultural heritage for tourism purposes.

Potential damages from the project are: maintenance costs, noise, air pollution due to a greater concentration of people, creation of an increased amount of waste, dissatisfaction of part of the surrounding population due to the disturbance of their peace. Before the implementation of the project, an assessment was made of the society's readiness to what extent it will accept the costs (damages) both in the environment and at the expense of the use of the environment in relation to the benefits that some intervention will provide for society.

The proposed management models of the Benčić complex were obtained through the methodology of World cafe workshops with various external stakeholders. The World Cafe workshop is actually a structured process of conversation whose goal is to facilitate an open and personal discussion. The format is primarily conceived as a place for creative and open thinking and is not suitable for scenarios in which there is a predetermined answer or solution and was therefore very suitable for the development of the Benčić Complex management plan. The main conclusion of the workshops was that the complex needs to be viewed as a whole in order to use the maximum capacities of the complex and that it is necessary to act as a common "brand".

Also, at the workshops, it was concluded that the management of the Benčić Complex can be viewed with 3 types of management depending on the types of activities and actions, their characteristics and proposals, namely:

#### 1. Physical management

- that the complex works when the majority of citizens do not work,
- commercial and non-commercial management,
- inclusion and utilization of all physical aspects of the outdoor space,
- horticultural arrangement of the outdoor green space,
- identity development - one name to indicate one brand,
- a combination of art and landscape.

#### 2. Program management

- breakfast or lunch in nature,
- reading books or exercising,
- installation of lounge chairs or comfortable chairs,
- management by an external organizer/agency/concessionaire based on a public tender, etc.,
- the number of commercial and non-commercial events should be defined and determined in advance, as well as the criteria for what can and cannot happen,
- more programs in which the local community is involved,
- outdoor programs to ensure a steady flow of people.

#### 3. Financial and marketing management

- commercial and non-commercial management,
- space for commercial use (children's winter and summer camps),
- events related to congress tourism, private events, space rental,

- revenues from the complex should remain in the complex (and parking),
- financing of the complex through several sources of public funds (state, county, city) as well as through commercial contents and activities or sales programs,
- concert activities, exhibitions, seminars, food and drink festivals,
- marketing activities that can be performed by the director/event manager/head of commercial operations within the institution,
- united all institutions, guide or contact person in the complex who is informed and communicative to provide relevant information.

There are three possible management models which will be explained below:

The first model refers to institutions providing "rotating directors" who would be in charge of managing the complex for a one-year term. The second model refers to finding an external director who would be elected for a multi-year period through a public tender. The external director can select associations or companies for program management and commercial activities through a public tender. The third model management of the complex is to establish a new city institution that will manage the complex through the new Director and the Program Council.

#### 1. Proposal of the organizational and management structure for the first management model

- "rotating directors"

It is proposed that the directors of the institutions (users of the complex) become responsible for the management of the complex in such a way that every year another director is replaced as the manager of the complex.

In terms of the internal organization of the management structure, given the multiple users of the complex, a common management structure through the rotation of directors is proposed. Through institutions, the owner invests financial resources in the infrastructure of the complex and the maintenance of the complex, while the users of the complex take care of program content, networking, connection, financial resources for their programs, etc. the way of organization would enable the participation of all institutions in management, financial and organizational aspects.

The management structure of this model would be as follows:

1. "Rotating Director"
2. Director's advice
3. Program Council

The Program Council discusses and decides on programmatic and professional issues of work within the competences established by law, the founding act and the statute of the institution,

gives the Council of Directors opinions and proposals regarding the organization of work and conditions for the development of activities and other tasks. The "rotating director" manages the work of the complex, adopts the budget, annual work program and work guidelines.

## 2. Proposal of the organizational and management structure for the second management model - "external director"

The second model refers to the finding of an "external director" who would be chosen through a public tender for a multi-year period in order to better manage the complex and the commercial contents that aim to achieve the self-sustainability of the complex. Through a public tender, the director can choose associations and/or companies for program management and various commercial activities in accordance with positive regulations if there is a need for it.

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In terms of the internal organization of the management structure, considering the multiple users of the complex, an external management structure is proposed through the announcement of a public tender for the director of the complex. The owner invests a minimal part of the necessary financial resources in the infrastructure and maintenance of the complex through institutions, while the director of the complex is in charge of covering all operational and other costs and the self-sustainability of the management of the complex. The users of the complex only care about part of their program content and financial resources for their programs. Through the Program Council, they inform about the program content of the director of the complex. It is desirable to find common programs and projects in order to achieve synergy and avoid overlapping program content.

This way of organization would enable the participation of all institutions in terms of programming, finance and organization and the maximum commercialization of the complex through projects managed by the director.

With general overview and introduction about Bencic complex location, current institutional management structure, usage and workscheme, management plan specified new possible management by establishing new external city institution, new external general director or circular director. New ways of financing could be public or private financial support or mix between those two.

Good cultural heritage management should identify stakeholders and developing new communication plan, internal and external. Given Management Plan proposed pilot testing

model "December in Bencic" in duration of one week to be held in the Bencic institution and open space. Pilot proposed ideas about program that would be informative but also educational and relaxing. Pilot of the December in Bencic consists on games, workshops, concerts for visitors - children, adults, for locals neighbourhood and others. The expected effects are primarily testing new financial public-private model and secondly involvement of local people, then the development of tourist offer of new forms of tourist products / services and greater economic benefit from them for private renters, hoteliers, caterers who will get enriched tourist offer from tourism. Pilot has well defined and estimated necessary funds for the implementation.

Visitors will be interviewed (with a questionnaire) on various topics in order to better analyze the pilot project and gather important information related to the management of the Benčić Complex, which will be well considered when deciding on the management model and similar issues. The results of the pilot project will be monitored through the number of surveyed participants in the project "December in Benčić", the number of tickets issued and the analysis of surveys of participants.

The promotion of the pilot project would be through various promotional channels: local and national print media, portals, social networks, guest appearances on radio and TV shows and through PandoPad (digital totem) located within the Benčić complex.

Expected effects of the pilot project "December in Benčić":

- 1) Increasing the number of visitors to the program of institutions
- 2) Increasing the number of visitors to the museum / museums
- 3) Increasing the number of visitors to the Children's House