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Introduction

During the Dutch Presidency of the EU in the first half of 2016, the Pact of Amsterdam was adopted by EU ministers of the Interior and quoted by the EU Council. It states that European cities will be more involved in the creation of EU legislation, EU funding and knowledge sharing. The relevance of this involvement is highlighted by the statistics that cities and urban areas are now home to more than 70% of all Europeans.

This simultaneously makes cities the drivers of innovation and of the European economy but also the battleground for many of the societal struggles of the 21st century. In order to ensure that this is reflected by EU legislation, funding and knowledge sharing, the Urban Agenda for the EU (UAEU) was created. The Urban Agenda focuses on 14 priority themes essential to the development of urban areas. Each theme is explored and elaborate by a dedicated Partnership. These partnerships bring together cities, Member States and European institutions. Together, they aim to implement the Urban Agenda by finding workable ideas focused on the topics of EU legislation, funding and knowledge sharing. One of these 14 partnerships is the present one: the **Partnership on Culture and Cultural Heritage (from now on C/CH Partnership).**

Members of the Partnership on Culture and Cultural Heritage

The Partnership on Culture and Cultural Heritage represents the Urban Agenda's new multi-level working method promoting cooperation between cities, Member States, the European Commission and other stakeholders. With about 30 very diverse members, it is the largest Partnership in the Urban Agenda.

Coordinators

- Germany – Federal Ministry of the Interior, Building and Community
- Italy – National Governmental Agency for Territorial Cohesion (ACT) with Ministry for Cultural Heritage and Tourism (MiBACT)

Member States

- Cyprus – Department of Town Planning and Housing, Ministry of Interior
- France – Ministry of Culture
- Greece – Hellenic Ministry of Culture & Sports
- Spain – Ministry of Development and Public Work

Regions

- Canary Islands (ES)
- Coimbra Region (PT)
- Flemish Region (BE)
- Ljubljana Urban Region (SI)
- Silesian Voivodeship (PL)

Cities

- Alba Iulia (RO)
- Berlin (DE)
- Bordeaux (FR)
- Espoo (FI)
- Florence (IT)
- Jurmala (LV)
- Katowice (PL)
- Kazanlak (BG)
- Murcia (ES)
- Nagykanizsa (HU)
- Úbeda (ES)

Other participants

- European Commission (DG REGIO, DG EAC, DG DEVCO, DG AGRI, DG RTD, DG EASME, DG CLIMA, SecGen, JRC)
- European Committee of the Regions
- European Investment Bank (EIB)
- Dutch Federation of Cultural Heritage Cities (NL)
- Eurocities
- ICLEI
- JPI
- URBACT

Focus areas and activities

Culture and cultural heritage as a key resource of the European city

The Urban Agenda's Partnership on P on Culture and Cultural Heritage stems from the conviction that culture and cultural heritage can be important drivers for strengthening the social and economic assets of European cities. The key concept behind the Partnership's activities is that a conscious, effective, integrated management of urban cultural heritage and urban cultural identities can help improve urban sustainable growth policies in larger metropolitan cities, but also in medium and small sized towns in Europe.

The Partnership considers culture and cultural heritage in the broad sense and explores their ecological, economic and social dimensions: cities and towns of Europe should be viewed as cultural resources requiring preservation and further development. Their potential for sustainable development in line with the Urban Agenda has ecological, economic and social relevance. Against this background, the Partnership on Culture and Cultural Heritage intends to focus on these three key issues, taking into account interdependencies – such as multilevel governance – and formulating results with reference to the three pillars of better regulation, better funding and better knowledge according to the Pact of Amsterdam. With this perspective, the field of actions to enhance urban cultural heritage extends towards the integration of the environment, tourism and recreational activities, actively interacting with interventions aimed at promoting the city.

Cultural heritage as ecological resource

The cultural heritage in cities and in the urban   is essentially an ecological resource and also includes the natural and landscape heritage existing in our cities, suburbs and peripheral urban spaces. The cultural and natural heritage of cities must be preserved and strengthened against natural risks, such as climate change, but also and above all against the pressures exerted by anthropic activities by increasing the security of heritage and the resilience of cities and by decreasing pressure factors.

Cultural heritage as economic resource

Creativity and smart specialisation based on the enhancement of the local know how (the local way of producing, building, living) increase collaborative approaches to develop products, to accelerate markets and to identify synergies, by fostering a convergence between public policies and private investments and support open, inclusive and pluralistic societies. The role of the urban cultural heritage as an economic resource for local development is to be utilized as an essential element for civil cohabitation and for the processes of economic growth of a community.

Cultural heritage as a social resource

Over the course of history, urban cultural heritage has been relevant for social processes. Public cultural heritage management and its quality affect citizens' sense of belonging to a place and their respect of public spaces as well as their attitude towards public authorities and the state. It is more and more important to enable inclusive and innovative processes to define and manage cultural heritage sites.

Cultural heritage as a governance and planning resource

Planning is not just a technical tool, but rather a political issue. It has been recognized that integrated, inclusive and holistic approaches that bring together actors from all levels and relevant fields are
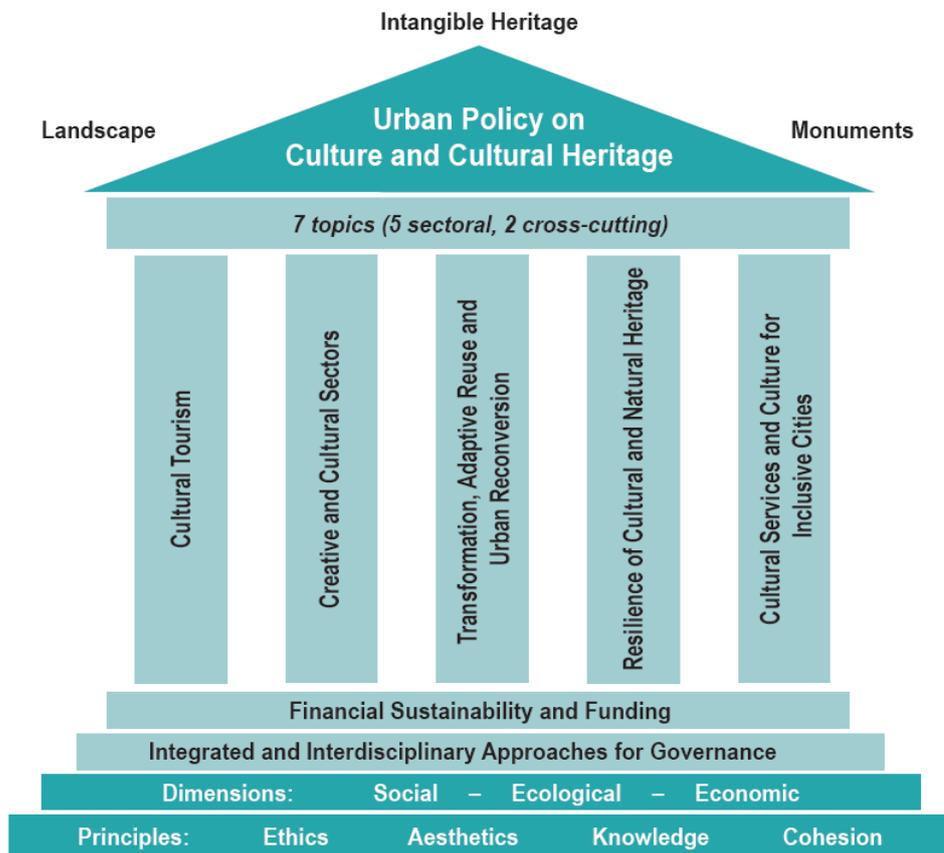
required for embedding culture and cultural heritage dimensions in urban development processes whilst ensuring the promotion and preservation of heritage.

An integrated action model.

The Partnership, after an intense activity of exchange and confrontation among partners, has developed a common comprehensive and articulated approach for urban policies based on culture and cultural heritage: the scoping paper (2018), the Orientation Paper (fall 2019) and a synthetic brochure (issued in 2018 and revised spring/summer 2020). The different components of this model are to be considered as issues (topics) that make up the different aspects of an integrated approach to the enhancement and management of culture and cultural heritage

Seven pillars for urban policies based on Culture and Cultural Heritage

The Partnership proposes an integrated and coherent approach to use culture and cultural heritage to develop urban development policies aimed at preserving and promoting the cultural identities of the physical city and its inhabitants, and to achieve the EU's cohesion objectives. As a result, seven main topics have been identified (five sectoral and two cross-cutting) as major focus areas.

Intangible Heritage

Landscape

**Urban Policy on
Culture and Cultural Heritage**

Monuments

7 topics (5 sectoral, 2 cross-cutting)

Cultural Tourism

Creative and Cultural Sectors

Transformation, Adaptive Reuse and Urban Reconversion

Resilience of Cultural and Natural Heritage

Cultural Services and Culture for Inclusive Cities

Financial Sustainability and Funding

Integrated and Interdisciplinary Approaches for Governance

Dimensions: Social   –   Ecological   –   Economic

Principles: Ethics   Aesthetics   Knowledge   Cohesion

The Pillars for urban policies based on Culture and Cultural Heritage

Cultural Tourism

The key objective is to promote sustainable tourism that brings benefits to communities and cities while respecting the needs of the local population and ensuring the sustainability of the heritage. As a result, one of the main challenges is working on methods and tools to balance touristic flows between major touristic hubs and less visited sites and cities. Due to the of the COVID-19 pandemic, the balanced distribution of touristic flows has now also acquired a means of security.

Creative and Cultural Sectors

Creative and cultural sectors offer valuable opportunities for the preservation of cultural heritage and the existing building stock to create jobs and support culture as well as innovation. Among the main challenges to be tackled: i) how to attract talents, create jobs and start-ups; ii) how to create spaces for non-economically driven artists and cultural activities; iii) how to preserve and promote local know how and (traditional) craftsmanship.

Transformation, Adaptive Reuse and Urban Reconversion

This topic includes the various aspects of transformation, vitalisation and reconversion of urban spaces, especially of the urban fringes, marginalised peripheral areas as well as post-industrial districts. Challenges are linked to several factors notably: i) how to reuse, adapt and transform existing cultural heritage sites and buildings for cultural and social purposes; ii) how to facilitate, delegate and manage investment in cultural heritage sites and buildings in a commercially feasible, environmentally and socially responsible way; iii) how to promote culture and cultural heritage transformation in a comprehensive and holistic manner.

Resilience of Cultural and Natural Heritage

Challenges related to this topic are mostly linked to climate change and man-made factors, which can threaten the preservation of the tangible and intangible heritage. The challenge for urban areas is three-fold: i) to safeguard the heritage from possible damage; ii) to improve the quality of cultural heritage and open/green spaces; and iii) to contribute to urban resilience by supporting new quality areas and projects that do not add pressure or constitute potential threats to the environment.

Cultural Services and Culture for Inclusive Cities

A major challenge is, how, in urban societies that are becoming increasingly older and diverse and are facing growing differences in income, the cultural participation of all social groups can be guaranteed. The partnership aims to overcome the barriers to access culture for all, finding solutions on how to develop and strengthen local services in light of well-known major trends from digitization to diversity and at the same time keeping them low-threshold and close to the local population.

Financial Sustainability and Funding (cross-cutting topic)

This topic deals with the financial aspects related to investments in the field of culture and cultural heritage aimed at the conservation and enhancement of buildings, monuments and structures, the setting up of "cultural infrastructures" as well as the rehabilitation of public spaces, including interventions made in the framework of complex processes of urban regeneration.

Interdisciplinary and Integrated Approaches for Governance (cross-cutting topic)

Bringing together actors from all levels of governance and relevant fields are crucial requirements for embedding the dimensions of culture and cultural heritage already in the early stages of urban planning and development programmes. Participatory and bottom-up processes are needed to enable local stakeholders to bring out the identities of urban places.

The Action Plan

Following the identified fields of research mentioned above, the partnership organized thematic Working groups (WG) to develop possible thematic actions while integrating cross-cutting aspects. Each WG also commissioned an external expert to conduct an in-depth analysis of challenges to overcome and to get a comprehensive overview of existing initiatives:

- WG Cultural Tourism: KEA (Arthur Le Gall)

- WG Cultural Sectors: Ecorys (Toms Feifs)

- WG Transformation: Eutropian (Daniela Patti)

- WG Resilience: World Bank (Barbara Minguez Garcia)

- WG Cultural Services: KEA (Philippe Kern)

Based on these preliminary outputs, the Partnership currently develops an Action Plan featuring a feasible number of concrete Actions for Better Regulation, Better Funding and Better Knowledge. These proposals are intended as contributions to the future revision of existing EU legislation, instruments and initiatives.

The actions proposed in this document have been chosen among a larger number of proposals developed by the thematic WGs, such as the most significant and relevant actions for the Partnership. The main selection criteria were the following:

- feasibility,

- strategic relevance for all (EU level);

- effectiveness and impact;

- financial commitment and resources;

- integration with other policy tools/projects;

- innovation.

During the last phase of the Partnership in 2021, the Actions designed in the Action Plan will be implemented. The selected actions aim to develop coordinated, coherent, respectful urban policies aware of the historical, identity and social character of the urban heritage.

The actions address the following specific objectives:

- to activate virtuous economic dynamics linked to the protection and enhancement of the urban heritage, with the improvement of local economies;

- to manage the existing cultural heritage in an efficient and participatory manner, involving the citizenship, businesses and the private sector in the management and governance;

- to increase the degree of resilience of heritage by adopting policy choices aimed at the protection and enhancement of cultural and natural components rather than an intensive and massive exploitation of cultural resources;

- to manage the potential demand for cultural tourism addressed to the cultural heritage in the cities in a more sustainable, aware and effective way, regulating the intense flows in the most crowded tourist destinations and promoting the use of heritage in lesser known places;

- to optimize the cultural use of urban services in European cities, such as libraries and services for citizens, enhancing their cultural function and reaching all levels of the population;

- to develop and strengthen the economic activities carried out in the cities by enterprises and active people connected with the cultural and creative sectors, to increase the level of participation, demand and cultural offers in the cities;

- to develop intervention models and urban planning capable of enhancing the urban cultural heritage in all the forms in which it is produced, reaching more sustainable and conscious uses of heritage.

The Action Plan will comprehend: i) a first group of actions that reached a high level of adhesion and will be developed and implemented by Action Leaders and partners (Action Group); ii) a second group composed of actions that are considered worthy of interest and are relevant, but do not yet have an Action Leader to develop it further (so called "orphan" action) or cannot be implemented in 2021 for other reasons.

The whole list of cross-cutting integrated actions defined by the Partnership follows (as of July 2020), with more detailed descriptions of the actions further below:

Nr.	NAME OF THE ACTION	ACTION LEADER(S)
1	Data system for tourism management	City of Florence
1.3	Regulating phenomena of sharing economy	URBACT
1.5	European Task force for crises in tourism sector	orphan
2	Cultural street Invasion, the local and European identity	City of Murcia
3	CHIME	City of Murcia
4	Cultural Reactives	City of Murcia
5	Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	Italy (ACT)
6	Strategic Plan for the Culture Enhancement in Urban Framework	Italy (ACT)
7	Hub and platform for resilience of cultural heritage urban framework	orphan
8	Resilience and Risk support for urban heritage (UNESCO MANUAL on Disaster and Risk Management)	Germany
9	Observatory/Multilevel Laboratory and Workshop for management of cultural heritage vis-à-vis climate changes	Italy
10	Dissonant Heritage	Germany
11	Cultural services and culture for social inclusion	Eurocities
12	Peer learning activities	Eurocities
13	Awarness for urban public libraries	City of Berlin

1 Better Regulation

1.1. Action 1.3: Regulating Short Term Rental (STR) Platform in cities

Bottleneck to be addressed

In the last few years, the tourism sector radically changed with the presence of sharing platforms for home- exchange and -sharing called Short Terms Rental platforms (STR), which boosted the consumption of culture and cultural heritage in many cities around the world and in Europe. It has been extensively written and debated about these new sources of the economy which do not only target accommodation but transportation, the consumption of goods and the whole tourism industry centred around leisure. These have provided the terrain for unprecedented urban issues and impacts on inhabitants. Visible especially in those cities that are major tourist destinations, STR have triggered massive touristification, standardisation of cultural offers and "disneyfication" of public spaces towards mass consumption. Investors have used STR platforms as new venues of speculation on the real estate market producing a scarcity of affordable and adequate housing, gentrification especially in those areas of high density of tangible heritage, and the displacement of inhabitants. At the same time, the negative and positive perception of STR platforms depends on several elements, such as the size of the city, the location and the critical mass of the STR presence in a given area. In the past years many cities have urged to regulate this phenomenon and called the EU to have a role in harmonising measures.

In terms of bottlenecks at the EU level, the partnership sees:

- The limited options for cities in regulating the role of players such as Airbnb, Homeaway and other STR particularly in light of the recent European Court of Justice (ECJ) ruling and thus to prevent adverse effects experienced by cities;
- The difficulties, whenever regulatory frameworks exist, in implementing them due to large unbridled global investors, which buy out more significant properties and rent them out to Airbnb and to the slow the pace of regulations in adapting to the fast-changing new types of sharing technology;
- The increasing monopoly of STR technology in the sector of access to the physical heritage in major cities;
- The COVID-19 pandemic has created a new scenario worldwide for tourism and tourism-related investments. The new conditions are disruptive for tourism and the sharing economy as we know so far. On the one side it opens up new opportunities for mitigating the harmful effects of STR, on the other side, investors are aware that the new normal in pandemic times requires a fundamental shift and therefore new strategies for capital extractions via heritage in European cities will be sought after. Technology might increase the role in accessing heritage and already tested technologies in shared economy platforms might quickly evolve and take a new importance in urban life. Public administrations and governments play and will play in the future an essential role in preventing the predatory practices seen so far by STR.

Objective

Sustainable Tourism requires an autonomous, cohesive and structured framework within the EC. In light of the recent European Court of Justice (ECJ) judgement on Airbnb, the EU should revisit and update both its 2016 Agenda on the collaborative economy and its E-commerce directive of 2000 "hereby creating a framework which far more precisely differentiates between different types of

services, users and providers and addresses the current gaps in the ability of cities to regulate such platforms (in a fair and balanced manner).

It is vital to understand how current EU regulation does not restrict such regulations enough, and als, where changes at the EU level might be needed. Also of relevancy is the open letter of city governments (Amsterdam, Barcelona, Berlin, Bordeaux, Brussels, Florence Krakow, Munich, Paris, Vienna Valencia ...) to the EC and EP in response to the ECJ judgement.

Output

- Provision of an analysis of the structured typology of STR regulations in different European cities, using already existing data by academic and independent research, national URBACT points and URBACT cities networks (e.g. Tourism friendly cities https://urbact.eu/tourism-friendly-cities) counting on the support of the UAEU Partnership and the EU research facilities of the Joint Research Center (JRC).
- Mapping via survey the changes, the new trends and the impacts of the STR in cities during COVID-19 and the new strategies of investments of STR using the inputs of the UAEU culture and Cultural Heritage Partnership's member cities, URBACT and EUROCITIES (here there is an opportunity to link this objective with the scope of the actions of the UAEU partnership on Affordable Housing and with the SDG 11 in reference to access of adequate and affordable housing).
- Organizing of ad hoc peer exchange events among cities, also using or learning from the format of the existing knowledge hub "Right to Housing" launched the EU UIA and URBACT (https://www.uia-initiative.eu/en/news/cities-engaging-right-housing)
- The above will serve the purpose to better look at the impact of STR on the European panorama on several aspects of city life (tourism, housing, environment, public space) and practices cities are taking to mitigate or control those effects.
- Drafting and proposal of guidelines for revising the existing regulations at the EU level with the support of external legal expertise, and the results of the above-mentioned action.

Partners involved:

Action Leader: URBACT
Members: City of Bordeaux, City of Florence

1.2. Action 2: "Cultural Street Invasion, the LocalL and European identity"

Bottleneck to be addressed

There are existing and contrasted problems related to culture and cultural heritage on various levels, starting with the disengagement of citizens' consumption of culture as a whole, having to avoid the agglomeration of people (culture consumers) in public places and spaces (e.g. cultural centres, exhibitions/exhibition rooms, etc.) due to the changed circumstances, as well as the flawed design of public actions and spaces, lacking in green elements, not contributing to urban resilience, stopping social interaction and dialogue on identity, local and European, as well as on democracy and governance, and the lack of funding/financing to address these problems at all levels. The end goal is to enhance the quality of life of European citizens where culture and cultural heritage is concerned.

Objective

The cultural governance model for public spaces and the public domain that relies on the use of singular atomised actions in the public domain to re-conquer and redesign public spaces and cultural heritage, promoting fragmented cultural consumption by citizens, underlining the conjoined fundamental values of European society, and the local identity in a European context, supported by a micro-funding scheme for resilience in public spaces.

The main tasks to be addressed are redefining the roles, functions and designs of public spaces, reducing and avoiding barriers to culture consumption by bringing the cultural items/routes closer to the citizens and integrating cultural expression in public spaces and daily movement itineraries, which will simultaneously strengthen public spaces in their various functions as well as in their flexibility and adaptability to changes, contributing to urban resilience and enhancing identity, social interaction and democracy building.

The creation and re-design of "well-designed" public spaces that contribute to a healthy urban microclimate, highlighting links between supranational identification (Europe) and local/sublocal identification, and focussing the attention of the public, understood as culture consumers (traditional and non-traditional, disengaged, tourists, etc. of mixed and diverse backgrounds) on the cultural offering, whilst creating, categorising and sharing practical tools.

Generating these elements and tools e.g. 1) cultural planning models, 2) artistic participatory processes, 3) investigation methods, 4) easy, flexible, open and accessible micro-funding programmes, 5) reflecting and deliberating collectively on stories and story-telling, history, places, artistic works, symbols and the cultural environment, 6) enabling a dialogue between existing tangible and intangible heritage symbols and new creations, 7) representing the local identity as well as European values, creating cultural heritage and promoting urban resilience, etc. will enable a complete model and toolset to be used and implemented by any city, to palliate and reverse the assessed challenges.

Output

A cultural governance model for public spaces and the public domain, including;
- Actions in public spaces and the public domain,

- New model/approach for atomised culture consumption,

- Tools for analysis, monitoring and evaluation,

- Digitalisation guidelines,

- Guidelines for reinforcing local and European identity,

- Methods/tools for highlighting supranational cultural links,

- Street action conceptualisation and planning,

- Implementation of pilot actions,

- Catalogue of good practices,

- Input for a European strategy to promote the European identity in culture and cultural heritage.

- Micro-funding for urban resilience scheme

- Analysis of existing funding programs and for the design of and interventions in public spaces (on national and EU levels),

- Tools/approach for identifying shortcomings of public spaces,

- Method/guidelines for redesigning public spaces,

- Design and implementation of micro-funding test/pilots,

- Recompilation of good practices,

- Proposal for a European micro-funding programme for resilient public spaces.

Partners involved:

Action Leader: City of Murcia, Canary Islands
Members: Eurocities

1.3. Action 3: "CHIME – Cultural Hubs for Innovation, Modernisation and Enhancement"

Bottleneck to be addressed

There is a lack of physical spaces to experiment with culture creation and artistic expression, especially in city centres and gentrified neighbourhoods, which is furthermore a handicap when it comes to job creation in and around the cultural and creative industries and an ever increasing vulnerability of self-employed artists, many in precarious working conditions, especially during the COVID-19 situation, as they lack institutional or other regulatory framework(s) and support for entrepreneurship. At the same time, citizen participation, especially when working on urban regeneration, does not allow for much experimentation, even less so when regarding culture and cultural heritage.

Objective

To create and implement "CHIME"; Cultural Hubs for Innovation, Modernisation and Enhancement ("Cultural Testing Tubes"), creative hubs that constitute a platform to strengthen artistic production and innovation, improving working conditions and promoting a structural framework for self-employed artists, granting spaces, support and feedback whilst promoting participation and transparency in cultural management, by using programmes for co-creating and managing cultural activities, activating physical spaces and boosting the local cultural and creative sectors generating a testing and support framework.

These Cultural Testing Tubes, not to be confused with existing "hubs" or "labs", are to support the local economy and cultural offer, creating ideas and new content, composing, designing, writing, performing, etc. in supporting self-employed artists, creators and designers in their cultural micro-enterprises, generating a creative value chain, offering tools, spaces and support/advice. An estimated 50 new initiatives can be tested, proven and, if satisfactory, replicated per year.

Focussing on the testing in terms of technical/economic viability, self-sustainability or commercialisation potential with a long-term programme for financing, but also providing working spaces, materials, information, support, advice/guidance, etc. to "test" projects and proposals, following the pattern of living labs, but with a deepened focus on cultural involvement of young people, neighbours and entrepreneurs on the field of cultural sectors.

This will generate an urban cultural hub activating local networks of economic fabric and establishing a permanent cultural network both within the city and among cities (an "intercity" network), promoting culture at the local level as a means to enhance local identities, economic development and the quality of the urban environment. The hub will be launching its own calls for citizen proposals and pilot implementation and will increase the matching between different sources of the generating and funding of cultural initiatives.

Output

A cultural reactivation and job creation model based on "Cultural Testing Tubes" called "CHIME"; Cultural Hubs for Innovation, Modernisation and Enhancement comprehending:
- Cultural model for CHIME (including guidelines on how to integrate CHIME into the local/regional cultural strategy),
- Manual/Guidelines for setting up CHIME,

- Approach to cultural reactivation and job creation,

- Management Model for CHIME,

- Methods and models for idea/content/output generation (recompilation),

- Guidelines and tools for artist support,

- Guidelines and tools for digitalisation,

- Process outline: from test to business model,

- Citizen participation and engagement strategy/model,

- Design and implementation of pilot actions,

- Tools for analysis, monitoring and evaluation,

- Good practice recompilation,

- Local/Regional Network of CHIMEs,

- European Network of CHIMEs,

- Proposal for a European framework to protect artists/creators,

- Input for a European strategy to promote citizen engagement in culture creation and testing.

Partners involved:

Action leader: City of Murcia

Members: Canary Islands, City of Ljubljana, Eurocities

1.4. Action 5: Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development

Innovative re-use of dismissed or underused (both public and private) spaces or buildings for socio-cultural purposes and/or heritage maintenance through active participation.

Bottleneck to be addressed

This action focuses on processes of collaborative management for the culture and cultural heritage enhancement of abandoned areas: those processes of spatial cohesion and urban revitalisation often called "social innovation" because they comprehend activities where the physical revitalisation of an area passes through collaborative measures of the public with the third sector.

In each city and in each neighbourhood, there are often empty spaces, open areas or ancient buildings, both public and private, which are dismissed, not used and abandoned for several reasons. These places might be located in several different parts of the city (i.e. historical centre of small cities, suburban areas, deprived neighbourhoods, etc.)[1].

The rehabilitation and the management of these underused and/or dismissed places through collaborative processes is a recognised way to catalyse regeneration and social changes offering social/cultural services with positive side effects in terms of: jobs creation, social inclusion and the appropriate management and maintenance of such places.

The public leverage is therefore essential to promote such transformative and recovery collaborative processes.

Despite their abandonment, these places are important for several reasons:

- they might constitute an identity for that area, for example former factories of workers' neighbourhoods, empty military barracks, industrial buildings (these last becoming more and more important due to the transition to a low-carbon economy in many regions), etc.;

- they might be characterised by a high value of architecture or historical meaning (i.e. gardens of ancient palaces, disused churches, ancient abandoned private villas, etc.);

- they might be of some interest to local communities to enhance the quality of life and of cultural services in the neighbourhood.

The revitalisation of historic buildings, including the transformation of post-industrial spaces, the preservation of century-specific architectural heritage and the regeneration of abandoned buildings or post-mining areas is a key element for numerous regions and cities (i.e. job creation, environmental redevelopment, avoidance of urban sprawl, socio-cultural growth, social inclusion, creation of identities).

Bottom-up approaches to the management of territorial and urban assets can help local actors enhance their cultural heritage, strengthen local identity, and contribute to the preservation and/or

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[1] From a city planning perspective, their location might have a direct impact on the opportunity of private investments and market interests. Nevertheless, the action focuses on the practices from a legal and administrative point of view, researching the institutional framework that would smooth their implementation and not the spatial condition for the private sectors to invest. Evidences of the research show that the market is not often interested in investing in the rehabilitation of such places, either because these sites are often located in unattractive areas or because the rehabilitation and the maintenance of such buildings would require major investments in terms of human and financial resources or in terms of administrative and legal support.

redevelopment of their heritage. The participation of the local population is crucial and can have a beneficial impact on several social issues (i.e. the integration of migrants).

Wherever these practices are implemented, one can notice that: i) cultural and creative activities are introduced as a means of redevelopment of sites/buildings; ii) the local identity and the social cohesion are strengthened; iii) new specialisations and local jobs (i.e. creative, design, leisure industries, craft) are created; iv) the cultural heritage, including the industrial cultural heritage, is preserved and maintained.

Despite their relevance, these kinds of practices are still experimental: there is no systematic application because even if local administrations recognise the added value of such collaborative processes, promoting such practices is not easy (cooperative management procedures are often solved only from those local administrations capable of creating/finding innovative solutions).

Local administrations do not often have the (financial or human) resources and the competence to manage the rehabilitation and the management of such assets. They sometimes promote the recovery and re-functionalization of such places through local associations that take care of these goods offering socio-cultural activities and local creative businesses while benefits goes to the neighbourhood and the whole city.

Local administrations find it difficult to recover these spaces or buildings due to several factors: lack of financial resources, low project management capacities, unclear competences, insufficient human resources, complex properties (patchy ownership) framework, difficulties to apply eminent domain without a clearly defined public asset through an official zoning, difficult recomposition of different local interests and/or different legal arrangements.

As a result, empty spaces or dismissed buildings are left abandoned (except for those located in attractive areas and that are of some "market value").

The problem of such shortage of financial and human resources of local urban authorities to re-use abandoned and/or underused open spaces or buildings can be overcome by cooperative management activities.

Challenges in the regulation during the implementation of such cooperative management might be related to:

- Public procurement: it forces public administrations to pass through a public tender that might not be won by those active citizens at the local level who introduced the idea of the re-use in the first place (and that sometimes are those who have arranged the involvement innovative process of multilevel governance to have the building re-used or the space re-adapted).

- The state aid: it prevents public administration from giving financial resources to local associations in order to rehabilitate and maintain the building to be re-used. This problem prevents socio-cultural initiatives from bottom-up processes[2] favouring only important investors that are able to find resources through the regular market.

- Management of institutional agreements and permits: in many European states (such as Italy) rehabilitation of ancient buildings (not necessarily historical or listed) must pass through specific permits from the National Cultural Ministries (e.g. the MiBACT) and their

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[2] Actors who are new to cultural heritage may be initially disadvantaged by the lack of appropriate knowledge and will require time and resources to learn about the various legal frameworks and governance processes, nomenclature, how cultural heritage can benefit their profession or community of practice, and what is expected of them throughout the process.

regional bodies and agencies. Managing such requests is for professionals and it is not easy. Deadlines for such permits are not given. As a result, the timing of rehabilitation projects can be extended and being not feasible.

- Inconsistency and/or overlap of several regulations applying to the same building/site: cultural heritage protection, building requirements as well as, environmental requirements.

To sum up, case studies of this action are all those practices of cultural heritage rehabilitation (thanks to the re-use of historical buildings or of those places – even modern ones – constituting the identity, the genius loci, for a local community and with culture (those transformative practices offering cultural services for local communities)).

Objective

This Action wants to foster and smooth processes of transformation and adaptive re-use of abandoned/dismissed spaces, recognised as important for the identity of the place ("common good"), fostering innovative forms of participative and collaborative management, using innovative forms of delegation of the heritage to citizens and stakeholders while also promoting cultural and social events.

The Action will profit from the paradigm of circular economy, social innovation and the concept of the cultural urban heritage as a driver to promote local identities and sustainable cultural development thus contributing to the achievement of the Sustainable Development Goals (UN 2030 Agenda for Sustainable Development).

The objectives of this action are:

- To smooth the practice of re-using empty spaces or ancient buildings that might enhance the identity of the urban framework and that are relevant for local actors by using these spaces and structures for social and cultural services.

- To focus on these practices from a legal and administrative point of view researching the institutional framework that would foster the public leverage and that would smooth the transformation and reuse of buildings and spaces through collaborative management (involving people, organizations and economic activities).

The action would also like also to foster a step forward the dissemination and capitalisation of such practices and its outcomes.

The transformed and reused sites and structures with collaborative procedures become relevant places of cultural and social events, and they are also often the destination of alternative tourists, offering cultural events and services.

This result not only brings benefits to local communities, but also can activate sustainable tourism dynamics, creating new smart destinations for cultural tourism, respecting as well the needs of the local population and ensuring the sustainability of the cultural heritage.

Starting from the local regulations developed by some cities (engaged in three different Horizon 2020 projects and one URBACT network), the action:

- analyses which are the restrictions (legislative, cultural, governance, etc.) that prevent these practices to be systematically promoted as a means to rehabilitate urban and peri-urban areas;

- checks whether it is possible to create a model for all European cities interested in such processes;
- defines a proposal (better regulation) to spread the practice and to systematise, facilitate and also foster the use of collaborative management for ambitious re-use and reconversion projects.

Through a third activity devoted to the dissemination and capitalisation, the action might also take into consideration: i) how to promote under-exploited compared to overcrowded destinations (i.e. improving services and facilities for mobility and the reception of tourists); ii) how to re-discover the hidden/unknown heritage with respect to the territory and beyond non-traditional destinations; iii) how to enhance culture in the wider sense also through the use of technology; iv) how to strengthen the link between local population and heritage putting 'heritage communities' at the centre (e.g. tackling neighbourhood degradation issues).

References to be considered for the reconversion and transformation of spaces and buildings are the ones relevant at international, European and national levels, such as: i) the Faro Convention on the Value of Cultural Heritage for Society; ii) the UNESCO Recommendation on the Historic Urban Landscape (Paris, 10 November 2011); iii) the publication Culture Urban Future, UNESCO 2017; iv) the results of the activities of UNESCO World Heritage Cities Programme.

Output

This action has three activities, linked together, with three outputs and an activity devoted to the dissemination and capitalisation.

The third activity is devoted to the promotion and the dissemination of those re-used/transformed places through social innovative processes also with the objective of creating tailored alternative touristic destinations.

Activity 1: Analysis of existing present practices and local regulations

This activity deals with the analysis of existing practices and local regulations to "catalogue" problems and solutions encountered, challenges still not overcome and good activities worthwhile of being shared. The core of the analysis is based on these following aspects:

i) the EU regulation of procurement dealing with the third sectors to find out challenges and opportunities related to the co-management of spaces (urban commons) given by the present procurement rules; the analysis will be based on the studies already conducted by the experts of the social innovation sector of the Agency for Territorial Cohesion (coordinator of this action) with the Italian Ministry of Labour Affairs and on any other relevant source that come from members of this Action Group or from any other institutional entity;

ii) the local regulations of Naples, Bologna and Turin to allow for the reconversion and co-management of spaces and buildings (urban commons);

iii) the cases/practices of transformation dealing with culture and cultural heritage of the following (broader) projects:

　a) cultural heritage adaptive reuse – CLIC project (end 2020): "Circular Governance Models for Adaptive Reuse of Cultural Heritage"[3];

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[3] https://www.clicproject.eu/files/D3-4.pdf

b) Generative Commons - Ge.Co (end 2020);

c) Enabling Heritage Re-Use - OpenHeritage;

d) RURITAGE project (in rural areas);

e) ROCK project[4] (end 2020) and in particular:

- Guidelines for sustainable adaptive reuse of CH (D.2.3);

- Report Regulatory framework for the valorisation of Cultural Heritage (D.6.4);

- Three booklets: New governance models for creative, sustainable and circular cities; Participatory approaches and social inclusion in cultural heritage; Technologies and tools for better access to cultural heritage;

- Roadmaps of replicator cities (D.1.3);

- Governance toolkits and financial schemes (D.3:2).

f) the CLLD promoted by cities in 2014-2020 (Lisbon);

g) URBACT: The work of "Remaking the city"[5;] The REFILL Network[6]; The guidebook on the reuse of large vacant building[7]; the overview of activities Heritage-related done by URBACT[8], a dedicated article[9].

The output of this activity is a reasoned catalogue with cards on punctual aspects of regulations (i.e. Procurement) that prevent or slow down local administrations from implementing such processes and key common factors of practices.

Problems of the implementing phase of such practices will be based on the experiences acquired by the monitoring of the "social innovation" measures of the NOP METRO (the National Operational Programme dedicated to Italian cities) and of those experiences brought by members of the Partnership (for example the above mentioned model of circular economy done by CLIC, which offers an analysis of different legislations and stakeholders all over the EU) and other relevant stakeholders. Practices of relevant experiences will be based on the above-mentioned projects, taking into account only those related to culture and cultural heritage sectors, plus direct contacts with relevant stakeholders.

The expected output will be the result of a desk analysis conducted with strategic stakeholders of local authorities identified for each H2020 and URBACT network and legal experts.

Activity 2: Proposal of a model (operational scheme) to foster collaborative management as systematic methods

Based on the analysis done by activity one, this second phase will work on the systematisation of the knowledge acquired into a sort of *toolbox for local authorities* wishing to promote such practices in their local contexts.

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[4]https://www.rockproject.eu/documents-list;
https://www.youtube.com/watch?v=VxDrqMoFJAU&list=PLdI0K8eYBa65A9TW4-DU-qBJKfIzQ0WH_;
a document on the urban commons: https://www.youtube.com/watch?v=VxDrqMoFJAU

[5] http://remakingthecity.urbact.eu/

[6] https://urbact.eu/Refill

[7] https://urbact.eu/urbact-guidebook-reactivation-and-reuse-larger-vacant-buildings

[8] https://urbact.eu/urban-heritage-urbact-projects

[9] https://www.blog.urbact.eu/2019/12/urban-regeneration-cultural-heritage/

The toolbox is based on the definition of an operational scheme of collaborative management adapting present tools, such as the Community Led Local Development (CLLD), to these specific cases: transformation and re-adaptive use of historical buildings for social and cultural purposes. The operational scheme is intended as a model to be used and applied by Local Authorities who intend to promote such measures, but that do not have enough resources or capacities to "start from the scratch".

It is important to remember that the objective of having such a model is to enable, smooth and foster practices of collaborative management as a systematic method not only to take care of spaces and/or buildings, but also to respect the historical milieux, the genius loci of the places, this is to say the cultural heritage and/or to create cultural and social services needed by the population and the urban users. The model is therefore an operational scheme, a guideline that enables local administrators to start, to promote and to manage such practices.

The action will not be focussed on the spontaneous, informal, creative, "insurgent city" vis-à-vis the institutional and administrative processes especially because: i) the idea is to enhance capacity building of local authorities creating the administrative, legal and institutional ground to foster such processes; ii) practices to be focussed are those related to big, important, neglected, dismissed, abandoned spaces or buildings for their transformation and re-use through so-called "social innovation" processes due to several problems (i.e. financial limits, lacking market interest, revitalisation of sub-urban spaces, etc.).

A second output of this activity, in case this action can profit from a dedicated one or a pool of legal expertise, is the definition of a specific **proposal for a better regulation** in this field: the punctual and specific indication of where to relax the state aid and the procurement in case a public authority is going to activate the co-design project with the third sectors (i.e. local associations, citizen organisations, NGOs, etc.) and where this last group is going to manage the space/building with social/cultural purposes.

Despite all the collaborative processes (i.e. bottom-up procedures, co-design and co-programme, etc.) the rehabilitation (works) or the cultural activities (services) are subject to public procurements. Those groups or associations that were involved at the first stage of the collaborative processes to co-design the re-use of the spaces/buildings are not necessarily those who are able to get the contract (winning the tender) and/or re-use the spaces. On the top of that, any grants to the third sector, which is operating economic activities – even if a non-profit one – is a state aid.

As a result, it is very difficult for an administration to promote ambitious recovery functions of urban spaces through collaborative management.

In case the action is given legal expert(s), the ambitious idea – of this second output of activity 2 – is to see if and how it would be possible to present a proposal of relaxing certain specific aspects of the EU present regulations – at certain local conditions and for specific bottom-up collaborative projects that would smooth these practices all over the EUEU.

Activity three: Communication and capitalisation

This activity deals with capitalisation of re-used/transformed places and is somehow autonomous as it can be initiated starting immediately after the end of activity one.

This step is based on:

I.   The dissemination of practices gathered through phase one;
II. The distribution of the CLLD model/guidelines defined through phase two.

The output of this activity can be the creation of a map, an interactive and living atlas, to promote transformed places through innovative social inclusion processes.

The promotion of such places and their network as smart destinations for cultural activities and services has several goals: i) to promote and share information on these practices for those interested in studying and repeating such experiences; ii) to foster a more balanced distribution of touristic flows for those interested in using and attending the social/cultural offers of these transformed places.

This output should be conceived vis-à-vis the one established by the Ge.Co H2020 project. Apparently they have the same goal (a map showing practices of generative commons). Even though their examples comprehend experiences of several different kinds (not only the ones related to culture and cultural heritage), it would be important not to replicate experiences.

Coordinators of this action are in contact with the ones of the Ge.Co initiative so to create synergies and interlink without duplicating efforts.

Synthetic list of Output(s):

Activity 1:

- Reasoned catalogue of practices;

Activity 2:

- Toolbox for local authorities-CLLD operational scheme/model/guidelines;
- Proposal for a Better regulation;

Activity 3:

- Interactive living atlas.

Partners involved:

Action Leader: Italy (Agency for the Territorial Cohesion, ACT);

Partners: City of Bordeaux, ICLEI, Italy (MiBACT), City of Florence, Silesia Region, Flanders Heritage, URBACT, City of Ljubljana.

2 Better Knowledge

2.1 Action 1: Data collection and smart use applied to the management of tourist flows

Bottleneck to be addressed

The discussions about tourism and managing the flows of visitors may sound very far away from our current daily lives. Tourism (and culture in general) is one of the sectors that has been most affected by COVID, so we need to rethink all the knowledge acquired in light of the new post COVID scenarios. As an example: in the short term we will not expect overcrowding even in the main tourist hubs. We also need a recognition of countermeasures adopted by tourist-cultural destinations in response to the current state of the health crisis.

The (pre COVID) state of the art pointed out a lack of data to properly measure the sustainability of tourism, that is to go beyond the traditional quantitative data and to incorporate innovative aspects and targets, addressing more qualitative performance indicators (such as the perception of residents towards tourism and /or the personal relationship visitors could build to a site). Another element to be addressed is to identify the critical issues of the management and data sharing system. In relation to data collection and analysis some relevant matters are related to: privacy, IT security, interoperability, ownership, etc.

Data and indicators are the crucial basis to know, monitor and manage the phenomena related to over tourism and the sustainability of tourist and cultural enjoyment, at the local and national levels, taking into account the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development approved by the UN General Assembly (in particular: Objective 11 "Sustainable cities and communities" which is directly connected to the urban dimension, Objective 3 "Good health and wellbeing" as specific focus due to the current situation, Objective 8 "Decent work and economic growth", Objective 12 "Responsible consumption and production" and Objective 13 "Climate action"), as well as the recommendations, tools and data made available on tourism sustainability by the European Union (e.g. Eurostat, ETIS) and by the main international bodies (e.g. UNWTO, UNESCO).

It is also crucial to have a common European language (and using the same categories) on the management of the cultural and tourist offers.

With respect to the COVID emergency, safeguarding and protecting the health of visitors and tourist workers will be the main concerns. For the future one of the main challenges will be to be able to enjoy cultural heritage safely. The balancing and management of tourist flows will therefore be necessary not only to guarantee sustainability but above all to allow safe access to tourist sites. In this regard, dispersal strategies need to be structured in line with provisions to preserve public health.

Objective

One of the priorities now is to think on how to revamp the tourism sector after the emergency phase. To reach this objective cities/tourist sites have to become Smart Destination by promoting sustainable and "safe" tourism, that is managing tourist flows to balance overcrowded destinations/less visited sites and (with respect to the COVID crisis) safeguarding and protecting health of tourist workers and visitors, taking into account the new scenarios and including dispersal strategies as a tool to revamp the tourist sector.

Definition of a possible model for data collection and analysis, that is to provide and test useful IT tools to better manage/balance tourist flows with respect to the carrying capacity of the different sites (the carrying capacity will be calculated and adapted also taking into account factors to ensure health (such as the need to guarantee social distancing during pandemic, etc.). With regard to the technical aspects of IT tools, it is essential to identify solutions that are easily replicable in different territories and at different scales in order to ensure their wider usability.

Definition of European guidelines for strategic planning of tourist sites based on data analysis: having a common European language and using the same categories on the management of the cultural and tourist offer.

As **possible pilot we propose the "app" FeelFlorence**, an innovative tool to better manage tourist flows that will allow tourists and residents to better enjoy the city in a more sustainable way and to improve the user experience through push notifications.

FeelFlorence suggests unusual itineraries in the city, in the neighbourhoods and in the metropolitan area, to bring people closer to local experiences and to get to know the city and its typical features better, promoting a form of sustainable city life and tourism and at the same time offering a tool to stay updated on events and initiatives. In light of the COVID emergency, the app (initially designed to respond to the challenge of overcrowded destinations) through data analysis, real-time detection of the presences in certain areas of the city and related alert messages to be warned on the most congested areas, takes on particular importance in terms of managing flows in relation to health needs and maintaining social distancing.

Given the impact of COVID on the tourism sector and the use of cultural heritage (see OEDC document "Tourism Policy Responses" that clearly points out as that the pandemic is a humanitarian crisis affecting people's lives but also an unprecedented crisis for the tourism economy) we believe that the analysis and test of the specific functionality of the app could contribute to revamp of the sector and to guarantee the safe accessibility of cultural sites.

Partners involved:

Action Leader: City of Florence;

Members: City of Murcia, Coimbra Region, Italy (MiBACT) with support by ACT (IT).

2.2 Action 7: Hub and platform for resilience of cultural heritage in urban framework

Bottleneck to be addressed

Currently there are a lot of initiatives about initiatives of enhancement of urban heritage, on the national and European levels. A lot of information is currently dispersed on different websites and other sources.

Urban developers are thinking in economic values. They do not perceive the hidden/indirect economic value of cultural heritage. As a consequences cultural heritage may disappear. The action starts from the need to create a web space devoted to experiences of heritage enhancement that can be considered as inspiring action. These tools should also promote reflections on ways to promote and connect the business sector that has capital to invest in qualitative "Transformation, adaptive reuse or urban reconversion of cultural and natural heritage" for the needs (offices and production spaces) instead of investing in low-quality business buildings that create sprawl.

These dialogue tools should also identify why the business sector prefers the latter option and how can we convince them to invest in cultural and natural heritage by identifying convergences among public and private interest.

People may think that intervention on cultural heritage might to generate loss of value. Most of the time intervention is necessary to preserve heritage. The platform should show examples to make it clear that any conservation needs somehow a structured idea to integrate the heritage in a wider context of relationship and meaning.

At the urban level, a strategy for the correct use and management of heritage is not always seen as an integrated framework. A web based platform for urban managers could be useful to promote and share best practices on adaptive reuse models, and to help in identify and promote urban innovative projects on cultural heritage reconversion.

Objective

The goal is to create an online, multi-linguistic platform where cities and other stakeholders can upload good examples. This tool will allow to concentrate all relevant information in one place, including the results achieved by the Partnership of UAEU.

The portal should be promoted as a "convergence hub" for urban policies based on cultural resources. In this view, the portal should deepen the financial and economic aspects related to the practices collected, in order to foster their transferability through European cites, by assessing procedures, bottlenecks, enabling conditions, cost and returns on investments: an advanced assessment of practices.

Output

The action is aimed at setting up a living and interactive web - based online multilinguistic platform collecting "good examples" (https://portfolio.onroerenderfgoed.be/). This can be all sort of projects/actions linked to adaptive re-use and temporary use (i.e. studies, initiatives, re-used buildings/places ...).

The platform might include devoted sections (i.e. legislative, financial, etc.) to offer solutions for specific needs, such as: investigate how EU VAT-regulation and product regulation can stimulate re-use.

The action will produce:

- A web-based platform model

- A permanent Network of participants

- A Board for the management of the Platform and for the review and analysis of practices of urban policies based on heritage enhancement

The structure of the Action can be shaped in three main activities:

Activity 1) Survey of platforms and examples, glossary, information gathering, methodology definition

Survey of the scope for good practices, national initiatives and legislative national frameworks, like the national laws of preservation, protection of heritage and urban landscape.

Activity 2) Platform design and setup

Definition of the platform architecture with devoted sections to practices, regulations, tools, programmes, communication activities, cultural initiatives related to the subject, activity programme of the partnership and of single partner, showroom of results achieved by other partners and partnership etc.

Activity 3) Deployment of the platform

The platform should be hosted by a Partner and fed by the Partnership.

Partners involved:

Action Leader: to be defined

Partners: Germany, Cyprus, Flanders Heritage

2.3 Action 8: Resilience and Risk support for urban heritage (with reference to the UNESCO manual on Disaster and Risk Management)

Bottleneck to be addressed

The term of resilience is associated with the ability to react to crises and disruptions. In the field of urban planning, crises can be of a climatic nature, but can also be caused by epidemics or economic factors. The action tackles the lack of integrated approaches in the field of risk and heritage management at the local and regional level. It will foster the exchange of views and a common understanding in the field of heritage management, urban development, as well as risk and catastrophe management.

Many cities have developed climate adoption plans, urban development plans or disaster risk management plans. These plans rarely take into account the importance of cultural and architectural heritage. Furthermore, there is often no link between the individual planning departments and also no link with science to pursue integrated approaches. Instead, they often could be better coordinated with each other. What most of the tools and regulations have in common is that they put a low priority on cultural heritage, or do not consider it at all. Often it is overseen that cultural heritage makes an important contribution to urban resilience.

Similar to UNESCO World Heritage Sites, European cities face major challenges. The detailed analysis of the UNESCO Handbook on Integrated Risk Management for World Heritage sites can provide an important basis for the successful development of architectural heritage in European cities. The handbook deals with various types of challenges and risks, both climatic and epidemic, for World Heritage sites. However, not only World Heritage sites have to deal with these challenges, but also many cities in the protection, preservation and development of their architectural heritage.

Objective

To find answers to rising challenges effecting their heritage like heavy rain, heat or epidemics, cities require systematic and integrated approaches and strategies. In 2010, the UNESCO published a manual to help and guide authorities and managers on how to reduce risk on their heritage properties from man-made or natural disasters by offering them main principles and methodologies on how to identify, assess and mitigate disaster risks.

The manual provides a series of answers that might become relevant when developing a Disaster and Risk Management (DRM) plan and it explains the processual steps when preparing such a plan. While the process for UNESCO World Heritage Sites is already well developed, disasters might not only affect heritage properties, but also districts or cities as a whole. In such cases, urban heritage usually plays a minor role when it comes to reducing the risk of being damage.

The main goal of the action will be to examine measures, processes and integrated approaches that apply to a specific limited area such as the UNESCO World Heritage Sites regarding their transferability to European cities. The transfer of integrated approaches from a concrete specific space to the vast abstract space of European cities will be the aim of the action.

In addition, the action aims at expanding our common understanding of the resilience of urban heritage: The architectural and urban heritage must not only be preserved and protected, but it can also be an important driver and asset in urban development processes. In its structure and identification, as an adaptive and responsive system, the heritage of European cities represents an important contribution to urban resilience.

Understanding the city as a system in risk management is a first step towards being able to discuss integrated approaches in a goal-oriented manner. Achieving this is one of the objectives of the Action. The action aims to bring various professionals from relevant sectors together in a workshop in order to discuss how the processes and principles of the existing UNESCO manual can be transferred to the European level and European cities.

The experts will analyse what can be derived from the manual for an integrated approach in risk-heritage management in European cities. While it is a very broad topic, the workshop will focus on the issues that nowadays are the most pressing ones like heavy rain, heat or epidemics. The workshop is supposed to take place in a city where the manual is already practised, or that is very active in the field of heavy rain, heat or epidemics reduction.

The guiding principles for an integrated approach to risk-heritage management as well as recommendations about how to adapt the general principles to specific local situations will be compiled in a short publication (around 10 pages). The workshop offers the opportunity to discuss with experts the possible transferability to the European level. The main output of this action is the formulation of recommendations for action, which represent and further develop the research approach of this action.

Furthermore, the action aims to contribute to capacity building: The previously developed principles and guidelines can only be effective if the skills to implement them are available in cities and regions.

Partners involved:

Action Leader: Germany

Partners: Cyprus, ICLEI

2.4 Action 9: Observatory on culture/cultural heritage and climate change in the urban framework

Climate change is a global challenge that is increasingly influencing every aspect of our lives. Its impact on cultural heritage is becoming more and more obvious. In urban settings, climate change first and foremost impacts urban landscapes and built heritage, but its adverse consequences might hit all kinds of tangible and intangible heritage.

Arts, culture and cultural heritage, on the other hand, offer enormous potential to strengthen resilience, to drive climate action, to support transitions to sustainable development, stimulate social awareness and to encourage participation.

Cities can benefit greatly from unleashing such potential. Nevertheless, concrete common measures have not been conceived yet.

Bottleneck to be addressed

While the Workplan for Culture 2019-2022, adopted by the EU Council in December 2018[10], includes for the first time the topic of climate adaptation in its first priority "Sustainability of cultural heritage", and the cultural dimension of sustainable development was recently addressed by a Council Resolution adopted in November 2019[11], various initiatives are being undertaken by transnational co-operations[12], individual Member States[13], professional associations, such as ICOMOS[14], civil society organisations, such as Europa Nostra[15], NGOs, universities and heritage preservation offices established the *Climate Heritage Network*[16]. In order to make arts, culture and heritage part of the solution in tackling climate change, there is still little evidence that the current main global, EU and national policy frameworks addressing sustainable development and climate change[17] are taking culture and cultural heritage into account, if not indirectly.

Reasoning in terms of ecosystems and understanding and activating interactions of arts, culture and cultural heritage with other sectorial policies is a challenge not yet met, although the mainstreaming of culture and cultural heritage is an increasingly successful practice; this is particularly important for policies addressing climate change and sustainable development, and is of specific relevance at urban level.

Good practice approaches emerge at the urban level: Bordeaux, for example, is a case study for balancing the preservation of its cultural heritage and its sustainable development, taking into account the UNESCO management plan[18].

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[10] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52018XG1221%2801%29
[11] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2019:410:FULL
[12] The Nordic cooperation, for example, published already in 2010 the report "Climate Change and Cultural Heritage in the Nordic Countries" https://www.norden.org/en/publication/climate-change-and-cultural-heritage-nordic-countries
[13] Greece, for example, in 2019 organised the Conference "Climate change impact on cultural heritage" https://ccich.gr/
[14] In 2017 ICOMOS established a working group on climate change and heritage, that in 2019 launched the report "The futures of our pasts: engaging cultural heritage in climate action" https://www.icomos.org/en/what-we-do/image-what-we-do/77-articles-en-francais/59522-icomos-releases-future-of-our-pasts-report-to-increase-engagement-of-cultural-heritage-in-climate-action
[15] Europa Nostra is planning the launch of a "European Heritage Green Paper" focussing on the role and potential of cultural heritage in achieving the ambitions of the European Green Deal
[16] http://climateheritage.org/
[17] from the UNFCCC Paris Agreement to the 2030 Agenda for Sustainable Development - in particular, SDGs 11, 12, 13 - to the European Green Deal, to national strategies for sustainable development)
[18] https://iopscience.iop.org/article/10.1088/1757-899X/245/6/062002/pdf

However, the implementation of integrated climate adaption plans including culture and heritage in the local planning context is a fragmented experience.

The European Green Deal fosters a "green" reconversion of urban areas, but there is no common understanding yet on how to deal with urban cultural heritage and the protection of cultural heritage elements against natural disasters. A concrete risk arises that cultural heritage values might get lost in the "greenification" process.

We propose an action that will help to contribute create the conditions to avoid this.

While it would be advantageous if the Green Deal counted on the potential enshrined in cultural heritage, we intend to ensure that:

- the EU cultural heritage sector will be able to take advantage of the European Green Deal and related national policies in order to improve energy efficiency and foster climate adaptation of the urban built heritage;

- risks of loss of cultural heritage values in the framework of the renovation wave and "greenification" policies and programmes are prevented, and the safety and preservation of cultural built heritage in seismic areas is also considered.

An EU-wide structured, coordinated approach by national, regional and local governments in dialogue with researchers, professionals and the civil society would provide a necessary productive interaction among the various levels of government, enable the collection of knowledge and good practice, as well as the development of guidelines and recommendations, thus offering guidance to urban authorities when addressing climate change across all policies and actions that impact on or could benefit from the untapped potential of cultural heritage.

Objective

Building on the multi-level, multi-stakeholder framework provided by the Urban agenda for the EU and on previous experience by other UAEU partnerships (Climate Adaptation and Sustainable Land Use in the first place) this action aims at bringing together national, regional and local authorities, together with the research sector, stakeholders, professionals and civil society organisations, in order to analyze needs, risks and opportunities for culture and cultural heritage in the framework of climate change challenges and the European Green Deal, and at designing a European observatory/laboratory on culture and cultural heritage and climate change, able to stimulate and share visions and practices and start experimental actions on climate change, culture and cultural heritage.

A main focus will be on the challenges of the implementation in the local planning context of integrated climate adaption plans respectful of culture and heritage, for which research and analyses of EU and national policies and regulations are needed, as are recommendations and guidelines addressing risk management of urban cultural heritage in climate adaptation and urban reconversion plans and on the use of EU funding for implementing energy efficiency of historic buildings following an integrated approach, respecting the values of cultural heritage and benefitting from the potential of culture and cultural heritage for climate action. Moreover, solutions for incorporating structural safety with energy efficiency measures would additionally ensure safeguarding cultural heritage from natural disasters to preserve assets for future generations.

The final product will be the completion of the background and preparatory work for the establishment of the European observatory on culture/cultural heritage and climate change, by:

- mapping a policy and regulatory framework, main actors and networks,

- collecting relevant documentation (scientific literature, policy papers, technical documents), main initiatives on the ground,

- exploring the potential for culture/heritage driven innovation and for the contribution of digital technologies.

The scope of the Observatory will be identified, its structure and governance outlined, and its network developed. Finally, needs to be covered (in terms of recommendations, training, data collection, etc) will be identified, first actions addressing such needs will be experimentally outlined and, if possible, their implementation will be started.

Output

This action consists of a series of analyses, mappings and data collections, aimed at problem setting and at creating the background for a European multi-level, multi-stakeholder observatory on culture/cultural heritage and climate change, able to outline key aspects advocating for the transversal involvement of culture and cultural heritage in policies and programmes addressing sustainable development and climate change at the EU, national, regional and urban/local levels. Moreover, it will start the collection and dissemination of information and knowledge, good practices, studies and research on the ground, digital tools and supporting technologies.

Main principles will be creating synergies, avoiding the duplication of efforts, capitalising on lessons learned, experiences on the ground and work already done.

Synergies will be established with the Open Method of Coordination Group of Member States Experts on "Strengthening Cultural Heritage Resilience for Climate Change", that will kick off in the first quarter of 2021 and will publish its report in the last quarter of 2022.

The action will be articulated in two interlinked activities that could mostly run in parallel: the first one aimed at mapping the context and actors, the second one aimed at outlining scope, functions, structure, network and actions of a European observatory.

Activity 1: Mapping the context

1.1 Understanding the policy and regulatory framework

- Mapping the policy framework at the global, EU and national/local level and understanding interconnections. Outlining the policy framework is crucial, given its complexity, multi-disciplinarity and richness of systemic interactions. Among the aims of this exercise will be identifying areas where culture and cultural heritage are not yet properly considered, whereas there is a potential to do so. Particular attention will be devoted to impacts on the local and urban levels.

  o Identification of policies addressing hazards, threats and vulnerabilities of tangible and intangible cultural heritage in relation to climate change and natural disasters;

  o Identification of policy areas potentially benefitting from contributions by arts and culture and cultural heritage in order to successfully address transformative policies, climate change and climate adaptation.

- Mapping the existing regulatory framework at the EU and national levels, including for the energy efficiency of historical buildings and climate adaptation of the built heritage.

1.2 Understanding the context, opportunities, needs and boundaries

The main aim of this exercise is developing solid and sound knowledge about frameworks, actors and initiatives on the ground and identifying areas where additional work is required and there is unexpressed potential for culture/cultural heritage driven innovation.

- Mapping EU programmes in the Multi - Annual Financial Framework MFF 2021-2027 relevant for addressing climate adaptation, energy efficiency, risk management, resilience of cultural heritage. This exercise will have a two-tiered approach and focus:
  - o Programmes taking cultural heritage into account (starting point will be the mapping exercise prepared by DG EAC in 2017, in relation to the Commission Communication "Towards an integrated approach to cultural heritage for Europe")19
  - o Programmes addressing climate change and sustainable development, "greenification", building renovation, energy efficiency and climate adaptation. The focus will be on identifying if such programmes turn sufficient attention towards safeguarding built heritage, preserving values embedded in historic and cultural heritage and managing urban landscape. Identification of potential risks for cultural heritage values at large range.
- Mapping main actors in the field at the global[20], European[21] and national levels.
- Collecting existing recommendations and guidelines at the EU, national and local level and good practice solutions for climate adaptation of the historic heritage.
- Mapping main competence centres, studies and projects addressing culture/cultural heritage and climate change (desktop research, interviews).
- Identification of existing data sets, including those produced by satellite observation, e.g. via the Copernicus programme.
- Collecting relevant outcomes of main EU, national and other projects addressing climate change and arts/culture/heritage challenges (such as STORM, Safeguarding Cultural Heritage through Technical and Organisational Resources Management, CHERISH, Climate, Heritage and Environments of Reefs, Islands and Headlands, iRESIST+ Innovative Seismic and Energy Retrofitting of the Existing Building Stock[22], the Noah's Ark project, etc. Methodology: desktop research).
- Mapping citizenship behaviours and approaches, as well as community of practice initiatives aimed at monitoring and managing climate change impacts on urban cultural heritage (desktop research, interviews). Collecting innovative solutions and examples of applications of digital technologies.
- Collecting main arts initiatives in the field of climate change, aimed at raising awareness, inspiring behavioural engagement and societal change, developing visions and the imaginary for possible futures, inducing reflections. Their contribution is crucial as they address the emotional and perceptive aspects preceding and accompanying cognitive accessibility, thus potentially causing community mobilization. From 1982 Joseph Beuys "*7000 Oaks -*

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[19] https://ec.europa.eu/culture/sites/culture/files/2014-heritage-mapping-version-2017_en.pdf

[20] Relevant initiatives were undertaken by UNESCO, OECD (https://www.oecd.org/environment/cc/#:~:text=OECD%20work%20in%20support%20of%20climate%20action&text=Our%20work%20focuses%20on%20the,below%20to%20find%20out%20more.) and other global actors

[21] Action by Council of Europe will be taken into account, from the EUR-OPA Major Hazard Agreement https://www.coe.int/en/web/europarisks/publication-cultural-heritage-and-climate-change to the Steering Committee for Culture, Heritage and Landscape https://www.coe.int/en/web/cdcpp-committee/special-file-climate-change

[22] The iRESIST+ project at the European Commission´s Joint Research Centre, more information at: https://ec.europa.eu/jrc/en/research-topic/improving-safety-construction/i-resist-plus

Stadtverwaldung statt Stadtverwaltung", most branches of the arts, from land art to digital, media and visual arts, from performing arts to literature, addressed the topic of ecology and environment protection, and lately explicitly climate change, global warming and climate justice. Examples range from the Climate art project[23], to ArtCOP21 to Broto: Art-Climate-Science community of artists and scientists.

Activity 2: Shaping the observatory

This phase will benefit from the experience of the partnerships Sustainable Land Use and Climate Adaptation and from advice by selected main actors identified in the framework of activity 1.
It will also rely on requirements expressed by members of the Partnership: in the first place, but not limited to, those participating in the action.

2.1 Identifying scope and actors

- Clustering: establishing collaborations with the Climate Adaptation and Sustainable Land Use Partnerships
- Collecting advice from main actors identified throughout Activity 1 (methodology: interviews)
- Building the network: identifying partners and establishing contacts, including with URBACT's C-change network, the JPI Cultural Heritage and Global Change, etc.
- Outlining the possible scope of a EU Observatory on culture/cultural heritage and climate change
- Identifying disciplinary areas and sectorial policies to be covered and related expertise needed

2.2 Outlining functions

- Identifying information, training and capacity-building needs, both for professionals in the field of cultural heritage preservation and for professionals addressing climate change in urban settings, and the potential role of the Observatory for addressing this.
- Identifying areas where recommendations, guidelines and common models are needed, and starting their development.
- Exploring the possible need of further data collections for improving the monitoring and management of cultural heritage exposed to climate change.
- Establishing an interactive web platform disseminating the collected resources and the outcome of the action and supporting further networking and interaction with professional and civic audiences.
- Possible customization of the online policy tool for Cultural and Creative Cities, currently under development by JRC, to map city-level policy initiatives related to culture / cultural heritage and climate change.
- Exploring the need for incorporating structural safety within climate change adaptation measures, while preserving the values and character of cultural heritage assets based on results from JRC's iRESIST+ project of JRC.

Partners involved:

Action Leader: Italy (MiBACT)
Members: City of Bordeaux, Flanders Heritage, Silesia Region, Cyprus, URBACT, with the support of ACT (IT)

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[23] http://www.climateartproject.com/

2.5 Action 10: Regional and integrated approaches to Dissonant Heritage

Bottleneck to be addressed

"Dissonant Heritage", often referred to as "uncomfortable" or "undesirable" cultural heritage, generally stands for parts of the built heritage and excerpts from history that presently associate society or social groups with unpleasant memories or even with horror. This kind of heritage can be found in many eras in history, such as imperialistic, national-socialist, dictatorial and socialist heritage. Within this action, and in order to avoid deceptive misinterpretations, it is recommended to use the term "Dissonant Heritage".

In the context of the CCH Partnership, this action focuses on the often controversial historical heritage of the 20th century, which is constitutive for 21st century Europe, such as tragic places and testimonies of war and genocide, persecution and resistance, escape and displacement or dictatorship and new democratic eras.

This could apply, for example, to battlefields, defense and combat systems as well as bunkers and barracks or cemeteries of the two World Wars in Europe, or the recent war of the ex-Yugoslavia, to monumental and memorial complexes as well as propaganda sites of now obsolete political systems, such as the dictatorships of Western Europe and the post-war regime in Eastern Europe.

In the current debate on "Black lives matter" and the consequent reinterpretation of colonial history and ensuing monuments, the discussion about "uncomfortable" or "controversial" heritage is particularly timely and opens up very relevant debates about the heritage relating to our future: Why is it important to keep the uncomfortable heritage? How to guide and maintain the heritage preservation and education in a long-term and stable manner? And how to make resources for them available, especially in smaller towns?

Whereas sometimes, attention is giving to dissonant heritage sites in larger, prominent cities, the CCH Partnership also aims to include small and medium-sized towns as well as peripheral regions in the EU and their controversial heritage in the study and show their development potential. After all, by connecting the regional elements, the shared history on supra-local level becomes more visible.

The touristic development of places and objects of the " Uncomfortable Heritage not only makes a fundamental contribution to cultural education and to the communication of history, which both nurture democracy building in Europe, but can also mobilize unexpected economic potentials for tourist development and the marketing of unusual memorials and sights. In the context of the tourist development of these sites, it is crucial to explain the (hi)story and to gain clarity on the context both on-site and online (virtual tourism). On the top of that, appropriate tools/toolboxes and innovative approaches to achieve this goal are needed.

Objective(s)

- To strengthen the values of dissonant historical heritage of the 20th century by integrating it into urban and regional development thus opening up more options for its preservation (e.g. listing them);

- Embed dissonant heritage in sustainable tourism concepts, and connect local and regional heritage elements;

- To contribute to the education of culture, history and politics → contributions to democracy building explaining real facts to future generations, avoiding biased misinterpretations and false revisions of actual history;

- To identify relevant funding sources for supporting the socio-economic potential of dissonant heritage and enhancing tourist development in their buffer areas by means of implementing sound marketing actions to enhance/demonstrate the values of these unusual memorials and sights.

Please note: In addition to contributions to "better knowledge", the action also aims to develop recommendations for "better regulation" and "better funding".

Possible Outputs

1) Awareness raising and communication for "dissonant heritage" to increase its understanding and acceptance (including public participation) – e.g. by promoting the topic on annual "Europe Heritage Day" in September;

2) Sharing of existing knowledge, e.g. by sharing experiences on methods and funding in NL and DE with colonial and fascist or communist heritage (such as a toolbox currently being developed in NL as well as participatory methods);

3) Establishment of a network of urban and regional stakeholders and sites (e.g. experts, owners, investors, local initiatives, researchers);

4) 2-5 local pilots (see below) to test regional and integrated approaches to dissonant heritage in parallel → sharing of experiences as knowledge bases for workshop and manifesto (see below);

5) Identification of potential new uses of some dissonant monuments (maybe after rehabilitation) in order to better profit their architectural values and bringing them back to society;

6) Implementation of workshop/symposium/colloquium culminating in a conference to be held at a dissonant heritage site (or virtual) in summer of 2021 → development of principles and recommendations;

7) Development of a manifesto as the essence of the conference.

First selection of relevant local sites of interest (pan-European approach):

- Kazanlak, Bulgaria (CCH member): integration of Buzludzha socialist monument, UNESCO World Heritage Thracian toms, national Rose tradition into regional approach.

- NL –Nazi-heritage, e.g. „The Wall of Mussert" as the last remains of an assembly area of Dutch Nazis, today a camp ground (wall is preserved as a monument, current investigation on how to preserve and meaningfully use this legacy while avoiding right-wing extremist tourism).

- IT – Fascist and World War II sites (e.g. 1930s holiday camps on the coast ([link](#) 1, [link 2](#), [link 3](#)); villages/towns of complete destruction).

- Former Yugoslavia/Slovenia: Memorials of partisan battles on rural sites (ATRIUM) (Ljubljana CCH member). - The Revolution Square / Republic Square)

- CY – encumbered past and present legacy.

- ES, Valle de los Caídos, controversial Franco memorial Franco and his regime, containing more than 33 000 remains of people killed from both sides during the Civil War 1936-39;

Prison Modelo in Barcelona, that hold political prisoners since the very beginning of the XX Century and is going to be completely re-converted into social sues.

- RO, Sighet – Memorial of the Victims of Communism and of the Resistance.

- DE – former Iron Curtain greenbelt (e.g. with the town of Hötensleben as a good example of a participatory process in the 1990s) as a vehicle for cultural and ecological heritage, Army testing ground Peenemünde, Vogelsang, National political educational institution Ballenstedt (Link), current debate on the 1936 Olympic grounds in Berlin with its figural sculptures.

- Pan-European: Nazi sites and camps; Atlantic Wall (Denmark-France).

Partners involved:

Action Leader: Germany
Members: Federation Dutch Heritage cities, City of Kazanlak (tbc), European Investment Bank Institute

2.6 Action 11: Identification of cities' research needs on cultural services and culture for social inclusion

Bottleneck to be addressed

Local cultural policies and activities constantly need to be updated in order to adapt to citizens' needs and wishes, to changing populations, to changing demography, to new cultural trends and technologies and to society changes in general (the recent lockdown period is a good example that should be kept in mind). If not, there is a big risk that local cultural programmes will only reach a small part of citizens. It is therefore important that local policy makers (those who develop and fund cultural policies and activities) are aware of latest trends and research results in terms of culture and heritage (participation, conservation, new behaviors, etc.).

Many studies and research on culture and cultural heritage are being conducted and funded, including at the EU level. However, how can we ensure that these are known to local policy makers and are the ones that are important for them?.

Objective

Cities are frontline actors when it comes to developing and supporting cultural policies. We want to ensure a good match between local administrations' needs and the content of studies and research that will be conducted in the coming years. To this end, we propose to identify cities' specific research needs. This will be done by asking local administrations on which topics linked to culture and social inclusion they feel they need to improve their knowledge to develop better local cultural policies and activities.

It is likely that different types of research needs will be identified: research around questions that are temporarily relevant and those that are relevant in the longer term.

This would be helpful to better plan future EU calls for proposals on research, and to guarantee that results of these research projects are used at the local level to improve local cultural policies. Such research projects would usefully be conducted by universities in cooperation with cities and local stakeholders.

Output

The proposed output is a list of precise research topics whose results would help cultural leaders from city administrations to develop local cultural policies that are innovative and take into account the most updated research results.

This list will be very useful when the EC prepares future calls for proposals for studies and research programmes, as it will guarantee that the researches initiatives that will be financed at the EU-level will inform local policy making.

Partners involved:

Action Leader: Eurocities
Members: City of Espoo, City of Berlin, City of Florence

2.7 Action 12: Peer learning activities for city representatives to learn from each other on cultural services fostering social inclusion

Bottleneck to be addressed

Although all European cities are different, they share similar challenges when it comes to culture and heritage. There is no one-size-fits-all approach to culture-led development, but cities nevertheless have plenty to share and plenty to learn. It is therefore important that they learn from each other, compare local situations and share solutions that they have implemented at the local level. This will allow to transfer successful practices from one city to another, and to adapt it to local contexts and specific needs.

To be successful and attractive such peer-learning exchanges need to be organized and well structured. They require a specific methodology. Several experiences have successfully taken place, for example Culture for cities and regions and Cultural Heritage in Action, financed by the Creative Europe Programme of the European Commission, and URBACT as a Programme dedicated to peer-learning, knowledge sharing and capacity building. These programmes have allowed hundreds of cities to develop better local cultural policies. It is important that we build on the successes we have already seen and experienced and to adapt them to new organizational challenges faced by cities.This proposed action is meant to help cities face challenges linking culture, urban management, regeneration or development and social inclusion. Indeed, most cities are confronted with challenges linking culture to demographic changes (growing numbers of young families, older people, newcomers from third country nations, but also shrinking, population) and to access and participation.

In response, cities need to develop new cultural offers that meet the evolving needs of their changing populations, and that reach a maximum of citizens. The diversity of European cities is an opportunity to find better responses to those challenges while sharing practices in different contexts will be an opportunity to improve them.

To reach maximum efficiency, peer learning activities programs must be well known and become a reference of excellency and success. That is why communication around such programs and their results will be very important.

Objective

We propose to develop a methodology that all cities can use to learn from each other, regardless of their size. This methodology will also be shared with all interested stakeholders and will not be restricted to only be used by cities.

We propose a focus on culture and social inclusion, but the outcome of this proposed action can be used for all topics covered by this CCH Partnership. The aim is to share knowledge, methodology (how to) and expertise among cities.

Topics that could be covered during the peer learning activities (to be decided with members of the PartnershipPartnership) include:

- developing long term and inclusive local strategies for culture;

- improving participation in cultural activities;

- cities dealing with their past, in particular the 'difficult heritage' (including slavery and colonisation) and opening up new dialogues with communities and local institutions

- links between culture, urban regeneration and urban development

- developing new partnerships at the local level within the culture sector and other sectors, including social inclusion, health and wellbeing, migration and integration

Output

The outcome will be twofold:

1. We will develop a methodology for peer-learning activities and visits between cities. In particular, we will take into account the need to develop online methodologies that do not require onsite visits. This methodology will be based on previous experiences, taking stock of what did and did not worked. We will propose:

   ▪ a methodology for onsite peer learning activities (requiring traveling from participating cities)

   ▪ and a methodology for online peer learning activities. This is clearly a lesson from the recent lockdown period, as a result of COVID-19, that reminded us of the need for innovative learning formats.

2. We will arrange one peer learning visit (online or on-site) to test the methodology developed in 1). The visit will focus on a specific topic linked to culture and social inclusion, as detailed in the 'objective' section above.

3 Better Funding

3.1 Action 4: "Cultural Reactives"

The COVID-19 pandemic has disrupted society as we know it, and culture is without a doubt one of the most affected areas after closing down cultural spaces and suspending or postponing countless activities, which demonstrates the vulnerability of the creative, cultural and cultural heritage sectors, and their well-known sensitivity to periods of economic contraction.

That is evident, especially in this case where restrictions on the physical gathering of people is preventing the exhibition of cultural projects, and without knowing if we will ever regain pre-COVID "normality". While for all these cases the path is already defined, there is still no widespread alternative model to the physical visit of cultural places and/or to the involvement of participatory processes.

The situation we face will, at the same time, tackle the "bottlenecks" and challenge of unburdening city centres and aid in the digitalisation of culture and cultural heritage consumption, re-establish long lost urban-rural connections and traditional CCH linked to identity, traditions and history, priorities on the national and European levels. This aims at palliating detrimental effects on the culture and cultural heritage sector and culture production, re-thinking culture consumption, engaging peri-urban areas, etc. to tackle the issues related to the "new normality".

Objective

By developing a model to re-activate culture and cultural sectors in times of crisis, be it an economic or a sanitary crisis eventually provoking an economic one, by means of structured and planned cultural procurement through municipal spending, with a special emphasis on digitalisation, remote cultural offers and new cultural opportunities focussing on experience and added value, directed towards improving standards for enhancing quality and tailoring the cultural offer and how it is conceived, so we can start unlocking all of its potential.

Defining how to offer and promote conceptual and experimental models of the fruition of culture and cultural heritage through a municipal plan that allows artists and creatives to prepare projects, even when confined/limited in permitted movement and circulation due to for example the COVID pandemic, boosting the cultural network and production in all its fields (amateur, professional, national and international, in all culture sectors) promoting the use of digital tools (platform, app, digitalisation, etc.).

This includes the launching of calls – aimed at performing and plastic arts; poetry and literature; audio-visual arts; artistic experimentation and digital and technological innovation; artistic lighting; large format facilities; photography; design; architecture; artistic direction and social research; anthropological, heritage and ethnographic – with specific characteristics, and the creation of routes (cultural, heritage, etc.) with their respective narration/storytelling and a process of continuous improvement of the culture and heritage offer, optimising the urban-rural link.

With a special focus on i) the digital fruition of culture and cultural heritage; ii) the digital participation to the urban transformation choices; iii) the still under-used opportunities of the relationship among the digitalisation, the cultural heritage and the smart specialisation strategy or between the culture and cultural heritage and the Digital Agenda; iv) how the digital era can boost the informal and alternative cultural offers (and in doing so, the development of the local economy).

The added focus on involving and incentivising peri-urban areas for culture consumption, heritage and traditions, combined with the local and European identity, in a way that it will not only unburden the city centre, but it will allow for a new approach towards cultural sectors and their business models, activating cultural production in and for municipalities with a spill over effect to neighbouring municipalities as a value adding, non-substitutive way to experience culture, fomenting the diversification culture-consumption, creating new routes connecting to different aspects of culture and cultural heritage.

Output

A cultural reactivation model based on municipal procurement (in times of crisis)

- Cultural Reactives: Procurement model for incentivising culture production (including guidelines on how to integrate CHIME into the local/regional cultural strategy),
- Approach to cultural reactivation in times of crisis,
- Tools for a situational analysis of the culture sector,
- Manual/guidelines for setting up Cultural Reactives,
- Method for re-thinking culture consumption through decentralisation and digitalisation
- Design and implementation of a pilot action
- Model: Calls for proposals in different areas,
- Templates for proposal/application recollection,
- Proposal/application evaluation criteria,
- Templates for the contracts to be subscribed with participating and selected artists,
- Tools for monitoring and evaluation,
- Model for the implementation of value-adding cultural consumption,
- Digitalisation guidelines,
- Good Practice collection,
- Catalogue of "Cultural Reactives" outcomes: actions, creations, expressions, etc.

Partners involved:

Action Leader: City of Murcia
Members: Eurocities

3.2 Action 6: Strategic Plan for the Culture Enhancement in Urban Framework

Bottleneck to be addressed

Even though all cities declared that urban cultural heritage is important, the built heritage and culture are usually implemented through different and fragmented interventions without an overall holistic vision. A clear strategy for the enhancement of culture and the cultural heritage is lacking.

The result of the separation between urban cultural heritage management and urban policy management determines a divergence between urban development policies and heritage management.

In this context, the risk is not adequately taking into account the needs and potential offered by a more careful management of cultural heritage and culture as a resource for the balanced development of the city. The negative effects of this separation are the loss of an opportunity to valorise resources, impoverishment and greater risk for heritage, general fragility and marginalization of the urban cultural fabric.

Previously and in relation to the issues mentioned above, in the charter of Davos (2018) is declared that culture should have a central role in the built environment, policies must stress the need for culture-centred, sustainable approaches to development everywhere and on every scale and there is an urgent need for a holistic, culture-centred approach to the built environment and for a humanistic view of the way we collectively shape the places we live in and the legacy we leave behind[24].

The action aims at developing a "model of a cultural plan" where cultural heritage is integrated beyond the traditional categories of "protection" or "enhancement" (applied mainly to monuments) used normally in "traditional" plans. For the "model of a cultural plan" it is intended that the common logic structure for a strategic plan could be adopted by European cities and then modulated and articulated according to the various local needs and the different territorial specificities.

The model will offer tools, addresses, methodologies aimed at setting up a new type of plan (Strategic Plan for the Culture Enhancement in Urban Framework) as an important tool for spatial and urban planning that could embed culture and cultural heritage issues in a coherent way.

The effort of setting up this new model of planning will represent a way to improve the current urban planning tools by making them more interdisciplinary, by giving a more extensive outlook to the urban heritage in a broad sense, and by finding the right balance between cultural, social, economic, environmental and technical aspects of planning, design, building and adaptive re-use, in the public interest for the common good.

The model of a plan setup according the abovementioned point of view, could be adopted by cities in their planning and programming activities in order to strengthen and improve the use of cultural heritage in a process of sustainable development and cultural growth.

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[24] An important reference for this plan will be the statements of the Charter of DAVOS (2018) on Baukultur
There is an urgent need for a holistic, culture-centred approach to the built environment and for a humanistic view of the way we collectively shape the places we live in and the legacy we leave behind.
https://davosdeclaration2018.ch/media/Brochure_Declaration-de-Davos-2018_WEB_2.pdf

This model could also work as a "reference tool aimed at establishing a stronger and more effective policy for strategic investment and management using the existing heritage in European cities (metropolitan cities, but also small and medium-sized cities).

The action aims to investigate how an integrated urban planning, which considers the whole built environment, including cultural heritage, can be made obligatory in all activities with a spatial impact. The requirement for including urban cultural heritage should be considered at the same level as economic or technical interests.

Starting from the overall definition of urban heritage issued by UNESCO[25], the Partnership will start to work by identifying all the components that have to be present in a "planning framework" syntax.

In this view, the partnership will select the "things the plan has to deal with": to tailor an urban policy based on culture as drivers all the intervention fields touched by the tool this action is going to define.

In this way the "model" of the plan will individuate the field of competence for the urban cultural heritage and will specify what categories could be managed directly by the plan and what should be treated more indirectly, also in association with other governance tools (e.g. regional or sector programmes, like UNESCO management plans).

The model of Strategic Plan for the Culture Enhancement in Urban Framework should give operative examples and planning categories useful for an integrated planning such as:

- the set of monuments and fragments of antiquity remaining;

- the testimonial presences that tell recent history and the stratification over time:

- the representative spaces of the city with respect to the past and the urban present;

- the neighbourhoods that represent local identities and the relationship between inhabitants and places;

- the places where handicraft activities remain or traditional activities are carried out;

- the "vibrant" places where cultural and creative, traditional and / or innovative activities are carried out;

- the places where a balanced relationship between man and nature has been preserved.

- the traditional (but also informal) services that generate and provide "culture as a service" both directly (museums, schools, libraries, theatres, etc.) and indirectly, that's to say those services that generate culture and a sense of belonging to the local community (neighbourhood centres, markets, sports services, dance and music schools);

- routes, networks of places, itineraries, models of use of the city for the inhabitants and tourists diversified by theme, type of interest, type of experience, also including different, unusual and alternative itineraries to the current ones.

The plan should also have the structure of a "strategic plan", that is, as a scenario document where the recovery, transformation, reuse programmes are recomposed and put into relation together in order to promote a functioning of the heritage as system and not as a sum of isolated episodes.

Therefore, the plan should indicate strategies for improving and recomposing this mosaic, protecting the elements of urban culture and preparing actions to improve its value, usability,

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[25] In the glossary of definitions of the UNESCO recommendations on the HUL (2011), "urban heritage" refers also to: the urban built form; the open space: streets, public open spaces; urban infrastructures: material networks and equipment.

resistance/resilience to natural and anthropogenic aggressions (and way to reduce aggression factors as well). The plan should also be extended not only to the "traditional" components of the assets[26], but also to the components (spaces, buildings, communities) that currently do not have a relevant cultural function for the city, but which have the best potential to enrich the urban cultural heritage, as previously described.

These components will become the focus areas in the plan for targeted investments and programs. These investments, thanks to the presence of a strategic plan, integrated coherently and focused on defined themes, will be more likely to be a driving force for local development, generating revenues for the local economic fabric.

A coherent and comprehensive tool, the urban culture strategic plan can actively make a contribution to the SDG 11 *Make cities and human settlements inclusive, safe, resilient and sustainable* and namely the targets that are more closely related to this field of actions:

- *11.3 To enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries*

- 11.4*To strengthen efforts to protect and safeguard the world's cultural and natural heritage;*

- and 11.7. *To provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.*

This contribution could be done in a very pragmatic way, by identifying precise lines of action that, in different ways, can match the target posed by goal 11 (like city cultural districts, urban cultural routes, etc.).

Output

The Action Plan for Urban Culture fosters the better management, enhancement and protection of the urban cultural heritage considered as an urban ecosystem.

According to the abovementioned governance model, this action will develop a targeted tool for urban heritage management in which all the strategic actions, investments, regulations and management issues are presented in a coherent framework, including convergent and multi-sectorial actions.

The action will setup an innovative model of a planning tool aimed at:

- recognizing all the forms of cultural heritage existing in cities and in the surrounding territory, including them in parts of urban plans (and following from this, providing protection) also by interacting with existing urban plans and others initiatives;

- identifying urban culture and cultural heritage at risk;

- defining a strategic programme for the enhancement of existing heritage by coordinating investments to directly and indirectly support local economies (e.g. cultural professions, traditional skills, historic shops, cafés, etc.).

The plan will promote a better funding of local, national and ERDF funds by combining all the urban culture fragments in a coherent and effective strategy of heritage enhancement and local asset. The

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[26] Generally, the traditional regulatory plans in the maps and regulations show the historical parts such as the historical centres, monuments, archaeological areas etc. All these areas are usually subject to protection. These areas are not usually put in relation to other parts of the city and to the rest of the urban services, neighbourhoods, routes, and places of informal culture, which can express a potential for the urban layout that certainly have a cultural background. which a lot is often not taken into due consideration

implementation of the action should involve a small number of cities that launch a pilot project. (activity 3).

The structure of the action can be shaped in four main activities:

Activity 1) Survey of plans and examples, glossary, information gathering, methodology definition.

The partners will define a common methodology for a Urban Culture Plan, starting with the approach of Barcelona's strategic plan for culture, and the more recent initiative launched by the Italian Ministry for Cultural Heritage in 2019 "*Cultura Futuro Urbano*", or other international documents and initiatives dealing with the culture-placed approach in urban governance such as the UNESCO Global Report on culture (/*Culture Urban Future)* as a reference framework for the development of the action.

Activity 2) Model design and setup

The Partnership will arrange a common framework for developing a strategic plan of sustainable development based on and connecting existing "heritage poles and hubs", by developing projects for transformation and coherent re-organization of the physical and immaterial framework in a "cultural urban network".

The outcomes of this implementation will be a number of tools that will be able to better address investment by involving the opportunities offered by Culture and Cultural Heritage in Urban Framework.

Activity 3) Local application (Pilot actions)

A "poster plan" will be issued for several application cases (pilot actions) This activity will test the model in specific urban situations (cities, metropolitan areas). The test will imply, according to the different situations, several proposals for the modifications and the integration of existing plans, an assessment of the compliance among new perspectives offered by the implementation of the action and a general programme of integrated investments tools coherent with existing planning and programmes (like ITIs or CLLDs). The "Poster Plan" should act as general urban framework for investments, but also for the better utilization of existing services and facilities related to culture and cultural heritage.

Activity 4) Assessment, final modelling, communication activities

Activity 4 foresees the collection of the various models developed during Activity 3, the assessment and evaluation of the application of the model and the development of a consolidated model, enriched by the experiences achieved at the local level. The activity also includes a communication plan to be elaborated according to the resources that will be made available.

The plan should have the following contents:

- to be comprehensive of built, unbuilt and immaterial heritage,

- to involve local and regional institutions such as municipalities, metropolitan areas, sector institutions of heritage protection and cultural programming;

- to have a strong relationship with social target groups and social organizations as participants in the strategic decisions;

- to have a section devoted to the collaborative aspects related to the heritage management and utilization by stakeholders and citizen target groups;

- to have a section devoted to the aspects of risks and resilience of the cultural heritage in urban framework;

- to have a strong level of involvement with productive and economic sectors related to the heritage preservation, enhancement and promotion and more generally to the economic creative sectors.

Output(s)

- Survey collection of good practices on culture based planning

- Model of Strategic Plan for the Culture Enhancement in Urban Framework

- Pilot application in local frameworks

- Assessment document

Partners involved

Action Leader: Agency for the Territorial Cohesion

Partners: City of Katowice, Greece, City of Bordeaux, ICLEI, Italy (MiBACT), Germany, Flanders Heritage, Federation Dutch Heritage Cities, URBACT, Cyprus

3.3 Action 13: Raise awareness for public libraries and their new tasks on a European and National Level

Bottleneck to be addressed

The public library is the cultural institution that has been an integral and integration-promoting part of European cities for more than a century. At the same time, it is still popular in all social and age groups and reaches between 10 to 50 % of the urban population as active users. In the past 100 years the "Public Library" as an institution has undergone several fundamental changes. Not least, the last 20 years have shown that it has also mastered the early Internet age amazingly well. Although this development has not finished yet, other important trends like demographic change, rising diversity and the climate crisis are on their way.

Even though public libraries with classic media offerings like books and CDs still reach comparatively large parts of the population, they constantly need to adapt to changing conditions. When asked about increasingly rare non-commercial public spaces, public libraries offer themselves as so-called "third places", which – in addition to the media supply – are places for the entire urban society and make a great contribution to community building. As a low-threshold contact point, the public libraries offer opportunities for identification with the local community and are thus crucial building blocks for successful integration.

More than 40% of the EU population still do not have basic digital skills (DESI report 2020) which affects the range of tasks of libraries as well. In contrast to commercial online services and streaming portals, public libraries offer a selection of products and a broad access to information curated by trained library staff and suitable for different age groups.

 In addition to the services for promoting reading, literacy and media competence development, the services for promoting digital competence in all age groups are becoming more and more important. In times of so-called fake news and hate speech in the digital orbit, it is a special social task of libraries to strengthen social cohesion by teaching media competence and a sense of digital responsibility. Low-threshold access to information provided by the online services of public libraries as well as training in the use of digital devices promotes the participation of all people in the digital development of society as a whole and can thus make a significant contribution to education and democratic participation.

Despite their high relevance in terms of digital and social participation and community empowerment there is still a weak recognition of public libraries on a European level. Public libraries are neglected in documents published by the European Commission, the Council of the European Union and the European Parliament. Therefore, they are not included in European programs, initiatives and funding.

Past decades were even characterized by budget cuts and closures of public libraries in many member states. In times of digitization, rising diversity, the climate crisis and demographic change public libraries – as local cultural, educational and social institutions that preserve and transmit cultural heritage and that enable cultural as well as social participation – need support by the European institutions for their new and growing tasks.

In this regard public libraries are representative of other municipal cultural institutions, such as public music schools, art schools, municipal museums and culture houses/cultural centres.

Objective

The primary aim of the action is to raise awareness for public libraries and their new tasks as well as their contribution to successful social urban development on a European and national level. It is the long-term objective to involve public libraries in European policies, programs and initiatives and to help them, not only financially, to become places for the entire European society and to become key institutions for democratic participation.

Output

The output to be achieved results from three activities. The activities will be implemented together with various partners on the national and European level.

1) Document Analysis on Public Libraries

The action suggests an analysis of documents and funding guidelines published by institutions such as the European Commission (e.g. funding proposals), the Council of the European Union (e.g. Council Conclusions) and the European Parliament (e.g. reports on regulation proposals of the Commission) to get an overview of missed opportunities and to focus on and to exploit the potential of the cultural institution "Public library" concerning urban development and social cohesion.

As a result, a paper is to be presented which points out what role libraries could play in various policy fields and topics and how their potential can be used at the European level.

2) Survey and Analysis of Financial Funding for Change Processes in Public Libraries

We propose a survey among cities focussing on the resources of public libraries. The guiding questions are "What are the sources of financing and funding for big change processes in public libraries in Europe? How do public libraries use those funds? Are there any European funds used already by public libraries to walk new paths and follow innovative approaches?"

The aim is to gain knowledge about financial sources and opportunities to modernize and innovate, libraries and to identify, where EU funding may be needed to complement already existing national and local programs, thus broadening the recognition of public libraries at a European level.

3) Web/Community Page on Modern Libraries as "Third Places"

The aim is to introduce, spread knowledge about and foster inspiration on best practice examples about "third places" and advanced libraries in Europe to support mostly (but not only) public libraries becoming a place for the entire urban society, which contributes to social integration. The action proposes the creation of a community page, maybe a website, where examples of third places in libraries from all over Europe are presented.

Partners involved:

Action Leader: City of Berlin
Members: City of Espoo, URBACT