URBAN AGENDA FOR THE EU

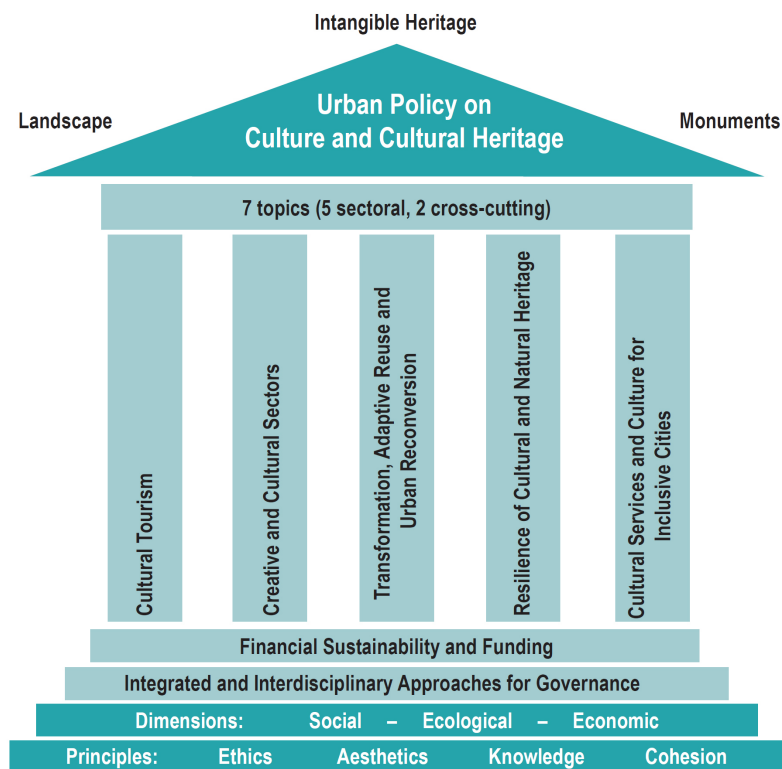*WORKING TOGETHER FOR BETTER CITIES*

CULTURE / CULTURAL HERITAGE

Urban Agenda for the EU

Partnership on Culture / Cultural Heritage

Final Action Plan

*** The Pact of Amsterdam states that the Action Plan "can be regarded as non-binding". Therefore, the Actions presented in this Action Plan are not compulsory. ***

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

DEFINITIONS

<u>Actions</u>: should address a real need: an important issue, have real and visible impact and concern a larger number of Member States and cities; Actions should be new: no 'recycling' of elements which have already been done or which would be done anyway; Actions should be ready to be implemented: Clear, detailed and feasible; a study or a Working Group or a network is not considered an Action.

<u>Recommendations</u>: are meant to suggest good policies, good governance or good practices examples which could be used for inspiration. For instance, these can be projects that have already been implemented and that are considered successful. The aim of such recommendations is to encourage their mainstreaming (implementation at a wider scale) and transfer (implementation in more Member States and cities).

<u>Responsible</u>: is meant the institution (EU/national/local) to who the Action is addressed. It is not specifically any of the members of the Partnerships. To describe why one institution should be responsible means that the Partnership wen into the analysis of the Action and reached the conclusion that an Action fits the purpose.

<u>Deadline</u>: refers to the timeframe where the Action should take place in order to be meaningful. A deadline refers to a specific calendar.

Table of contents

1 INTRODUCTION

1.1 Objectives

The aim of the Partnership on Culture/Cultural Heritage is to enable municipalities, Member States, EU institutions and interest groups, NGOs and Partners from the industry to work together on an equal footing to find solutions that improve the management of the historic built environment of European cities, promote Culture, and preserve the quality of urban landscapes and heritage.

These general objectives are not an objective in itself, but are a powerful tool aimed at achieving social, ecological and economic goals.

In line with the work of the European Commission on Better Regulation and according to the principles established in the Pact of Amsterdam, the Partnership laid out an Action Plan aimed at smoothing the implementation of the existing EU strategies in and for cities, as well as giving them the opportunity to express their needs at EU-level. Additional focuses include making it easier to access EU funding, promoting combined financing from EU funds (Better Funding), improving the knowledge base on urban issues and Baukultur, and improving the exchange of best practices (Better Knowledge).

Within the Urban Agenda for the EU, the Partnership has developed its own original, integrated concept, oriented towards urban policies. This concept is based on the UNESCO's definition of heritage and according to the principles established in the new Urban Agenda elaborated by Habitat III. This concept is described in the following sections 1.1a, 1.1b and 1.1c.

1.1.a- Focus areas and activities

Culture and Cultural Heritage as a key resource of the European city

The Urban Agenda's Partnership on Culture/Cultural Heritage stems from the conviction that Culture and Cultural Heritage can be important drivers for strengthening the social, ecological 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 to 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 its 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.

A systematic, integrated approach that uses the definition of Culture and Cultural Heritage as a starting point to make full use of the social, ecological and economic resources as well as the potential of our urban areas: this includes physical, tangible heritage (such as buildings protected by law, meaningful urban structures, significant urban landscapes, etc.) as well as intangible heritage such as local know-how and cultural identities.

The Action Plan develops Actions supporting the use, knowledge, and preservation of physical heritage with intangible assets (creative and artistic, traditional and innovative) expressed by local social and economic communities, as established by the UNESCO convention of 2003 on Intangible Heritage.

The Plan includes Actions aimed at supporting cultural and creative businesses, also through the management of urban cultural services, and the reuse of urban heritage, including buildings and open spaces, proposing an "extended" use of urban spaces and services present in the cities.

Against this background, the Partnership on Culture/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 an ecological resource

The Cultural Heritage in the urban and peri-urban environment 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 direct pressures exerted by anthropic activities in the urban space, by increasing the security of heritage and the resilience of cities and by decreasing pressure factors.

Cultural Heritage as an 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 supporting open, inclusive and pluralistic societies. The role of the urban Cultural Heritage as an economic resource for local development is to be utilised 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 integrated, 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.

1.1.b- 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 sectorial and two cross-cutting) as major focus areas.

Figure 1: The Pillars for urban policies based on Culture and Cultural Heritage
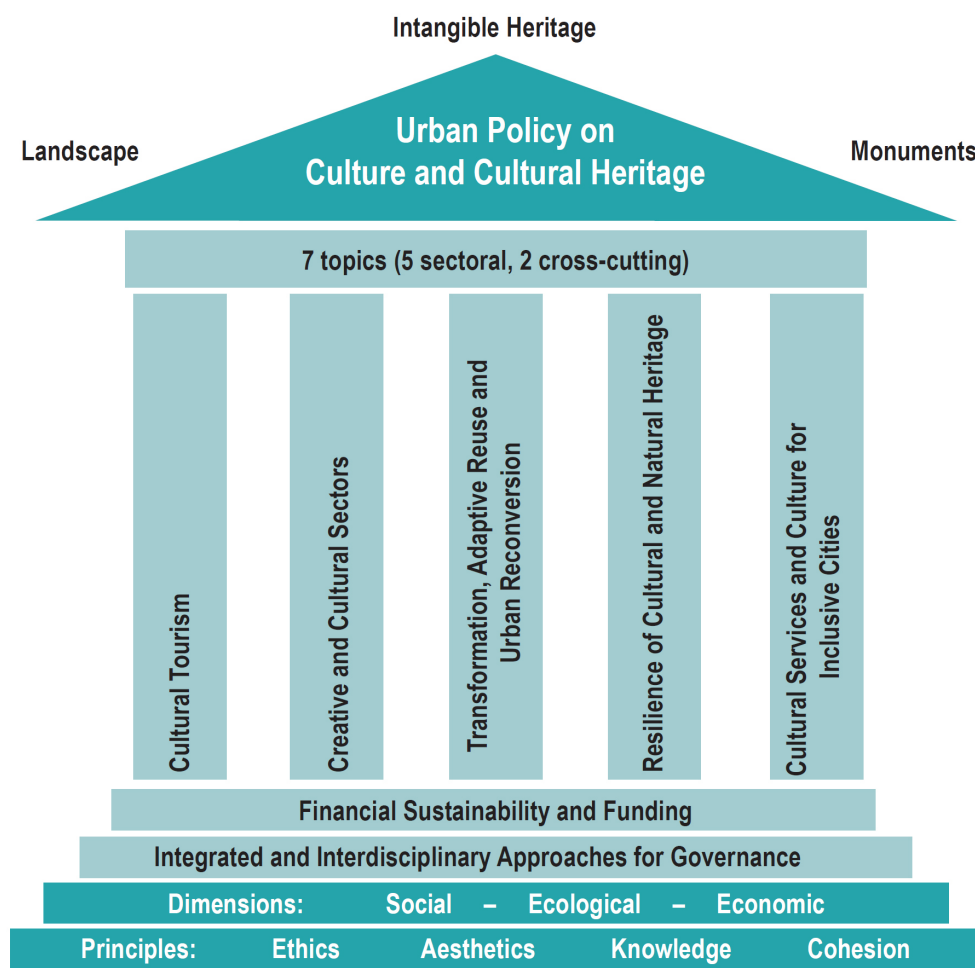
The five columns represent the five thematic sectors (corresponding to the five working groups developed within the Partnership for the first year and an half) while the two common steps below represent the two horizontal thematic issues (the financial sustainability and the governance) – this

structure supports the tympanum, whose area represents the correct integrated approach to Culture & Cultural Heritage in urban policy and whose angles represent the built heritage (monuments, museums, listed buildings, etc.), the natural heritage (landscape, habitat, etc.) and the intangible 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 COVID-19 pandemic, the balanced distribution of touristic flows has now also acquired a public health dimension.

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 natural, anthropogenic or socio-natural hazards, 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.

1.1.c- An integrated strategy: the interlink among the Actions

The Actions respond to problems and challenges referring to Culture & Cultural Heritage not as separate thematic issues, but as integrated elements for an holistic integrated urban policy.

Therefore, the Action Plan takes into account the broader approach to the focused topics, puts in Action the strategies related to both the material and immaterial aspects and develops each Action as a complementary and integrated component of a strategy for cities based on Culture and Cultural Heritage. The principle is: "not a sum of unconnected Actions but integrated and complementary components of a unitary strategy".

The intense work of the Partnership within the Working Groups, which lasted more than six months, helped Partners to reflect on the problems related to the different topics. At the same time, it allowed Partners who worked on more than one Working Group, to develop Actions with an intersectoral logic, always oriented towards an urban development strategy based on the correct and effective use of Culture and Cultural Heritage.

For this reason, all the Actions identified are convergent towards a unitary urban policy, which can be implemented both by components related to specific themes (i.e. climate change, planning services, etc.) and/or by cross-sectorial strategies combining different themes (e.g. transformation and cultural services).

Finally, it is important to highlight that all the Actions discussed in each Working Group inevitably were taking into consideration the governance (in urban policy "the how" initiatives are implemented impact on "the what" get from them) and the financial sustainability. This is the reason why these two aspects were considered as transversal, horizontal, cross-cutting issues (the common steps of the Greek façade, see figure n.1).

All Actions respond coherently to these two transversal topics: all the tools/expected results envisaged by each actions (i.e. the observatory, the guidelines/models, the manual, etc.) not only are conceived to dialogue with the other aspects of the relevant urban policies (such as: environment, inclusion, innovation), but also with the financial sustainability (the private public relationship, the principle of horizontal and vertical subsidiarity, the correct use of public, community and national financial resources) and the governance models (i.e. bottom-up, collaborative managements, interactions through tailored interviews, etc.).

Figure 2: The Actions developed by the Action Plan are mutually interlinked within the same topic. Actions can contribute to develop a specific urban thematic strategy (if integrated within one topic) as well as contribute to develop a cross-cutting strategy, taking into account Actions belonging to different topics (see the dot line, for example). Different colours of each Action (pieces of the puzzle) represent the three main objectives of the UAEU (Better Regulation, knowledge, funding) plus the one for Actions which were excluded because too ambitious or too general.
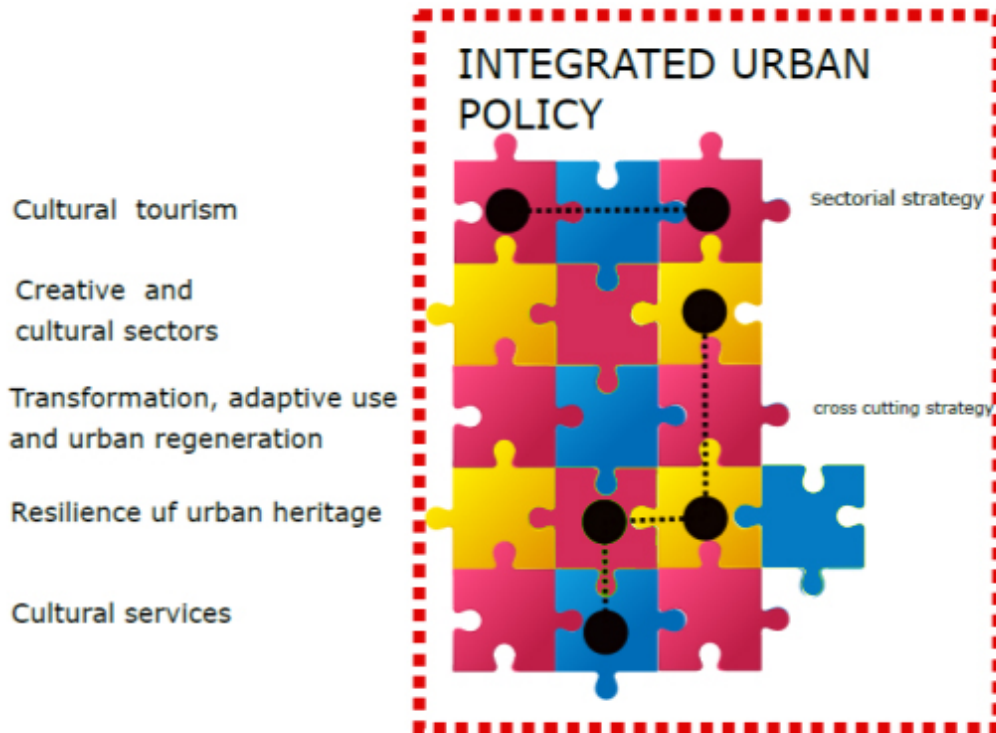
But how do Actions integrate together?

The Action Plan identifies five main strategies for an urban policy based on Culture and Cultural Heritage: this is to say that for each of the five thematic topic, the Working Groups discussed about main challenges and bottlenecks encountered by cities and identified a large number of possible Actions, defining *de facto* the most relevant strategy for each specific thematic topic. These strategies in particular are:

- The strategy "Rebalancing and managing touristic flows for a more sustainable management of Cultural Heritage" refers to topic 1 - "Cultural Tourism";

- The strategy "Fostering inclusion and local economy through cultural initiatives" refers to topic 2 - "Cultural and Creative Sectors";

- The strategy "use Culture & Cultural Heritage to create balanced living cities" refers to topic 3 - "Transformation, adaptive reuse urban reconversion";

- The strategy "Strengthening and protecting heritage against natural and anthropic pressures" refers to topic 4 - "Resilience of heritage";

- The strategy "Enlarging and enhancing the role of cultural urban services to strengthen the wellbeing of citizens" refers to topic 5 - "Cultural services".

Cities, according to their specific characteristics and their type of heritage, can develop integrated policies by "activating" different Actions of different areas: for example, activating Actions to enhance

urban cultural services (topic 5) by reusing existing abandoned urban area through strategic integrated cultural plans and/or collaborative management processes (topic 3), and fostering cultural initiatives of the creative sectors (topic 2).

Likewise, cities will be able to develop tourist revitalisation strategies for degraded places through the recovery and conversion of existing fragile heritage (topic 1, topic 3, topic 4).

Figure 3: This "Pentagon" describes the Action Plan functioning: the five sides are the five thematic topics that corresponds to a sectorial strategy. The Actions selected by the Partnership are part of the strategies and are characterised by Better Funding, Better Knowledge and Better Regulation.

Enlarging the role of urban services to strenghten cultural Identity of citizens

Rebalancing and managing touristic flows for a more sustainable management of heritage

CULTURAL SERVICES

CULTURAL TOURISM

Strenghtening and protect heritage against natural and anthropic pressures

RESILIENCE

CREATIVE AND CULTURAL SECTORS

Fostering inclusion and local economy through cultural initiatives

Better Funding

Better Regulation

Better Knowledge

TRANSFORMATION ADAPTIVE USE AND URBAN RECONVERSION

Revitalizing and integrating the heritage in the living cities

1.1.d – Interactions between strategies and Actions

The Partnership has taken care of the construction of the Action Plan not only as a sum of self-referenced Actions, but imagining the complementarity of the different Actions to define urban policies based on Culture as a driver in the urban framework (see also figure 2 and 3): from the analysis of each Actions it is possible to establish their relationships of complementary and convergence to foster one or more urban strategies.

Such interlink constitutes an added value that our Partnership (and therefore the Urban Agenda for the EU) can offer to other dedicated programs (i.e. Culture Europe, Horizon Europe, European Urban Initiative), or to the Policy Objectives of the next Structural Funds programming period, or, in general, to the urban policies of European cities aimed at strengthening Cultural Heritage and identity.

Actions defined are of three kinds (according to their scope and impact vis-à-vis the strategy defined by each thematic topic):

1) Some Actions constitute the focus of a strategy, since they are born as the "Core Actions" directly aimed at solving the identified problem and the main challenge of the defined strategy;

2) Other Actions, contribute to strengthening the Core Actions, increasing their effectiveness through complementary or associated interventions (Enhancing Actions).

3) Finally, some Actions, although not central to the identified strategy, are useful to support the general concept of the strategy (Supporting Actions).

The following table (Cfr. Table n.1) shows the interaction between Actions and strategies, identifying the functions that the Actions can perform (Core, Enhancing, Supporting) within each different identified strategy.

The other table (Cfr Table n.2) shows the relationship between Actions, the complementary relationships between them. Actions are obviously connected within the same strategy, but also within different strategies when cities try to foster the promotion of Culture and Cultural Heritage in an integrated manner.

Table 1: Interactions between the five strategies and the Actions selected

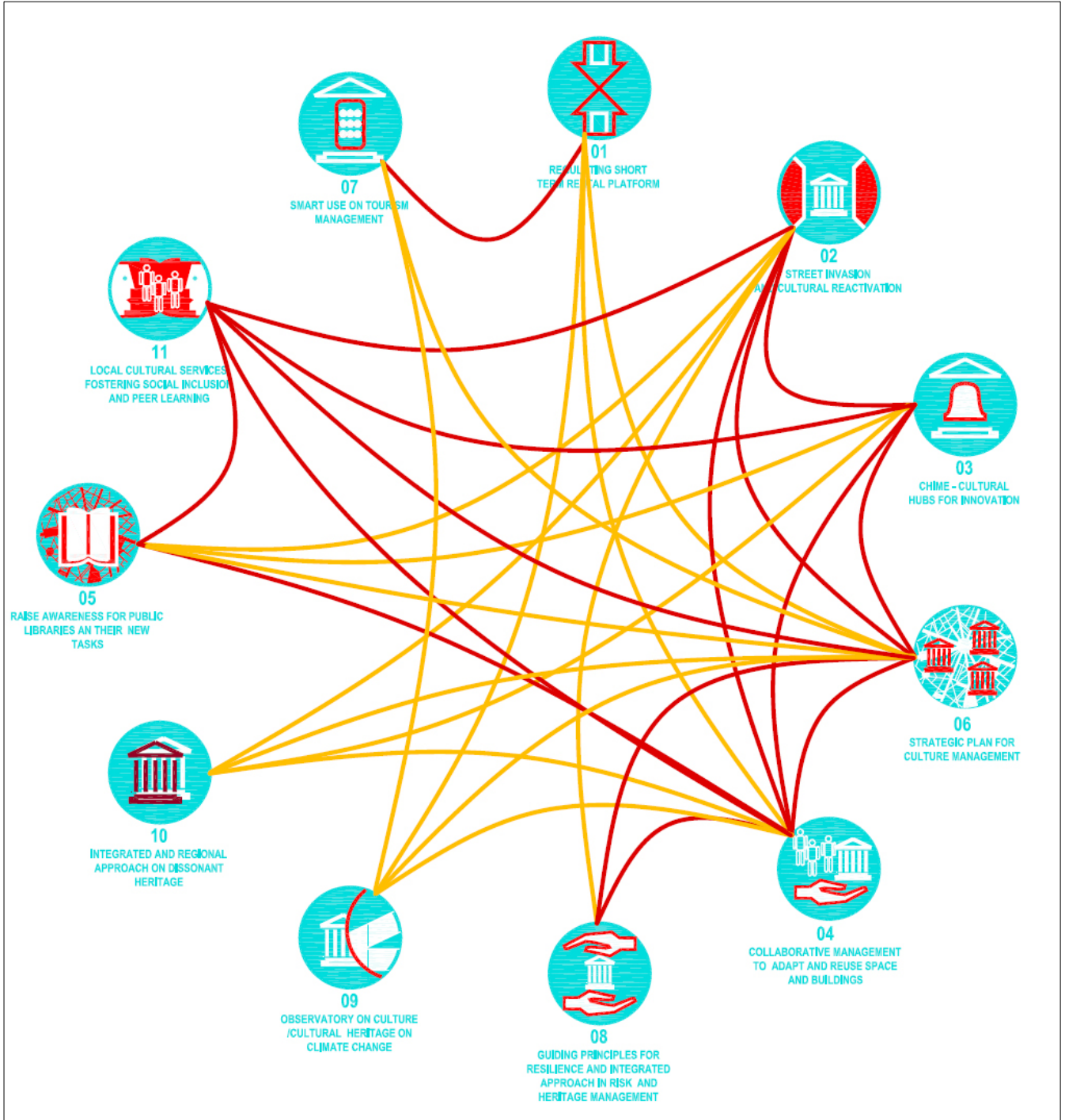| Nr	TOPIC	Type	Title	Action Leader	Rebalancing and managing touristic flows for a more sustainable management of heritage"	Fostering inclusion and local economy through cultural initiatives	Revitalizing and integrating the heritage's use in the living cities	Strengthening and protecting heritage against natural and anthropic pressures	Enlarging and enhancing the role of cultural urban services to strengthen the cultural identity of citizens
01	Cultural Tourism	BR	Regulating Short Term Rental (STR) Platform in cities	URBACT	Core	Supporting			
02	Creative sectors	BR	Cultural Street Invasion and cultural reactivation	City of Murcia	Enhancing	Core	Core	Enhancing	
03	Creative sectors	BR	CHIME – Cultural Hubs for Innovation, Modernisation and Enhancement	City of Murcia		Core			
04	Transformation	BR	Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	ACT		Enhancing	Core	Enhancing	Core
05	Cultural Services	BF	Raise awareness for public libraries and their new tasks on a European and National Level	City of Berlin	Supporting	Supporting	Enhancing		Core
06	Transformation	BF	Strategic Plan for the Culture Enhancement in Urban Framework	ACT	Enhancing		Core	Enhancing	Core
07	Cultural Tourism	BK	Data collection and smart use applied to the management of tourist flows	City of Florence	Core	Supporting	Enhancing	Core	
08	Resilience	BK	Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	Germany	Supporting		Enhancing	Core	Enhancing
09	Resilience	BK	Observatory on culture/cultural heritage and climate change in the urban framework	MiBACT			Enhancing	Core	
10	Resilience	BK	Integrated and regional approaches to Dissonant Heritage	Germany		Enhancing	Enhancing	Core	
11	Cultural Services	BK	Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning	Eurocities			Core		Core

Legend:
- CORE ACTION (dark)
- ENHANCING ACTION (medium)
- SUPPORTING ACTION (light)

Table 2: Interactions between Actions selected

Nr	TOPIC	Type	Title	Action Leader	01 Regulating Short Term Rental (STR) Platform in cities	02 Cultural Street Invasion and cultural reactivation	03 CHIME – Cultural Hubs for Innovation, Modernisation and Enhancement	04 Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	05 Raise awareness for public libraries and their new tasks on a European and National Level	06 Strategic Plan for the Culture Enhancement in Urban Framework	07 Data collection and smart use applied to the management of tourist flows	08 Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	09 Observatory on culture/cultural heritage and climate change in the urban framework	10 Integrated and regional approaches to Dissonant Heritage	11 Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning
01	Cultural Tourism	BR	Regulating Short Term Rental (STR) Platform in cities	URBACT	(self)			INFLUENCE		INFLUENCE	STRONG		INFLUENCE		
02	Creative sectors	BR	Cultural Street Invasion and cultural reactivation	City of Murcia		(self)	STRONG	STRONG	INFLUENCE	STRONG		INFLUENCE		INFLUENCE	STRONG
03	Creative sectors	BR	CHIME – Cultural Hubs for Innovation, Modernisation and Enhancement	City of Murcia		STRONG	(self)			STRONG				INFLUENCE	STRONG
04	Transformation	BR	Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	ACT	INFLUENCE	STRONG	STRONG	(self)	STRONG	INFLUENCE		STRONG	INFLUENCE		STRONG
05	Cultural Services	BF	Raise awareness for public libraries and their new tasks on a European and National Level	City of Berlin		INFLUENCE	INFLUENCE	STRONG	(self)	INFLUENCE					STRONG
06	Transformation	BF	Strategic Plan for the Culture Enhancement in Urban Framework	ACT	INFLUENCE	STRONG	STRONG	INFLUENCE	INFLUENCE	(self)			INFLUENCE		STRONG
07	Cultural Tourism	BK	Data collection and smart use applied to the management of tourist flows	City of Florence	STRONG					INFLUENCE	(self)		INFLUENCE	INFLUENCE	
08	Resilience	BK	Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	Germany		INFLUENCE		STRONG		STRONG		(self)	STRONG	INFLUENCE	
09	Resilience	BK	Observatory on culture/cultural heritage and climate change in the urban framework	MiBACT	INFLUENCE					INFLUENCE		STRONG	(self)		
10	Resilience	BK	Integrated and regional approaches to Dissonant Heritage	Germany		INFLUENCE		INFLUENCE		INFLUENCE		INFLUENCE	INFLUENCE	(self)	INFLUENCE
11	Cultural Services	BK	Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning	Eurocities URBACT		STRONG	STRONG	STRONG	STRONG	STRONG				INFLUENCE	(self)

Legend:
- STRONG = STRONG RELATIONSHIP (red)
- INFLUENCE = INFLUENCE (orange)

Figure 4: Interactions between Actions selected

The figure n.4 shows the relationship among the different Actions. The red lines represent the strong interconnections while the yellow ones represent the softer interlinks.

01
REGULATING SHORT
TERM RENTAL PLATFORM

07
SMART USE ON TOURISM
MANAGEMENT

02
STREET INVASION
AND CULTURAL REACTIVATION

11
LOCAL CULTURAL SERVICES
FOSTERING SOCIAL INCLUSION
AND PEER LEARNING

03
CHIME - CULTURAL
HUBS FOR INNOVATION

05
RAISE AWARENESS FOR PUBLIC
LIBRARIES AN THEIR NEW
TASKS

06
STRATEGIC PLAN FOR
CULTURE MANAGEMENT

10
INTEGRATED AND REGIONAL
APPROACH ON DISSONANT
HERITAGE

04
COLLABORATIVE MANAGEMENT
TO ADAPT AND REUSE SPACE
AND BUILDINGS

09
OBSERVATORY ON CULTURE
/CULTURAL HERITAGE ON
CLIMATE CHANGE

08
GUIDING PRINCIPLES FOR
RESILIENCE AND INTEGRATED
APPROACH IN RISK AND
HERITAGE MANAGEMENT

Core Actions for each strategy are the following:

Strategy 1: Rebalancing and managing touristic flows for a more sustainable management of heritage (Actions n.07, n.01)

This strategy is related to the rebalancing of urban (but also peri-urban) tourist flows, and at its general management also with a view of security (health), environmental sustainability and territorial rebalancing (this last being fundamental for respecting the needs of the local communities in line with the definition of "Cultural Tourism" set by UNWTO[1]). The strategy starts from the common agreed definition of "smart destination" which comprehends "'tourism that meets the needs of travellers and inhabitants' and, at the same time, protects and improves opportunities for the future of the sites" (Cfr. the definition of "Sustainable tourism" given by the UN World Tourism Organization, UNWTO) working on methods and tools 'to balance touristic flows between major touristic hubs and less visited sites and cities.

For this strategy, the Partnership selected the following two Actions among the ones discussed by the Working Group:

Action n.07: Data collection and smart use applied to the management of tourist flows (Action Leader: City of Florence) / BK[2]

This Better Knowledge Action proposes a support tool that uses data from different source of technologies and information systems (i.e. data from smart street poles, mobiles etc.) for a prudent policy of the redistribution of flows also with a view of involving tourist sites.

Action n.01: Regulating phenomena of sharing economy (Action Leader: URBACT, Eurocities) / BR

This Action acts as a tool for regulating new spread phenomena of the sharing economy. The idea is to tackle problems of gentrification and Touristification of cities. The idea is that Sustainable Tourism requires an autonomous, cohesive and structured framework within the EC. In light of the recent ECJ judgement on Airbnb, the idea is to revisit and update both the EC 2016 Agenda on the collaborative economy and the EC 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).

Strategy 2: Fostering inclusion and local economy through cultural initiatives (Actions n.02, n.03)

The second strategy is to help cities recreate a vital local socio-economic framework capable of strengthening the Culture & Cultural Heritage of local contexts (comprehending the preservation, restoration and revitalisation of physical heritage assets), of fostering the inclusion and the participation using the innovative power of the cultural and creative sectors.

Challenges to overcome are several, among which: i) the fragility of the sector (entrepreneurs operating within the creative and cultural activities usually greatly rely on subsidies and grants),; ii)

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[1] Cultural Tourism: "A type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions".

[2] Please note that the following abbreviations are used: BK (Better Knowledge), BR (Better Regulation), BF (Better Funding).

the hindering factors to create and develop cultural and creative businesses; iii) the difficult intergenerational and inter-cultural dialogue.

The Partnership selected three highly interlinked Actions identified by the Working Group for this strategy (which are strongly linked with Actions 04 and 06 related to planning and management of cultural sites and events in European cities):

Action n.02: Street Invasion, Atomisation and Cultural Reactivation (Action Leader: City of Murcia) / BR

This Action foresees spreading initiatives distributed in the cities in time and space in a way to create a "diffused cultural framework". The Action will deploy a number of singular atomised cultural activities in the public domain, reconquering public spaces and promoting cultural consumption. The Action wants to develop a model as well to re-activate Culture and cultural sectors in times of crisis (be it an economic or a sanitary crisis) by means of structured and planned cultural procurements.

Action n.03: Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME) (Action Leader: City of Murcia) / BR

CHIME Cultural Hubs for Innovation, Modernisation and Enhancement ("Cultural Testing Tubes") constitutes a platform to strengthen artistic production and innovation, improving working conditions and promote a structural framework for self-employed artists, granting spaces, support and feedback, promoting participation and transparency in cultural management.

Strategy 3: Revitalizing and integrating the heritage's use in the living cities (Actions n.04, n.06)

The third strategy aims to bring Cultural Heritage, even informal and unofficial, to the centre of citizens' cultural life through its daily use. Strengthening local identities recognising and enhancing local tangible and intangible Cultural Heritage as a mean to foster sound integrated rehabilitation of deprived urban areas.

This strategy aims to put the urban at the centre of town planning and development policies, both in the tools for forecasting future development (strategic planning tools - Action n.06) and in the shared management tools between public and private subjects (collaborative asset management tools - Action n.04).

Action n.04: Collaborative management to readapt / reuse spaces and buildings for cultural and social development (Action Leader: Italian Agency of Territorial Cohesion, ACT) / BR

The Action is focused on the paradigm of social innovation: fostering integrated rehabilitation (physical and social) of deprived urban areas offering social/cultural services. The paradigm is strictly linked to the circular economy, the green infrastructure and the social inclusion. The idea here is to develop an open source guideline (sort of manual/model) to foster these kind of collaborative management practices in all the interested cities, also the small and medium size ones. Main challenges to overcome are: direct assignments to the third sector (a matter of smoothing public procurements), and sustaining local NGOs and communities (a matter of relaxing State aid).

Action n.06: Strategic Plan for the Culture Enhancement in Urban Framework (Action Leader: Italian Agency of Territorial Cohesion, ACT) / BF

The objective of this Action is to recompose the entire urban and territorial framework relating to the urban cultural components through a specific dedicated tool (planning system) that combines

all urban Culture fragments in a coherent and effective strategy of heritage enhancement at the local level (recomposing funding of local, national and ESIF funds).

Strategy 4: Strengthening and protecting heritage against natural and anthropic pressures (Actions n.08, n.09, n.10)

The fourth strategy is linked to the enhancement of the urban resilience vis-à-vis the climate change and related problems. Strictly based on previous tailored works (i.e. the UNESCO manual) and linked to the New Green Deal, this strategy is needed to create the correct approach among Cultural Heritage preservation/enhancement and adaptation.

The Partnership selected three Actions identified by the Working Group for this strategy, all of which are within the Better Knowledge Chapters (BK):

Action n.08: Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities (Action Leader: Germany) / BK

The overall objective of this Action is to foster the integration of urban built heritage into Disaster Risk Management (DRM), climate change or environmental plans and policies at the local level. In order to achieve this, the Action aims at establishing recommendations and guiding principles for relevant local authorities and other relevant actors – including citizens.

Action n.09: Observatory on Culture/Cultural Heritage and climate change in the urban framework (Action Leader: Italian Ministry of Cultural Heritage and Activities and Tourism, MiBACT) / BK

The Green Deal fosters an ecological reconversion of urban areas, but yet there is no common understanding of what this means and there is the need to prevent the loss of Cultural Heritage values in the process. This is why this Action is a realistic feasibility study on a possible European Observatory to be built to avoid fragmentized practices in this fundamental field.

Action n.10: Integrated approaches to 20th century Dissonant Heritage (Action Leader: Germany) / BK

This Action focuses on how to strengthen the "Dissonant Heritage" (controversial heritage) by integrating it in regional planning and tourism concepts as a fundamental mean to educate, transmit history and nurture democracy building in Europe while – at the same time – enabling those stigmatised neglected areas to use their local economic and touristic potential.

Strategy 5: Enlarging and enhancing the role of cultural urban services to strengthen the well-being of citizens (Actions n.05, n.11)

The fifth strategy deals with the overcoming of possible barriers to access to cultural and creative services taking into considerations several factors: the present common societal changes (i.e. elderly, migrants & refuges, single parents, greater income differences, youth unemployment, etc.).; the presence of major common cultural institutions in all urban contests (public libraries, museums, music schools, galleries, music venues, performing arts institutions, etc.); the common approach to high qualitative leisure activities and social aspects as part of the well-being of community and citizen.

The two Actions selected tend to define an urban strategy that strengthen the cultural offer of urban cultural services and that ensures the local spill-over of future research programmes.

Action 05: Raise awareness for public libraries and their new tasks on a European and National Level (Action Leader: City of Berlin) / BF

The Action tackles the functional decline of public libraries enhancing their importance for digital transition, social inclusion and all the other possible functions based on innovative way to modernize these spaces.

Action 11: Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning (Action Leader: Eurocities) / BK

The Action is aimed at identifying cities' specific research needs (through cultural leaders from city administration) to better plan future EU calls for proposals on research, and to guarantee that the results of these research projects are used at the local level to improve cultural policies, and contribute to the overall reinforcement of cultural offers in European cities.

1.2 Governance of the Partnership

1.2.1 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. Members of the Partnership are:

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).

Members

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

1.2.2 Working method and processes of the Partnership

The Partnership is not a traditional network for knowledge and experience exchange. Instead, each Partner has concrete background to bring forward according to their own level and background experiences in dealing with urban programmes and policies.

The Partnership followed a work path characterized by a progressive fine-tuning of main topics relevant to overcome all those challenges highlighted. The initial topics and challenges brought forward at the first two plenary meetings, and better defined along the 2019, were discussed with an open broader audience of relevant stakeholders (i.e. UNESCO, ICOMOS, Universities, Researchers, other cities) in a "Participatory Lab" of three hours organised within the European Week of Regions and Cities (EWRC) in Brussels (see table 3).

As a result of such inclusive process, the seven pillars (5 thematic and 2 transversal) of the Greek façade were defined.

Table 3: Since its start in January 2019, the Partnership has organised three Partnership meetings, one broader workshops with external relevant Stakeholders and, from February to June 2019, numerous working groups meeting (an average of one at every two/three weeks) to fine-tuned the Actions.

Partnership meeting	Location	Date	Description of the meeting
1st Partnership meeting – Kick-off meeting	Berlin	21-22/02/2019	The objective of the kick-off meeting was to gather and discuss issues, ideas, and bottlenecks. The meeting was important to identify topics of interest and key challenges to address. It was also an opportunity for the participants to get to know each other.
2nd Partnership meeting	Brussels	10/04/2019	The second Partnership meeting consolidated and further fine-tuned the key challenges and opportunities identified. It was also the occasion for the participants to develop challenges under each of the topics presented, to better define their scope. The meeting was useful also to agree on the path for the finalisation of the Orientation Paper.
EWRC 2019	Brussels	9/10/2019	The objective of the Participatory Lab was to share and test our vision with a broader audience at the beginning of our work so to possibly include other ideas and to investigate positive integration with other possible relevant parallel initiatives.
3rd Partnership meeting	Virtual	18 – 25/06/2020	Due to the COVID-19 outbreak, the third plenary was held online and was divided in two days. The first day consisted in presenting the draft Actions: the five thematic groups presented the results of their work in the development of the Actions. The second day was dedicated to forming the Action Groups. The participants were invited to select which Actions they consider more relevant (up to five) and which Actions they wanted to implement, according to their interests and resources (up to three).

Following the identified fields of research, the Partnership organized five thematic Working Groups (WG) with a WG Leaders to develop all possible detailed thematic Actions.

The following Working Groups were established:

- **Working Group 1:** Cultural Tourism (WG Leader: City of Florence)

- **Working Group 2:** Creative and Cultural Services (WG Leader: Murcia City Hall)

- **Working Group 3:** Transformation, adaptive reuse and Urban reconversion (WG Leader: Italian Agency for the Territorial Cohesion – ACT)

- **Working Group 4:** Resilience of Cultural and Natural Heritage (WG Leaders: Germany – BMI; Italian Ministry of Cultural Heritage and Activities and Tourism MiBACT; Germany – BBSR)

- **Working Group 5:** Cultural Services and Culture for Inclusive Cities (WG Leaders: Eurocities, City of Berlin, Senate Department for Culture and Europe, Canary Islands Government, Espoo)

Each Working Group worked to define possible Actions. The topics "Financial Sustainability and Funding" and "Integrated and Interdisciplinary Approaches for Governance" were considered as "transversal" to all the other topics: the matters of funding (i.e. how to attract financial resources, how to manage them, how to integrate different sources, etc.) and of integrated approaches (i.e. how to involve different actors, how to integrate different approaches and/or thematic issues, etc.) had to be taken into consideration by each Working Group (they are transversal and cross-cutting topics that affect all other members).

Each thematic Working Group further specified the sub-theme and research questions, identified the need for specific work and support (by either the Commission, the Partnership's Technical Secretariat and/or other means), and identified possible activities to be undertaken by means of a work programme.

Last but not least, each WG commissioned an external expert to conduct an in-depth analysis of challenges to overcome and to get a comprehensive overview of existing initiatives, compiled in a "Scoping Fiche":

- 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)

Some of findings of these scoping fiches are reported in Chapters 1.3 and 3.

The result of these sound exercises was a list of around 25 Actions ideas that were integrated investigating their possible relationship (an Action can be cross-cutting, i.e. it can cover more than one topic).

1.2.2/a The process of identifying the selected Actions: from 25 thematic draft Action to the 11 Actions to be implemented

Periodical conference calls were organized by the WG Leaders to define thematic draft Actions within their Working Groups, while the Coordinators monitored intermediate results and regularly discussed the process and the next steps with the WG Leaders.

The Working Groups reported back the proposals of draft Actions gathered from each sub-Working Group. There was around 25 draft Actions that were merged/integrated according to their compatibility and internal coherence (see figure 5) through a close interaction among the Coordinators and the WG Leaders (see original ideas and internal correlation established among draft Actions in annex 1). A reduced basket of draft Actions was discussed and selected during several meetings with the WG Leaders who reported back to the Working Groups.

Figure 5: Outline of the process of identifying the final Actions: from the original number of project ideas identified within the working groups, an Action of grouping and merging the ideas into structured Actions was followed.
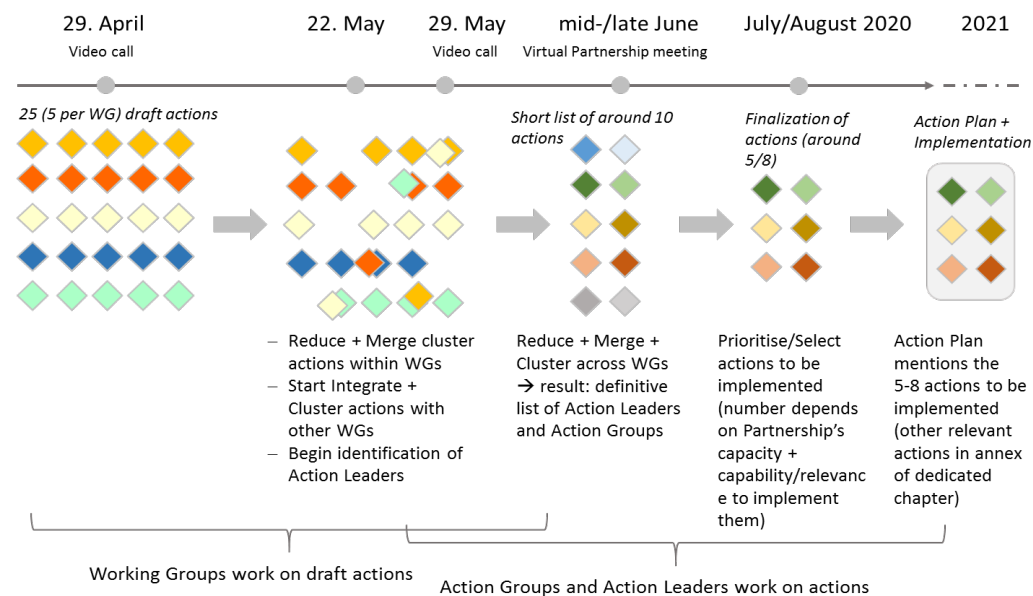
The Partnership worked towards the finalisation of its Actions. Due to the current COVID-19 outbreak, the Partnership could not physically meet, but worked entirely online (virtual meetings among Coordinators, among Coordinators and WG leaders and exchanges among Working Groups). In this context, Coordinators, together with Working Group leaders, successfully transformed, integrated and merged the Action ideas produced by each WG in a cross-cutting manner.

Once the final pool of draft Actions was defined, the Coordinators arranged the plenary –in two days of separate weeks- to discuss the most relevant and interesting Actions (members could expressed up to five Actions), and the Actions each member would have had the capacity and the interest to really work on (up to three Actions to be realistic). The plenary was arranged in two well separate days to give the opportunity for those members who needed, to discuss ideas with their own hierarchy and to express real commitment to the Partnership.

Draft Actions proposed by each Working Group were prioritised and selected by the whole Partnership, following a general template to reach an agreement on which Actions were most relevant and urgent.

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.

As a result of this process, the 3rdPartnership meeting, which was held entirely online on 18 and 25 June 2020, served to present the draft Actions (day 1), discuss the relevance and the commitment of each member and therefore forming the Action Groups (day 2).

Due to the online exchanges, the Coordinators -with the precious help of the European Technical Secretariat- arranged interactions by means of online voting procedure, whose main results are presented here below:

Figure 6: Main results of the interactions arranged during the third plenary meeting (8 and 25 June 2020) which was forcedly on-line due the pandemic situation.

Which Actions do you find more interesting for the Action Plan? (up to 5 choices)
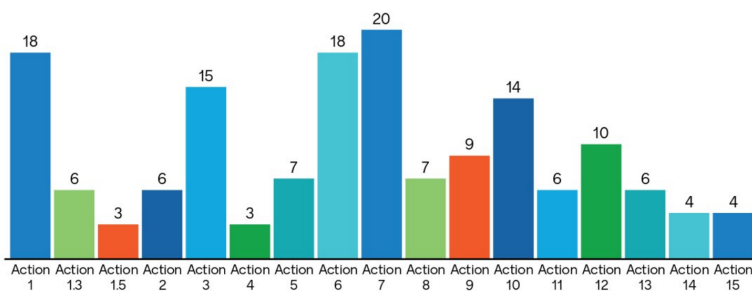
Which are the Actions you would like to be part of? (up to 3 choices)
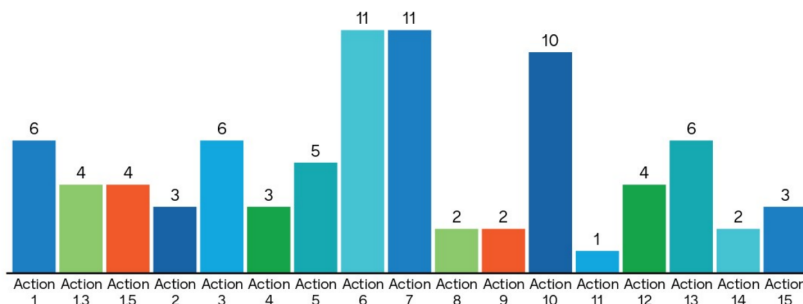
Based on these results, the Partnership developed the current Action Plan featuring a feasible number of concrete Actions for Better Regulation, Better Funding and Better Knowledge (see table 4)

Table 4: List of Selected Actions to be implemented (BK= Better Knowledge; BR= Better Regulation; BF= Better Funding).

Number	Title	Action Leader(s)
Better Regulation		
Action N° 01	Regulating phenomena of sharing economy	URBACT
Action N° 02	Street Invasion, Atomisation and Cultural Reactivation	City of Murcia
Action N° 03	Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME)	City of Murcia
Action N° 04	Collaborative Management to adapt and reuse spaces and buildings for Cultural and social innovative development	Italian Agency for Territorial Cohesion
Better Funding		
Action N° 05	Raise awareness for public libraries and their new tasks on a European and National Level	City of Berlin
Action N° 06	Strategic Plan for the Culture Enhancement in Urban Framework	Italian Agency for Territorial Cohesion
Action N° 07	Data collection and smart use applied to the management of tourist flows	City of Florence
Better Knowledge		
Action N° 08	Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	Germany
Action N° 09	Observatory on Culture/Cultural Heritage and climate change in the urban framework	Italian Ministry for Culture and Cultural Heritage MiBACT
Action N° 10	Integrated approaches to Dissonant Heritage	Germany
Action N° 11	Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning	Eurocities /URBACT

During the last phase of the Partnership in 2021, the Actions will be implemented following the timetable (see figure 6).

Figure 6: The timetable of the CCH Partnership.
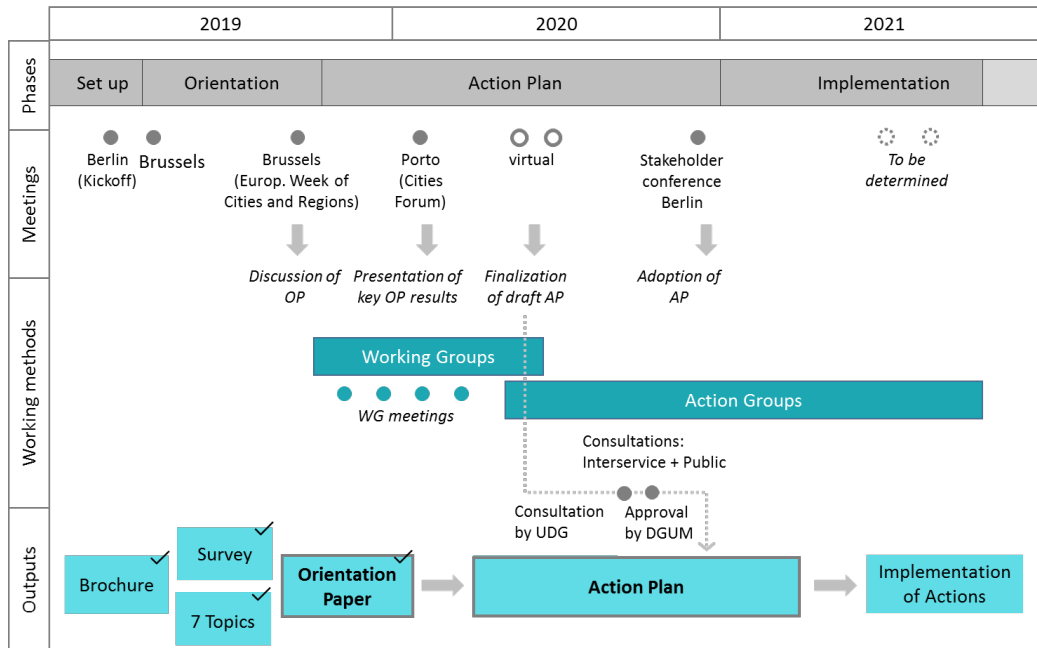
1.2.2/b The reserve list (the so called "frozen Actions") and Action ideas

It is worth remembering that all the Action-ideas emerged from each Working Group were really interesting. Having only one year for the implementation, we were obliged to concentrate on those Actions with this two specific aspects: i) Action-ideas with a limited number of concrete, targeted and feasible objectives; ii) Action-ideas whose implementation and expected results were based on strong political or administrative commitment. The final pool of Actions presented for the plenary discussion comprehended 15 Actions. Two of these Actions found very interested members, were considered worthy of interest and relevant, but can't be implemented because there was no Action Leaders ("orphan Actions").

Given the significant institutional and organizational commitment required for their implementation, the Coordinators decided to create a "B-list" for those relevant Actions that can be implemented whenever there will be the appropriate conditions.

The selected Actions that have been frozen are briefly summarized below, while all the Action-ideas that were brought forward by the involvement process of each Working Group are fully shown in Annex 1.

The reserve list (Actions ready to be implemented, but that couldn't find an Action-Leader) are briefly summarized below:

Action 12: Hub and platform for resilience of Cultural Heritage in urban framework / BK

The Action is aimed at setting up a living and interactive web-based platform as an international hub. The proposed Action aims to develop a tool to concentrate all relevant information in an integrated platform focused on urban policies using Culture and Cultural Heritage as a driver for local economies.

Action 13: European Task force for crises in tourism sector / BR

As its general objective, this Action aims to develop a series of tools to support urban economies in crisis in light of the COVID-19 emergency. It proposes the establishment of a European task force to counter the negative effects caused by the COVID-19 emergency in the tourism sector and to prevent other similar shocks in the future. The goals are to: i) Improve crisis management strategies; ii) Strengthen coordination mechanisms to find common solutions.

Challenge tackled: i) to face crisis especially in situations characterized by rapid evolution; ii) to develop an effective system to monitor the impact of the COVID-19 crisis on tourism; iii) to support sector recovery.

1.2.4- Consultations carried out

The Partnership has carried out a Public Feedback from 23 July to 9 September 2020. The questions were focusing on the importance of the issues tackled by the proposed Actions, their contributions in addressing the bottlenecks and whether other actors should be involved in the implementation of the Actions. A total of 105 answers were received, distributed as follows:

ACTIONS	ANSWERS RECEIVED
Data collection and smart use applied to the management of tourist flows	4
Regulating Short Term Rental (STR) Platform in cities	3
Cultural Street Invasion, the Local and European identity"	3
CHIME – Cultural Hubs for Innovation, Modernisation and Enhancement"	2
Cultural Reactives	2
Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative level	5
Strategic Plan for the Culture Enhancement in Urban Framework	4
Hub and platform for resilience of Cultural Heritage in urban framework	4
Resilience and Risk support for urban heritage (with reference to the UNESCO manual on Disaster	6
Observatory on Culture/Cultural Heritage and climate change in the urban framework	10
Regional and integrated approaches to Dissonant Heritage	2
Identification of cities' research needs on cultural services and Culture for social inclusion	2
Peer learning activities for city representatives to learn from each other on cultural services	4
Raise awareness for public libraries and their new tasks on a European and National Level	54

In addition to the Public Feedback, the draft Action Plan went through Interservice Consultation among several related services of the European Commission.

The feedback received both from the Public Feedback and Interservice Consultation is integrated into the final version of the Action Plan.

1.2.5- Communication of results

In addition to the internal meetings mentioned above, the Partnership was also present during the following events, in which Partners showcased their achievements:

- **2019 European Week of Regions and Cities (Brussels, BE):**

The Partnership organised a workshop during the European Week of Regions and Cities (9 October 2019) in Brussels. The meeting was an opportunity to discuss latest developments and recent results achieved by the Partnership, notably the finalisation of the Orientation Paper. The workshop included presentations from representatives of UNESCO and ICOMOS. Participants were invited to join the seven parallel discussion groups, each focusing on one of the main topics of the Orientation Paper. The main outcomes of discussions were later presented by reporters in the plenary session. The conclusions of the meeting served as additional feedback to the Partnership's Orientation Paper and will be considered in drafting the Action Plan.

Figure 7: Discussion on Orientation Paper (OP) in seven discussion groups in Brussels, October 2019.

- **Cities Forum 2020 (Porto, PT):**

During the workshop "Urban Agenda for the EU: state of play of the Actions"(31 January 2020), the Partnership Coordinators gave a presentation on the state of play of the Partnership and the "Seven pillars for Culture and heritage in the city" and answered questions from the audience.

Figure 8: Presentation of OP themes in "silent disco" format and exchange with other Partnerships during the Cities Forum in Porto, January 2020.

1.3 What is already done?

Even though policies on Culture and Cultural Heritage are of national competences[3], Member States commonly recognised that Culture and Cultural Heritage are factors directly relevant for the sustainable urban and territorial integrated policies (see the common political agreements and papers mentioned here after).

The framework for Actions in the Culture & Cultural Heritage fields are established by the following policies and programmes (at EU level):

The **EU Open Method of Coordination** (OMC) expert groups[4] which is a form of cooperation between the EU Member States and the Commission exchanging good practices and/or designing policies: this is to say for creating common understanding of specific issues, as well as for building consensus on solutions and practical implementation.

Under the OMC (organised by the Commission), experts from ministries of Culture and national cultural institutions meet to produce policy manuals or toolkits that are widely shared throughout Europe (it is the responsibility of national governments to designate the members of each group that then elect their own chairperson). In the Work Plan for Culture 2019-2022, Member States agreed to focus on these Reports relevant for the Partnership :

- Starting in 2020 - two new OMC groups on: High-quality Architecture and Built Environment. The OMC group on High-quality architecture will, among others, analyse multi-disciplinary and participatory governance models contributing to social inclusion and the sustainable development of neighbourhoods, including climate change adaptation. It will also highlight the contribution of grassroots initiatives, (temporary) adaptive reuse, Culture-led social innovation and co-creation towards a quality-built environment. The best practices and policy recommendations that will be included in the final Report (mid-2021) of the group could feed into the Partnership as greater synergy between relevant EU initiatives to ensure quality in the built environment and urban governance is essential to improve efficiency of human, natural, cultural and financial resources.

- Starting in 2021 - three new OMC groups on: Status and working conditions of artists, Adaptation to climate change and Cultural dimension of sustainable development;

OMC expert groups have been meeting since 2008, working on topics such as cultural and creative industries, access to Culture, links between Culture and education, social inclusion or sustainable cultural tourism. Some of the OMC groups' Reports published in recent years and convened under the Work Plan for Culture 2015-2018 of the Council which are relevant to our thematic issue and urban policies are:

- From social inclusion to social cohesion: the role of Culture policy (2019);

- Sustainable cultural tourism (2019);

- The role of public policies in developing entrepreneurial and innovation potential of the cultural and creative sectors together with Overview of EU policies and studies related to entrepreneurship and innovation in cultural and creative sectors (2018);

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[3]The Treaty on the Functioning of the European Union gives the Commission the specific tasks of supporting culture in the Member States, while respecting their diversity and bringing "the common cultural heritage to the fore" (art. 167 TFEU). The European Union's role is therefore to assist and complement the Actions of the Member States in preserving and promoting Europe's cultural heritage. As a result, the Commission has developed a number of relevant policies, programmes and initiatives to achieve these objectives.
[4]https://ec.europa.eu/culture/policies/cultural-policy-cooperation-eu-level

- Participatory governance of Cultural Heritage (2018);
- Promoting access to Culture via digital means (2017).

The **strategic Work Plan for Culture of the Council of the European Union (2019-2022)** setting priorities and defining Actions to address cultural policy on five priorities for EU cooperation in the sector, these being: i) Sustainability in Cultural Heritage; ii) Cohesion and well-being; iii) An ecosystem supporting artists, cultural and creative professionals and European content; iv) Gender equality; v) International cultural relations. The Strategic Work Plan for Culture (2019-2022) is rather strategic for our Partnership as it is closely linked to urban issues: it mentions "Synergies could be established with the Structural Funds, the Urban Agenda for the EU and its new Partnership on Culture and Cultural Heritage as well as with the UN Agenda 2030 and the OECD project on Culture-led regional productivity and well-being."

The Council Conclusions of 21 December 2018 on the Work Plan for Culture 2019-2022 (2018/C 460/10)[5] also underline that *"Culture contributes to social and economic development"* stipulating that Actions are needed especially by cities and regions to ensure the sustainability of Cultural Heritage and that people working in the CCS require *"a broad mix of digital, traditional, transversal and specialised skills".*

The relevance of the Work Plan Culture 2019-2022 is the fact of formally recognizing Culture "as key to building inclusive and cohesive societies and to sustaining Europe's competitiveness" and to further emphasizing that cross-sectorial cooperation between Culture and other areas (such as "education, social care, healthcare, science and technology, and regional and urban development) has a significant effect on cohesion and wellbeing. It adds "Cultural Heritage has the potential to contribute positively to people's lives and to European societies as a whole. It can do so by improving psychological and social wellbeing or strengthening social inclusion"

The **New European Agenda for Culture**[6] (2018) specifically: i) it points to how cultural participation brings people together "including among refugees, other migrants and host populations"; ii) it highlights the links between cultural participation and improved health and wellbeing (with 71% of Europeans agreeing that living close to places related to Europe's Cultural Heritage can improve quality of life, Cfr. Special Eurobarometer Report 466 – Cultural Heritage 2017, p.4); iii) it recognizes the fact that "social and financial barriers to cultural participation remain" and points to the need for a new approach with 'cultural capability' as a guiding principle, which means "making available a wide range of quality cultural activities, promoting opportunities for all to take part and to create, and strengthening links between Culture and education, social affairs, urban policy, research and innovation" (New European Agenda for Culture 2018, p.3).

The **Council Work Plan (WP) for Culture (2015-2018)** adopted by the Council in December 2014 (promoted by DG EAC), the WP defined four priority areas for Actions, subdivided into different topics. Each topic contains one to four Actions as well as an indication of the outputs to be delivered and the instruments to be used to that end. In addition, cultural statistics are a cross-sectorial priority. Instruments and working methods include Working Groups of Member States' experts meeting under the Open Method of Coordination (OMC), expert groups convened by the Commission, stock-taking activities, studies and Reports.

[5]https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52018XG1221%2801%29
[6]ec.europa.eu/culture/content/european-framework-Action-cultural-heritage_en

Major Common general policy documents and references to orient Actions of the Partnership at International and European level are:

The Davos Declaration[7] **(2018).** The declaration builds on a broad concept of Baukultur and underlines the key role that Culture plays in the quality of living space. The declaration highlights that buildings might be Culture and might create a space for Culture and identity. This holistic approach emphasises the joint responsibility of policy and society for the built environment and calls for an EU policy focused on high quality Baukultur: it underlines the central role of Culture in the built environment and high-quality Baukultur as a base for a sustainable society and a high quality of living.

The **Rome Declaration (2017)** calling for "a Union where citizens have new opportunities for cultural and social development and economic growth".

The Culture Urban Future Report (UNESCO 2007) intended as a policy framework document to support the implementation of the 2030 Agenda and, as such, is a key contribution to the New Urban Agenda (see chapter 4 for details). For the first time, the Report explores the role of Culture for sustainable urban development. It seeks to analyse the situation, trends, threats and existing opportunities in different regional contexts, and to present a global picture of tangible and intangible urban heritage conservation and safeguarding, along with the promotion of cultural and creative industries, as a basis for sustainable urban development.

The Faro Convention on the Value of Cultural Heritage (2005), Council of Europe. The convention emphasised important aspects of heritage as they relate to human rights and democracy. It promoted a wider understanding of heritage and its relationship to communities and society. The convention also encouraged to recognise that places are not, in themselves, what is important about Cultural Heritage, but their social, cultural and economic meanings.

Agenda 21 for Culture (known also as Culture 21) (2002-2004). Culture 21 was a programme for cultural governance that was developed and organised by United Cities and Local Governments (UCLG). The UCLG Committee on Culture has worked to ensure that Culture was explicitly integrated into the development programmes of the United Nations, which achieved the Millennium Development Goals (MDG). After some awareness-raising Actions during the MDG Summit, the UN General Assembly approved the final document of the summit that mentions Culture as an important dimension of development.

The European Landscape Convention (2000) – also known as the Florence Convention – adopted in Florence on 20 October 2000, which promoted the protection, management and planning of European landscapes and organised European cooperation on landscape issues. It came into force on 1 March 2004 (Council of Europe Treaty Series no. 176).

The result of the Reports highlights the need for Culture and Cultural Heritage being mainstreamed taken into consideration as a cross-cutting issue – based on articles 3 and 6 TEU (Treaty of the European Union).

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[7] https://davosdeclaration2018.ch/ (11.08.2020)

2 ACTIONS

2.1 Better Regulation

2.1.1 ACTION N° 01 – Regulating phenomena of sharing economy

The Action concerns the regulation of e-commerce, online sharing economy and more specifically short-term rental platforms in order to attenuate or even eradicate their negative impacts on cities and their inhabitants. In particular this Action responds to concerns that have been voiced in recent years by cities across Europe. These regard "Touristification", gentrification, and displacement of inhabitants especially in historic cities, whose Cultural Heritage has been overexploited by tourist-oriented economies, which thrived with online service providers.

The scope is to provide instruments at EU level to regulate this economic phenomenon in a way that cities can profit from sustainable tourism meeting "the needs of travellers and inhabitants and, at the same time, protects and improves opportunities for the future of the sites" (Cf. the definition of the World Tourism Organisation, UNWTO).

Responsible: URBACT

Deadline: to be defined with the other members of the Partnership (foreseen June 2021)

What is the specific problem?

In the last few years, the tourism sector radically changed with the presence of sharing platforms for home-exchange and sharing called Short Terms (Holiday) Rental platforms (STR or STHR), which boosted the consumption of Culture and Cultural Heritage in many cities around the world and in Europe. Extensive debate exists around these new economies which do not only target accommodation but transportation, consumption of goods and the whole tourism industry centred around leisure and Culture. These have provided the terrain for unprecedented urban issues and impacts on inhabitants.

Visible especially in major tourist destination cities, STR triggered massive Touristification, standardisation of cultural offers, "Disneyfication" of public spaces towards mass consumption. Investors used STR platforms as new venues of speculation on the real estate producing a scarcity of affordable and adequate housing, triggering gentrification especially in those areas of high density of tangible heritage, and displacement of inhabitants. In terms of housing, the conflict is not merely owner centred, but also relates to the transnational and local real-estate market, risk investment firms, and temporary accommodation (Sequera & Nofre 2018). In terms of urban planning, addressing these challenges thus requires a careful approach and close cooperation with different services and sectors of the public administration.

In terms of understanding of Airbnb and other sharing economy platforms – in relation to Touristification – it is crucial to highlight the complexity of the issue, and the fast-changing dynamics of its economies. It is firstly necessary to understand that the effects of Airbnb are highly context dependent, and as such, will differ in relation to the size of cities; their economic reliance on tourism; their specific regulatory frameworks; the concentration – and availability – of other accommodation providers, etc. Airbnb's scored a rapid growth since its establishment in 2008; having before COVID

time more than 5 million listings globally, which far exceeds the offer of the global top hotel chains. It has been argued that Airbnb's listings are more dispersed than hotels, and that as such, its visitors are more likely to disperse their spending in neighbourhoods and areas that do not typically receive tourists (Guttentag et al. 2018). Additionally, it has been argued that the segregation of Airbnb and commercial accommodations is even stronger in cities with relatively strong spatial planning (such as Amsterdam, Paris and Stockholm) (Research for TRAN Committee – Overtourism: Impacts & Possible Policy Responses 2018, 59).

Airbnb's spatial segregation hereby could indicate both benefits and impediments. Potential benefits hereby, are for example, linked to a possible reduction of tourist pressures in central areas – and particularly historic central areas; as the concentration of hotels in the city centre leads to an increase in tourist pressures and is "a decisive factor in the transformation of the surrounding urban area" (Gutiérrez et al. 2017). On the flipside however, a broader spatial spread, could also indicate the Touristification of those areas not used – nor meant for – tourism; as tourists spend more in the proximity of their accommodation, with these areas subsequently adapting to satisfy their needs - with shops and restaurants increasingly catering to the needs of tourists (Gutiérrez et al. 2017).

As such, it is useful to distinguish between tourism in areas designated for and already experiencing tourism, and those areas – often residential – in which Touristification is expanding. The extent of the spatial spread of Airbnb, for example, has been questioned as well. In the context of the medium-sized and economically diverse city of Utrecht, recent research has shown that Airbnb's spatial spread functions more as a 'spilling over of Touristification from the city centre into connected neighbourhoods that were already experiencing gentrification processes; hereby questioning a more 'even 'spatial spread of Airbnb and instead pointing to an exasperating effect of already on-going processes (Ionnides, Röslmaier and van der Zee 2019). Similarly, in Barcelona, Arias Sans and Quaglieri Domininguez, have pointed to clusters of Airbnb activity in the city centre – particularly in Cuitat Vella (the old city) – with more periphery areas of the city having little to no activity; hereby disputing Airbnb's claims of a more even spread (Arias Sans & Quaglieri Domininguez 2016). As such, differentiation between cities, and as we shall point out subsequently, territories, are necessary in order to gain a context-specific understanding of the effects of Airbnb.

In terms of the city centre, it is further important to recognize that Airbnb can potentially expand supply wherever houses and apartment buildings already exist, while hotels are often limited to local zoning regulations (Zervas et al. 2017). Furthermore, it is important to understand that a key issue in terms of Airbnb, is the prevalence of listings that concern entire homes/apartments; with 71.2% of rentals concerning entire homes/apartments, private rooms accounting for 27.3% and shared rooms taking up the other 1.5% of listings (Research for TRAN Committee – Overtourism: Impacts & Possible Policy Responses 2018). Significant differences hereby of course exist between cities, with the number of listings concerning entire homes/apartments, for example, in Amsterdam being estimated at 79%; in Paris at 86.8%; in Dublin at 49.4%; in Malaga at 86.2%; in Florence at 76.7%; in Brussels at 64.5%; in Barcelona at 48.7%26; and in Manchester at 41.3%. Additionally, intersecting factors that are crucial to take into consideration are, for example, the percentage of hosts with multi-listings (which can be an indicator of the percentage of professional hosts); the percentage of listings with high availability; and the estimated occupancy of Airbnb listings per year (which can both point to the (un)availability of rooms for rent to residents – and this is linked to shortages of housing stock). Once again however, it is important to recognize that the exact effects of Airbnb are hotly debated. Some points at Airbnb as a gentrifying force in cities such as New Orleans and San Francisco, directly leading to rising rents and a reduction of affordable housing (Fang et al., 201628; Cocola-Gant, 2015), and in many European Cities such as Venice, London

Paris , Lisbon, Amsterdam, Berlin30 and Barcelona. These cities have implemented regulations (Nieuwland, S. and Van Melik, R., 2020) to limit the detrimental impacts on their localities, also following heated and motivated protests by local inhabitants. The protests target Overtourism, STR platform and have urged public administrations to take measure to contains the speculative effects of Airbnb and the like.   Public administration often lack of tools and legal measures to regulate these platforms; further exemplified by the recent open letter of many city governments (Amsterdam, Athens, Barcelona, Berlin, Bologna, Bordeaux, Brussels, Cologne, Florence, Frankfurt, Helsinki, Krakow, London, Milan, Munich, Paris, Porto, Prague, Utrecht, Valencia, Vienna and Warsaw) to the EC and EP in response to the ECJ judgement.

Others see Airbnb as part of a broader more complex set of factors – hereby arguing that increased housing prices in particular neighbourhoods can only partially be explained by the drastic expansion of short-term accommodation (Füller & Mitchell, 2014). Crucial therefore is to recognize the particularities of the different elements of Airbnb and Overtourism within different local contexts, and how they interact with zoning laws and broader local regulations; the spatial spread of other accommodation providers in the area; the availability of affordable housing (and the regulations to ensure it) etc.

It is important to point out hereby, the limitations of the data. As Airbnb's data is proprietary, the data stems from the data scraping website InsideAirbnb – which gives estimated, but has several limitations in terms of the frequency of the data and in terms of potential under/over estimations, due to the inability of the scraping algorithm to distinguish between actual bookings and cancellations and/or (short) blocked-off periods (Ionnides, Röslmaier and van der Zee 2019).

Understudied are the effects on smaller cities and rural communities – which compromise 27.4% of Airbnb supply (Adamiak 2019). This focus is especially important as the number of Airbnb listings in the largest cities is growing slowly or even decreasing (for example in the Netherlands), while in leisure and secondary destinations the platform's offer is still expanding (Adamiak et al. 2019). As such, the promotion of underdeveloped tourist destinations is also increasingly in Airbnb's favour, a phenomenon which is more evident after the COVID crisis. While Airbnb's launch of a Global Office for Healthy Tourism in 2018, therefore can be viewed with a healthy dose of scepticism, it at the same time does provide a potential avenue for productive cooperation with the platform - especially if connected to a clear EU framework on data-sharing – in order to better manage tourism flows and to promote underdeveloped destinations in a sustainable manner. More broadly speaking the issue of Airbnb raises the necessity for productive data-sharing between various stakeholders to break the existing data-silos (thus not merely for regulatory purposes).

In terms of bottlenecks at 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 ECJ ruling and as thus to prevent adverse effects experienced by cities;

- The difficulties, whenever regulatory framework are existing, in implementing them due to large unbridled global investors, which buy out more significant properties renting out to Airbnb and to the slow 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 urban physical heritage in major cities;

- The rapid changing dynamics of e-commerce platforms and the rigidity of legal apparatus which is not updated to cope with the rapid new demands and effects of such economics in order to prevent negative consequences on citizens.

Today, the 2020 pandemic created a new scenario worldwide for tourism and tourism-related investments. The new health conditions are disruptive for people and for the economy of tourism. The sharing economy tourism and Culture related – as we knew it so far – might be possibly dead, and it is currently re-shaping itself to deal with this new unprecedented challenge. On one hand, this condition opens up new opportunities for mitigating the harmful effects of STR, on the other hand, investors are aware that the new normal in pandemic times requires a fundamental shift39 and therefore new strategies for capital extractions via heritage in European cities will be sought after.

The scenario is therefore unpredictable at the moment but there are clear signs that technology might increase the role in accessing heritage and already tested technologies in sharing economy platforms might be quick to evolve and take a new shift impacting urban life.

Public administrations and governments have and will have in the future an essential purpose in preventing the predatory practices seen so far by STR and their voices are essential for better shaping regulations fairly managing e-commerce at EU level.

How do existing EU policies/legislations/instruments contribute?

In the rapidly changing panorama of collaborating economies, also sharing economies and online platforms the European Commission encourages the development of new and innovative services, and the temporary use of assets, while ensuring adequate consumer and social protection.

The 2016 Communication "A European agenda for collaborative economy" provides the initial reference for the application of EU rules and policy recommendations regarding a variety of services fitting under the umbrella of sharing economy. Challenged by a patchwork of regulatory systems of EU members states and local authorities, the EU COM referring to the framework of Single Market, applies existing EU laws to fast changing economic dynamics. The Communication shows that the EU COM takes a prudent while liberal position towards the new rising collaborative economies. In synthesis the Communication clarifies that "Service providers should only be obliged to obtain business authorisations or licenses where strictly necessary to meet relevant public interest objectives, that collaborative platforms are not liable for information they store on behalf of those offering services, and recommends MS to comply to national competences for aspects regarding labour laws, tax rules, and consumer law protection. (http://ec.europa.eu/DocsRoom/documents/16881/attachments/2/translations).

From this initial attempt to cope with the new phenomenon at EU level, several initiatives such as conferences, public consultation, surveys (Eurobarometer 2016-2018) at EU level have occurred. They follow the pressing concerns and protests from urban authorities, researchers, inhabitants and policy makers who denounced the negative effects of the platform economies in city life in terms of housing shortage, mobility, Overtourism and unfair tax regulations benefitting online platforms over local markets.

Milestone for this debate about the negative impacts of E-commerce platforms as Airbnb is the criticised European Court of Justice ruling of December 2019 which states that according to the EU directive governing electronic commerce, Airbnb must be classified as an "information society service," not a real estate agent and thus not liable to pay taxes.

An updated EU regulation is needed that recognizes the diversity of the collaborative economy of today and clearly differentiates between different types of users, providers, services, and uses of and on such platforms – particularly as it pertains to multi-hosting offers, entire housing offers, and professional home-sharers (also those that existed before joining Airbnb); updated regulation is needed in terms of mandatory data-sharing (taking full-account of privacy concerns) – and particularly in terms of the relationship between these platforms and the cities in which they operate; and clearer and updated regulation in regards to the taxation of activities on these platforms.

Another interconnected key question is if oversight, regulation and Action can be limited to the EU-level or should primarily take place at city and local level. As such, it is essential that city administrators and local stakeholders are included in these conversations; through for example a structured dialogue on the question.

In terms of the options for cities to regulate STR – particularly in light of the recent ECJ ruling – it is important to understand how current EU regulation restricts such regulation, and as such, where changes at EU level might be needed.

In this context, it is worth mentioning the recent agreement signed between Eurostat and four leading collaborative economy platforms (Airbnb, Expedia Group, Booking, and Trip Advisor).
The agreement covers three main aspects:

- Regular and reliable data from the four platforms on the number of nights booked and the number of guests, aggregated at the level of municipalities;

- Privacy: data will not allow individual citizens or property owners to be identified;

- Publication of data: the data provided by the platforms will undergo statistical validation and be aggregated by Eurostat, which will publish data for the EU27;

- It is expected that the first statistics could be released in the second half of 2020. (https://ec.europa.eu/eurostat/web/products-eurostat-news/-/CN-20200305-1).

Which Action is needed?

Sustainable Tourism requires an autonomous, cohesive and structured framework within the EC. In light of the pledges by European tourist cities and the EC judgement on Airbnb above mentioned, this Action of the EU UA is in support with those initiatives that demands: a) stricter regulation of Short Term (Holiday) Rental Platform (STR) at European level b) differentiations between STR types of services, users and providers, c) more data shared with cities to aid oversight and overall to address the current gaps in the ability of cities to regulate such platforms (in a fair and balanced manner).

This Action welcomes the opportunity to link synergies the EU UA Partnership on Affordable Housing, with the SDG 11 in reference to access of adequate and affordable housing, the EUROCITES campaign, and the URBACT/UIA initiative Cities engaging in the right to housing.

Currently, consultations with cities on this matter (e.g. EUROCITIES sept. 2020) are on their way to share cities' proposals ahead of the forthcoming Digital Services Act (the regulation will update the digital services legal framework in Europe).
The EU UA Action proposes therefore to cover the different issues by 4 sub-Actions:

- SUBACTION 1: Provision of an analysis of STR in cities of different size, demographic trends and experiencing different impacts of STR. This analysis will be based on the member cities of the EU UA Partnership, the cities part of the URBACT programme Action

Planning Network Tourism Friendly Cities and EUROCITIES members), enriching this analysis with existing data by academic and independent research. The collaboration with Eurostat is in this respect is useful in line with the new agreement signed between each platform and Eurostat, on behalf of the European Commission (https://ec.europa.eu/eurostat/web/products-eurostat-news/-/CN-20200305-1) This would be a partial but a quite comprehensive overview of the impact of STR phenomena on cities with low and high level of tourism impacts.;

- SUBACTION 2: Mapping via survey the changes, the new trends and the impacts of the STR in cities during COVID, based on the cities Partners mentioned in subsection 1. This would be part of a solution in providing a better understanding of the current changes and trends in tourist economies and shared platform during and post pandemics;

- SUBACTION 3: Organise ad hoc peer exchange information among cities and experts. Profiting from the frame of the knowledge hub **"**cities engaged into right to housing" launched by the European UIA and URBACT programmes (https://www.uia-initiative.eu/en/news/cities-engaging-right-housing) a session bringing together all the stakeholders involved both in sharing the agency collected into the previous subsection, and in light of the Digital Service Act decisions. We leave open the structure of this Action since the advancements and the changes of the situation is extremely dynamic, and ad hoc readjustment might be needed in the course of time. We count however on the long term experience of URBACT in providing cities-based knowledge exchange to organise an ad hoc event capitalising on the knowledge acquired in the first two steps, and based on capitalisation initiative above mentioned. This sub-Action would benefit cities administrations in exchanging practices and peer learning: Furthermore, it will provide better visibility to cities' concerns at EU level, opening up new spaces for strategic decision-making. Opportunity also exists to align part of the Action on the URBACT Action Planning network **'**Tourism Friendly Cities**'**, to benefit from real-time exchanges between ten European cities on how to tackle sustainable tourism in a post-Covid environment;

- SUBACTION 4: Draft guidelines resulting from the peer-exchange and propose with the support of external legal expertise, guidelines for revising the existing regulations at EU level. This Action will contribute to ongoing initiative concerning the lacking common framework for STR regulation while providing more instruments for cities in managing local impacts.

How to implement the Action?

The major risks identified at this stage by the Action leader (URBACT) concerns ensuring the cooperation of the organisations identified (Eurostat, EU COM, JRC) and ensuring the relevant legal support required for proposing text amendments to the regulations identified. Without this, the Action will be very limited in its impact.

URBACT, with the support of EU UA Partners EUROCITIES, can ensure the involvement of both large cities and smaller municipalities, to help with a full understanding of the issue as applied to different territories. Cities would contribute to surveys, research, etc. at their own costs. Any online discussions or meetings would be under the responsibility of URBACT who will provide expert resources and online tools for such. Cities and other organisations would participate at their own costs.

URBACT will cover the costs of coordinating this Action, and the required expertise linked to city inputs, under its capitalisation Action on sustainable tourism.

Which Partners?

- **Lead Partner, URBACT** with In house Programme Expert and ad hoc expert, URBACT cities especially from the URBACT Action Planning Network Tourism Friendly cities including the cities of Braga Portugal, Cáceres Spain, Druskininkai Lithuania, Dubrovnik Croatia, Dún Laoghaire-Rathdown Ireland, Krakow Poland, Rovaniemi Finland, Utrecht Netherlands, Venice Italy.

- **Cities members of the EU UA Partnership**: City of Florence, City of Bordeaux.

- **Member of the EU UA Partnership:** EUROCITIES, for their ongoing Action in relation to Airbnb.

- **Members of the EU UA Partnership** asked to contribute to this Action implementation: JRC, EU COM et al.

- **Additional members:** Eurostat, Legal expertise selected in accordance with the EU UA Partnership for the Better Regulation final Report, EU UA housing, UIA in relation to the capitalisation activity Cities engaging in the right housing

Which timeline?

Activity	Description	Responsible	Member	Duration	From	to	Output (Deliverable)	Result
PHASE 0	Action Partner meeting to allocate tasks (survey, desktop research, technical expertise on regulation)	URBACT	EUUA members + tbd	1-day meeting for the involved stakeholders	Nov 2020	Dec 2020	Detailed roadmap outlining the objectives, methodology, timing and expected outputs, Commitment to collaborate in Action	Clear framework for Action
PHASE 1	Survey design of Sub Action 1 and Sub Action 2	URBACT	EUUA members + tbd	1-day meeting for the involved stakeholders and experts working days, feedback	Dec 2020	Jan 2021	Draft of the survey Sub Action 1 and 2	Ensure all relevant stakeholders on board
PHASE 2	Survey and Desk research on STR regulations in different MS/Cities & survey as for sub Action 1 and 2	URBACT	URBACT et al.	4 m research	Jan 2021	Apri 2021	Comparative analysis & overview	Intelligence gathering on the phenomena
PHASE 3	Sub Action 3: Presentation of the survey and the desk research at a public, peer learning event (round table)	URBACT	EUUA members + tbd	1-day meeting for the involved stakeholder		June-July 2020	Round table for peer learning	Cities exchange focus on learning and demands for better regulations
PHASE 4	Drafting of a Policy paper with recommendation for Better Regulation	External expert + URBACT	External expert + URBACT	3 m	Mar 2021	June 2021	Policy paper resulting from the subsections 1-3	Join Advocacy at EU level in the name of the EU UA in coalition with related initiatives at EU level

2.1.2 ACTION N° 02 – Street Invasion, Atomisation and Cultural Reactivation

Reconquering public spaces and Cultural Heritage, promoting the fragmented cultural consumption by citizens through singular atomised cultural Actions in the public space, underlining the conjoined fundamental values of European society, and the local identity in a European context, supported by a micro-financing scheme (public combinable or adaptable to private) as well as structured cultural hiring/procurement through municipal spending in times of crisis, with a special focus on digitalisation and remote cultural offers, new Culture opportunities focussing on experience and added value(s), improving standards for enhancing the quality as well as incentivising Culture consumption involving peri-urban areas, heritage, traditions and identity, in a way that it will not only unburden the city centre, but it will allow for a new approach on business models.

Responsible: Municipality of Murcia (ES).

Deadline: July 2021

What is the specific problem?

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, in this case worsened much more by the context of COVID-19 and quarantine/lockdown which is having detrimental negative effects on the sector and Culture production in general.

Traditional problems, like the flawed design of public Actions and spaces, lacking in green elements, not contributing to urban resilience, negatively affecting 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 on any level, the end goal being to enhance the quality of life of the European citizens as far as Culture and Cultural Heritage are concerned.

As well as the disruption of society by the COVID-19 pandemic where 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 Sector, and its well-known sensitivity to periods of economic contraction, seeing there is still no widespread alternative model to the physical visit of cultural places and/or to the involvement of participatory processes.

And in a moment where hundreds of millions of Europeans remained physically separated, Culture and Cultural Heritage appeared, more than ever, as a crucial instrument to bring people together. And at a time when Europe is facing a profound transformation of our way of life, our shared Cultural Heritage and values also constitute a much-needed anchor and compass. (as mentioned in the Public Feedback).

Added we find the challenge of unburdening city centres and aid in the digitalisation of Culture and Cultural Heritage consumption, re-establish long lost peri-rural connections and traditional CCH linked to identity, traditions and history, priorities on national and European level. All in order to palliate 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".

How do existing EU policies/legislations/instruments contribute?

There are definitely European Frameworks and programmes that are compatible with the proposed Action, as are there Actions to promote urban regeneration, European Framework for Action on Cultural Heritage, as well as specific programmes EU Creative Europe, Erasmus+, Europe for Citizens, and Horizon Europe.

This would depend on exact particular calls, that could offer financial support for this Action, or a part of it, especially when adjusting content to meet the criteria of a specific call. For the current pilot implementation however, they lack the flexibility and immediateness of the urgent Action that is required right now due to the detrimental situation the sector is in, to support implementation, which would unequivocally imply using own resources. Much in the same way these items are lacking in a scenario of potentially saving a sector like creative and cultural services and industries, or the Culture sector in general.

As for policy, it is aligned with the European Framework for Action on Cultural Heritage, there is however, no specific policy neither for taking Culture into the streets in a permanent matter, nor for micro-funding cultural Actions to improve urban resilience in the public domain, nor for implementing a quick-reaction initiative that takes municipal or regional spending, converting the usual processes of ordering or commissioning cultural production by item or Action, within the public purchasing system and in adherence with national and European legislation, into the creation of a fund to finance calls for proposals/projects, adhering to the most strict and objective means of transparency and open governance, impulsing/boosting the sector as a whole in all its variety and diversity.

The Open Method of Coordination EU Member States' expert group on participatory governance of Cultural Heritage (and a corresponding group from the Voices of Culture European Commission structured dialogue with the civil society) shall be further examined. Linking the Cultural and Creative Spaces and Cities project funded by Creative Europe cross-sectoral strand, as well as activities carried out by Creative Europe-funded pan-European networks such as Trans Europe Halles or Culture Action Europe.

Which Action is needed?

A cultural governance model for public spaces redesigning the public domain that relies on the use of singular atomised Culture Actions, promoting fragmented cultural consumption by citizens, underlining the conjoined fundamental values of European society, supported by a micro-financing scheme public combinable or adaptable to private) as well as structured cultural hiring/procurement through municipal spending.

Changing the conception of the public space and non-Culture related itineraries for the public administration and the citizens by redefining the roles, functions and designs of public spaces, creating "Well-designed" public spaces that contribute to a healthy urban microclimate, highlighting links between supranational identification (Europe) and local/sub local 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, reducing and avoiding barriers, strengthening public spaces in their various functions as well as in their flexibility and adaptability to changes, contributing to urban resilience enhancing identity, social interaction and democracy building.

Supported by cultural Re-activation through structured and planned cultural procurement through municipal spending, with a special emphasis on digitalisation, remote cultural offers and new Culture

opportunities focussing on experience and added value, directed towards improving standards for enhancing quality and tailoring the cultural offer and how it is conceived. Allowing artists and creatives to prepare projects, 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.).

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.

The Action will apply and generate tools and methods for implementation, based on the experience of step-by-step designing this innovative cultural model, which will include a diagnosis; cultural planning models; artistic participatory processes; an easy, flexible, open and accessible micro-funding programme; ways to reflect and deliberate collectively on stories and story-telling regarding history, places, artistic works, symbols and the cultural environment; methods for enabling a dialogue between existing tangible and intangible heritage symbols and new creations; tools for creating Cultural Heritage and for promoting urban resilience; etc. which will enable us to create a complete model and toolset to be used and implemented by any city or similar, to palliate and reverse the assessed challenges.

How to implement the Action?

The proposed Action has four consecutive stages, that produce a series of outputs, products of the Actions, as well as transversal Actions/activities throughout the development of the Pilot Action, as are the monitoring and documenting, evaluating and disseminating, all whilst being immersed in a process of continuous improvement. The philosophy and practice of continuous improvement seek to analyse, evaluate and adjust the pilot gradually, obtaining "instant" improvement throughout the implementation, instead of the traditional final evaluation, already having an outcome, which serves to improve a posterior project or itineration.

The first stage, the drafting stage, is where we "draft" the new atomised Culture consumption model/approach, a quick guide to planning the overhaul of the cultural model to include the public domain as the focal point for cultural immersion. As well as all documents are drafted and the previous steps are taken to launch the battery of calls, each associated to a thematic area, equal to the amount of thematic areas the implementing entity has selected. This includes the description of the process, the tools and templates that will be used, and the tools for analysis, monitoring and evaluation, to examine the process.

The second stage, defined by commitment and analysis, will effectuate a local territorial and cultural analysis (mapping) to implement the Action in coherence and alignment with the local identity and context. This is also where Cultural Reactives and the thematic areas and their respective calls are publicised and promoted, calling artists, designers and creatives to participate and submit their proposals.

These 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 – each have specific characteristics, the same applies to the creation of cultural 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.

The third stage, is for the local preparation of pilots and, will centre on the street Actions, storytelling in the local and European identity through Culture and Cultural Heritage and the promotion of the related dialogue, implementation of Actions, funding of Actions, and "re-conquest" of the public domain. As well as the selection of "winning" proposals in accordance to the guidelines previously drafted in the preparation phase, and their "creation"/production by the participating artists.

The fourth and last stage is the factual implementation of the street Actions and micro-financing pilot, as well as exhibition and planning of the "Culture" generated in the calls in the municipal agenda, the evaluation of the processes and documenting a step-by-step process to be shared with others.

The Action cannot only help to reconquer the public space, but also help city centres or other prominent public spaces that are under pressure right now, if one of the participants decide to combine it with CHIME, which would need a tighter collaboration between artists, local authorities and the private sector.

Which Partners?

- Municipality of Murcia (ES);

- Canary Islands Regional Government (ES);

- City of Nagykanizsa (SI),

- Regional Development Agency of Ljubljana Urban Region,

- Kavala (GR); - not a partner of the C/CH Partnership, external city wanting to implement

- Cluj-Napoca (RU); - not a partner of the C/CH Partnership, external city wanting to implement

- Genoa (IT); - not a partner of the C/CH Partnership, external city wanting to implement

- Eurocities KSF Digital Citizenship Taskforce - external WG interested in process and outcomes

- Other: Additional Municipalities from outside the Partnership willing to implement the Action

- *Cities, Regions or other participating entities may implement the Action in its entirety, or any part as specified in the Action description.

Which timeline?

Activity	Description	Responsible	Member(s)	Duration	From	to	Output (Deliverable)	Result
1	Local Analysis and Methodology/Procedure for local analysis	Murcia	Input from all Partners	2 months	Oct 2020	Nov 2020	Detailed roadmap outlining the objectives, methodology, expected outputs, mapping of the Culture offer, Urban Resilience and Public Spaces measuring indicators, Concept for Micro-funding for Urban Resilience Scheme, framework for Cultural Reactives, etc.	Clear framework for Action
2	Monitoring tools and system	Murcia	Input from all Partners	2 months	Oct 2020	Nov 2020	Tools for monitoring including KPIs;	Being able to monitor the Action in all places being implemented with the same standards and indicators.
3	Conceptualisation of the Cultural Identity and interlink/overlap with the Local and European Identity	Murcia	Input from all Partners	2 months	Oct 2020	Dec 2020	Document on the conceptualisation of the Cultural Identity and interlink/overlap with the Local and European Identity	Framework to use in planning Actions

Activity	Description	Responsible	Member(s)	Duration	From	to	Output (Deliverable)	Result
4	Street Actions	Implementing members (locally)	Implementing members	7 months	Jan 2020	Jul 2021	Design Call Selection Planning Programming Implementation	The complete process of conceptualising street Actions, and all steps necessary to reach implementation and be "consumed" by the public.
5	Cultural Reactives	Murcia	-	3 months	Sept 2020	Nov 2020	Design, Call, Communication Campaign, Selection, Planning, Evaluation Criteria, Programming, Implementation	The complete process of redistributing municipal (Culture) funding to reactivate the creative, Culture and Cultural Heritage sectors, and all steps necessary to reach their allocation and implementation.
6	Micro-funding Scheme	Murcia	Implementing members	7 months	Dec 2020	Jun 2021	Design, implementation and pilot activity of a micro-funding scheme	Street Action funded through the newly created micro-funding scheme
7	Reinforcing the European and Local Identity as a conjoined process within the Action	Murcia	Implementing members	6 months	Jan 2020	Jun 2021	Narration / Storytelling	Pinpointing and Narrating the Connection of the Street Actions to the Local and European Identity
8	Good Practice Catalogue	Murcia	All members	7 months	Jan 2021	Jul 2021	Good Practice Recompilation. Recording all activities audio-visually.	Good Practice Catalogue of all Actions and "works of art" produced within the scope of the Action.

Activity	Description	Responsible	Member(s)	Duration	From	to	Output (Deliverable)	Result
9	Digitalisation Guidelines	Murcia	All members	2 months	Jun 2021	Jul 2021	Guidelines	Digitalisation Guidelines created jointly by the members and based on experiences in the pilots and the applied tools and formats of the activities.
10	EU Funding Input	Murcia	Implementing members	8 months	Oct 2020	Jun 2021	Document / Paper	Analysis of existing funding programs and suggestions for financing the design of and interventions in public spaces (on national and EU level
11	Method/Guidelines for redesigning Public Spaces and Guidelines for reinforcing local and European identity	Murcia	All members	2 months	Jun 2021	Jul 2021	Methodology Guidelines	Method/Guidelines for redesigning Public Spaces and Guidelines for reinforcing local and European identity
12	Cultural Governance Model	Murcia	All members	3 months	May 2021	Jul 2021	Governance Model Framework	A cultural governance model for public spaces and the public domain Methods/Tools for highlighting supranational cultural links
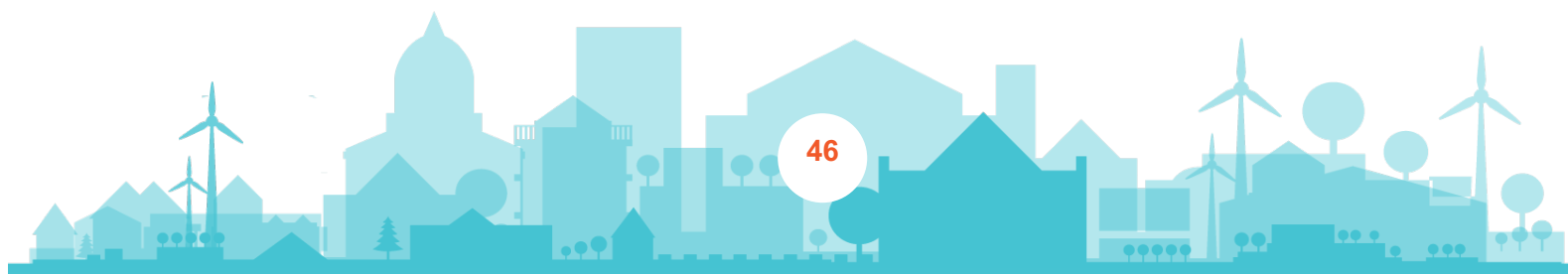
2.1.3 ACTION N° 03 – Cultural Hubs for Innovation, Modernisation and Enhancement" (CHIME)

Creative hubs that constitute a platform and framework to strengthen artistic production and innovation, supporting local economy and cultural offer, promoting Culture to enhance local identities and as a launch-pad for cultural and creative sector projects and initiatives.

Responsible: City of Murcia (ES)

Deadline: July 2021

What is the specific problem?

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.

How do existing EU policies/legislations/instruments contribute?

There are European Frameworks and programmes that are compatible with the proposed Action, as are the Actions to promote urban regeneration, European Framework for Action on Cultural Heritage, as well as specific programmes EU Creative Europe, Erasmus+, Europe for Citizens, and Horizon 2020 – Horizon Europe (depending on exact particular calls).

This would depend on exact particular calls, which could offer financial support for this Action, or a part of it, especially when adjusting content to meet the criteria of a specific call. For the current pilot implementation however, they lack the flexibility and immediateness of Action required to support implementation, which would unequivocally imply using own resources. Meaning the mentioned calls could support future replications and posterior adaptation to the new model.

There is however, no specific policy neither for creating a hub with these specific characteristics, the model and method proposed and the wide interconnection between cultural and creative sectors with the precarious nature and state of many full-time artists, especially considering the citizen participation in the testing tubes as proposed, generating a citizen lab alongside the artist lab and the intertwining of both in view of urban regeneration processes and initiatives. From European to local legislation, no items have been detected that would hinder implementation.

Progress can be made pursuing links/synergies with the Horizon 2020 projects from the call SC5-20-2019-2: e.g. HUB-IN (869429): Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas; T-Factor (868887): Unleashing future-facing urban hubs through Culture and creativity-led strategies of transformative time; CENTRINNO (869595): New CENTRalities in INdustrial areas as engines for inNOvation and urban transformation.

Other linking EU projects might include Creative Lenses, CREATIVE FLIP 1, 2 & 3, plus specific work on pan-European networks funded by Creative Europe, including European Creative Hubs Network set up as part of a Creative Europe project.

As for policy, we consider it to be aligned with the European Framework for Action on Cultural Heritage, as well as following the same direction as other Actions that support cultural participation. As well as the need to look for overlap, synergy and coherence with the Directorate-General for Research and Innovation (DG RTD).

Which Action is needed?

The proposed Action contributes in a very significant way at diminishing the problem as identified, and tackles the obstacles associated in the creation of Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME), also explained as "Cultural Testing Tubes". CHIME hubs are 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 sector generating a testing and support framework.

These Cultural Testing Tubes, not to be confused with existing "hubs" or "labs", are to support 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. Estimating about 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, promoting Culture at 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 generating and funding of cultural initiatives.

How to implement the Action?

In order to effectively implement the Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME) Action, the creative hubs that constitute a platform and framework to strengthen artistic production and innovation, will be executed in three phases as well as a transversal Actions/activities throughout the development of the pilot Action, as are the monitoring and documenting, evaluating and disseminating, all whilst being immersed in a process of continuous improvement. The philosophy and practice of continuous improvement seek to analyse, evaluate and adjust the pilot gradually, obtaining "instant" improvement throughout the implementation, instead of the traditional final evaluation, already having an outcome, which serves to improve a posterior project or itineration.

Firstly, the design phase, which is where we conceptualise the implementation of the cultural testing tubes by defining the concept and its execution to be understood at all levels and by all collectives to ensure a smooth start of the project. Followed by the preparation phase, which entails the local adaptation and appliance of the tools, models and methods devised in the design phase, it centres

on decision-making, joint dialogue and co-creation of locally adapted tools and models (peer-to-peer review), relying on political/institutional commitment.

The third and final phase is the implementation phase, in which the de facto implementation of the Chime hub in the physical space that has been assigned to it will take place. The size and overall functions will vary and require a minimum to be a functional hub, minimum services will have been defined and established, the scope and range of the hub in such are limitless as the model is scalable. A hub may be comprised of various locations in a city, due to special restraints, and a municipality/region might opt for housing various hubs.

The Action requires funding, but not necessarily external nor copious funding, as municipalities and regions already assign considerable amounts of their budgets to Culture and Cultural Heritage, and in general have a close working relation with the cultural and creative sectors.

The re-assignment of municipal or regional funds is easily justifiable, as the model suggests changing the scope form purchasing artistic expression and delivered "products", to "in-house" production as the tools, materials and space are available for testing and producing.

A clear example would be the creation of a visual element, which before the artist (who owns his/her work) sells the piece, is displayed in a municipal exhibition during two months, meaning the municipality does not hire/lease the artwork for the exhibition.

Also, the hub would concentrate and combine certain Actions and activities that are undoubtedly already taking place in the majority of cities and regions already, which would become clear in the cultural analysis and which subsequently would be integrated, including the budgetary assignment.

The physical space itself, apart from the necessary adaptations/modifications, is envisioned as using municipal installations (property of the municipality), therefore any rehabilitation or enhancement/improvement would be considered investment.

Which Partners?

- Municipality of Murcia (ES)
- Canary Islands Regional Government (ES)
- Others: Municipalities/Regions willing to implement the Action locally

Which timeline?

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
1	Cultural reactivation and job creation design concept	Murcia	Member input (optional)	3 months	Oct 2020	Dec 2020	Framework	Approach to cultural reactivation and job creation (scalable)
2	CHIME Hub	Murcia	Member input (optional)	9 months	Oct 2020	Jun 2021	Methodology Management Model Cultural model Infrastructure Selection Stakeholder list Refurbishment / Construction / Rehabilitation Equipment for the Chime Hub Hub design, visual identity Dissemination	Method for analysing local Culture and Cultural Heritage and its implementation Management Model for CHIME (scalable) Cultural model for CHIME (including guidelines on how to integrate CHIME into the local/regional cultural strategy Selecting the Physical (Public) infrastructure that will house the Chime hub and refurbishing Identifying local Stakeholders and Collaborating Entities Purchase or redistribution from other municipal services/supplies of; furniture, materials, supplies, resources, tools, utensils, machines, equipment, etc. Visual Identity

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
3	Citizen engagement and participation process	Murcia	Member input (optional)	9 months	Oct 2020	Jun 2021	Report and assessed model	Citizen participation and engagement strategy/model
4	Artist Support in CHIME Artists Residences Educational Activities	Murcia	All members	3 months	May 2021	Jul 2021	Guidelines Tools Residences Activities (educational)	Co-creation of Guidelines and tools for artist support (e.g. advisory artists) Establishing artists residences (local and national/international) Planning and Planning of educational activities
5	CHIME Online Platform	Murcia	Member input	9 months	Dec 2020	Jul 2021	Online Platform	Design Necessities index Construction of the Online Platform of the Chime Hub Filling the platform Dissemination
6	Output Generation Model Project Calls and Culture Generation with three possible outcomes	Murcia	Member input	3 months	May 2021	Jul 2021	Regulation Project Calls Models / Frameworks Projects redirect to; -purchase -development -incubator (if not, test failure)	Definition of "calls" for projects/Actions/tests Call for artists and artistic/cultural projects to be tested Call for citizen projects/ideas to be tested Call for residents Design and testing of Pilot Actions; Methods and models for idea/content/output generation (recompilation)

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
								Assessment and advisory support to independent artists
7	CHIME Incubator	Implementing members (locally) with coordination from Murcia	Implementing members	3 months	May 2021	Jul 2021	Incubator	Creation of the Incubator for converting successful "tests" (projects), into self-sufficient business ideas or products
8	Digitalisation Guidelines	Murcia	Implementing members	3 months	May 2021	Jul 2021	Digitalisation Guidelines	Co-creation of experience-based guidelines and tools for Digitalisation
9	Good Practices Recompilation	Murcia	All members	11 months	Oct 2020	Jul 2021	Good Practice Catalogue (online)	Good Practices Recompilation
10	CHIME Networks	Murcia	All members	2 months	Jun 2021	Jul 2021	Local/Regional Network of CHIMEs European Network of CHIMEs	Creation of Local/Regional Network of CHIMEs European Network of CHIMEs
11	EU Strategy Input	Murcia	All members	2 months	Jun 2021	Jul 2021	Strategy Input	Input for a European Strategy to promote citizen engagement in Culture Creation and testing

2.1.4 ACTION N° 04 – Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development

Responsible: Italy (Agency for the Territorial Cohesion)

Deadline: 31 December 2021

What is the specific problem?

The Action deals with the innovative re-use of dismissed or abandoned open spaces or buildings for socio-cultural purposes through active participation (collaborative management).

The focus is the processes of collaborative management for the Culture and Cultural Heritage enhancement of abandoned areas: those processes of spatial cohesion and urban revitalisation called "social innovation" that comprehends activities where the physical revitalisation of an area passes through collaborative measures of the public with the third sectors.

In each city and in each neighbourhood, there are often buildings and open spaces, both public and private, which are dismissed, empty, not used or 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.)[8].

The rehabilitation and the management of these underused and/or dismissed places through collaborative processes is a recognised way to catalyse regeneration offering social/cultural services with positive side effects in terms of: jobs creation, social inclusion and the appropriate management and maintenance of such places, avoidance of urban sprawl, socio-cultural growth, creation of (new or past) identities, etc.

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, empty military barracks, industrial buildings (these last becoming more and more numerous 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.

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[8] 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.

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.

The management of territorial and urban assets through bottom-up/collaborative approaches can help local actors enhance their Cultural Heritage, strengthen local identity, and contribute to the preservation and/or redevelopment of their heritage (without the gentrification effect). 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 implemented only from those local administrations capable of creating/finding innovative solutions).

Local administrations do not often have the (financial or human) resources and competence to promote complex and informal process such as the recovery and re-functionalization of places through local associations (a matter of delegation, shared-responsibility, procurement, etc.) taking care of these common goods offering socio-cultural activities and local creative businesses (a matter of generating revenue infrastructures) while benefits go 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 and this list is not exhaustive.

Challenges in the regulation during the implementation of such collaborative 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[9] favouring only important investors that are able to find resources through the regular market;

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[9] 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.

- 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 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.

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").

How do existing EU policies/legislations/instruments contribute?

There are a lot of practical experiences at European level (despite there is no specific EU policies or legislations instruments to foster such practices) but these are fragmented and implemented by those local urban authorities with human and financial resources.

In particular, the on-going EU experiences and policies are the following that this Action intend to deal with are:

- The cases/practices of transformation dealing with Culture and Cultural Heritage of the following (broader) H2020 projects:

a. Cultural Heritage adaptive reuse – CLIC project (end 2020): "Circular Governance Models for Adaptive Reuse of Cultural Heritage"[10];

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

c. Enabling Heritage Re-Use - OpenHeritage;

d. RURITAGE project (in rural areas);

e. ROCK project[11] (end 2020) and in particular:

   1) Guidelines for sustainable adaptive reuse of CH (D.2.3);
   2) Report Regulatory framework for the valorisation of Cultural Heritage (D.6.4);
   3) 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;
   4) Roadmaps of replicator cities (D.1.3);
   5) Governance toolkits and financial schemes (D.3:2).

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

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

[11] 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/

g. URBACT: The work of "Remaking the city"[12;] The REFILL Network[13]; The guidebook on the reuse of large vacant building[14]; the overview of activities Heritage-related done by URBACT[15], a dedicated article[16].

Previous important UAEU Partnership for this topic are: Circular Economy and Sustainable Land Use & Nature-based Solutions who created a joint handbook on the topic of "Sustainable and circular reuse of spaces and buildings" (thanks to the connection that the Action Leader of this Action created between Prato and Bologna, who will be joining for the implementation of this Action).

The EU regulation of public procurement dealing with the third sectors is the core legal framework for this Action: the objective is to find out all challenges and related opportunities to smooth the co-management of spaces (urban commons) and the co-design with the third sectors all over the EU.

The link with relevant Green Deal initiatives (Circular Economy Action Plan, Renovation Wave initiative) will be considered.

Which Action is needed?

This Action wants to foster and smooth processes of transformation and adaptive re-use of abandoned/dismissed spaces, recognised important for local communities ("common good"), fostering innovative forms of participative and collaborative management, using innovative forms of delegation to stakeholders (third sector, NGOs, associations, etc.) while also promoting cultural and social events: those practices of re-use of buildings and/or places through cultural services for local communities rehabilitating the identity, the *genius loci*, the *milieux*, the *baukulture* of a given area.

The Action will profit from the paradigm of circular economy, social innovation and the concept of the (built and natural) heritage as a driving factor to promote local identities and sustainable territorial development thus also 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 abandoned buildings for social and cultural services that might enhance the identity of the urban framework and that are relevant for local actors;

- To focus on practices of transforming buildings and spaces through collaborative management (involving people, organizations and economic activities) from a legal and administrative point of view to elaborate an appropriate toolbox (guidelines, models, etc.) that would smooth these processes and their applications.

These re-used places usually become relevant sites for cultural and social services and events, often destination of alternative tourists. This aspect not only brings benefits to local communities, but also can activate sustainable tourism dynamics, creating new smart destinations for cultural tourism, respecting needs of local population and ensuring the sustainability of the heritage.

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[12] http://remakingthecity.URBACT.eu/
[13] https://URBACT.eu/Refill
[14] https://URBACT.eu/URBACT-guidebook-reactivation-and-reuse-larger-vacant-buildings
[15] https://URBACT.eu/urban-heritage-URBACT-projects
[16] https://www.blog.URBACT.eu/2019/12/urban-regeneration-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 an open source common toolbox 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.

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.

How to implement the Action?

This Action has two activities, linked together, with two distinguished outputs.

A possible third activity could be devoted to the promotion and the dissemination of those re-used/transformed places through social innovative processes also with an objective of creating tailored alternative touristic destinations (creating an interactive atlas).

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 initiatives worthwhile of being shared.

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 mentioned model of circular economy done by CLIC, which offers an analysis of different legislations and stakeholders all over the EU) and by the other relevant stakeholders and practices (experiences to be analysed first are those mentioned in paragraph "how do existing policies/legislation/instruments contribute" to this Action).

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

The activity will be carried out by all members involved according to their interest and commitment plus those cities from the on-going H2020 projects (mentioned in the "existing EU legislation/policies/initiatives" paragraph), which have been contacted in September 2020 through ICLEI (member of this Action).

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 be devoted to the creation of a *toolbox for local authorities* wishing to promote such practices in their local contexts.

The toolbox is intended as an open source instrument offering all the operational schemes (guidelines, models, etc.) for cities that would like to foster collaborative management for transforming and/or re-adapting buildings or open spaces for social and cultural purposes. The toolbox is 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".

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 regulations for specific bottom-up collaborative projects and at certain condition.

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 recovery functions of urban spaces through collaborative management.

This second possible (very ambitious) output of the Action can be developed in case we can profit from a dedicated legal expertise. The deliverable would be the **proposal for a Better Regulation** in this field: a punctual and specific indication of where to relax the state aid and the procurement in case the local public authority (urban 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 (for example, to relax EU procurement and state aid when there is a clear benefit in terms of social cohesion and physical rehabilitation and maintenance of the area).

Last but not least it is important to mention that 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 (due to financial limits, lacking market interest, etc.) for their transformation and re-use through so-called "social innovation" processes.

- be based on the Public-Private Partnership (PPP) for the following reasons: i) the PPP is a well-known and established tool, developed since the '80s, there is no need to have an UAEU Partnership Action devoted to it; ii) the core of the Action is to enable local authorities to start sustainable, inclusive, transforming processes (avoiding gentrification) in those spaces where there is a failure of the market (where there is the need of the public hand and/or the public leverage); iii) the focus of the Action is the collaborative management of the transformative re-use of places; this is to say to enable the relationship of public administration with the third sector, the NGOs, the local communities managing those complex, time-consuming, bottom-up processes that are not ruled yet.

Outputs:

Activity 1:

Reasoned catalogue with *fiches* on punctual regulative bottlenecks.

Activity 2:

Toolbox for local authorities (operational scheme/model/guidelines);

Proposal for a Better Regulation.

Which Partners?

Action Leader:

- Italy – Agency for the Territorial Cohesion.

Partners:

- City of Bordeaux;
- ICLEI;
- Italy (MiBACT);
- City of Florence;
- Silesia Region;
- Flanders Heritage
- URBACT;
- City of Ljubljana.

Which timeline?

Activity	Description	Responsible	Member	Duration	From	to	OUTPUT (Deliverable)	Result
1	Analysis of existing present practices	Action Leader	All Partners	5 months	December 2020	April 2021	Reasoned catalogue of practices	Background and examples collection
2	Proposal of a model (operational scheme) to foster collaborative management as systematic methods	Action Leader	All Partners LEGAL EXPERT NEEDED	8 months	April 2021	December 2021	Toolbox for local authorities (operational scheme- model guidelines) Proposal for a Better Regulation;	smooth implementation of commons for Culture
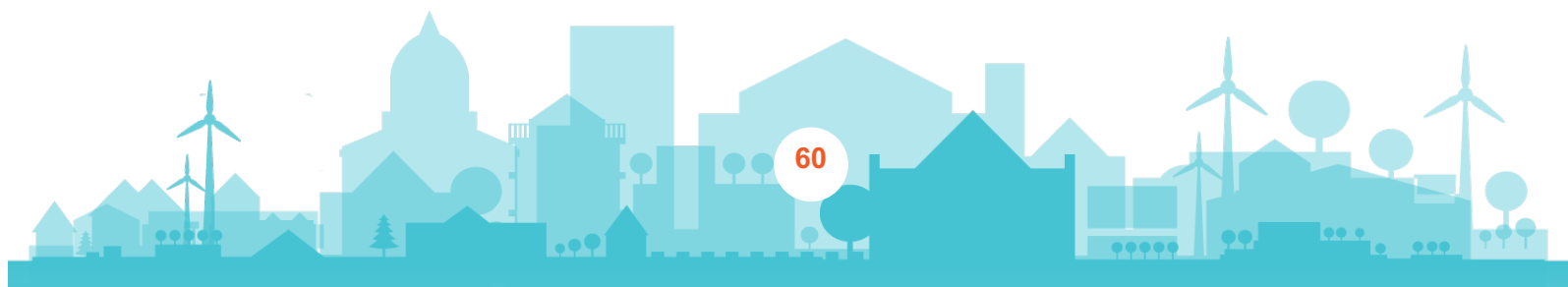
2.2 Better Funding

2.2.1 ACTION N° 05 – Raise awareness for public libraries and their new tasks on a European and National Level

Responsible: City of Berlin

Deadline: 31/10/2021

What is the specific problem?

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 not included in documents published by the European Commission, the Council of the European Union and the European Parliament. Therefore, they are not included in European policies, 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.

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. With a view to the increasingly scarce non-commercial public space, public libraries offer themselves as so-called "third places", which, in addition to supplying media, are places for the entire urban society and make a major contribution to building communities. As a low-threshold contact point, public libraries offer opportunities for exchange, collaboration, community building, learning, and thus for identification with the local community and for social cohesion.

Moreover, libraries address important current social problems in literacy and basic education, e.g. because up to 30% of the adult population still only have the most basic reading and writing skills. Concerning the digital development more than 40% of the EU population still do not have basic digital skills (DESI 2020 Report), which has an impact on the functions of libraries also. In contrast to commercial online services and streaming portals, public libraries offer - based on a pluralistic basic understanding - a variety of products for broad access to information that is 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.

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.

How do existing EU policies/legislations/instruments contribute?

Our goal is to achieve a broader perception of public libraries in European policies, legislations and instruments. The potential of public libraries should be better perceived on the European level. In official papers like the council conclusion on a strategy for lifelong learning, libraries are not explicitly mentioned, although they are the only institutions of non-formal education that support people in learning processes not only in individual phases of life but throughout their lives.

If there are any European-supported programs at all in which libraries play a significant role, these are only small-scale initiatives based on explicit regional commitment, such as e.g. the ERDF-funded program "Bibliotheken im Stadtteil" of the city of Berlin, which supports library projects in disadvantaged districts of the city since 2007. The ERDF Managing Authority of the Czech Republic intend to have public libraries as the central theme for urban development as well. Since these programs are not based on a systematic approach of the European Union, they require extraordinary efforts for their justification and implementation.

Even on the national level, there is often a lack of legislation for public libraries on the national level. The Public Libraries Act of Finland is a good example for legislation in a national state to improve the operating of public libraries.

The digital platform of the EU, Europeana, co-financed by the Connecting Europe Facility of the European Union, is not relevant in this context, as it is not about strengthening local public libraries, but about creating a virtual European library that makes Europe's Cultural Heritage accessible to everyone in digital form. This project therefore has no impact on the strengthening of an urban society.

Which Action is needed?

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 cohesion and 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 key institutions for democratic participation. In this context, the Action shall be the starting point for an inclusion of public libraries in European policies.

Urban citizens will benefit from a vivid and innovative library landscape in their daily lives. As mega trends like climate crisis, demographic change and digitization are constantly changing the environments of cities, it is the natural task of libraries to pick up and moderate those changings. At the same time, they are promoting equal opportunities for every urban citizen by providing services for low wage earners as well as for higher earners.

How to implement the Action?

The output is to be achieved 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). The aim is to get an overview of opportunities for public libraries on the European level and to focus on and exploit the potential of the cultural institution "Public library" concerning urban development and social cohesion. Starting point for the analysis will be a short "one-question" survey addressed to the national library associations on the perceived significant impact of libraries in various policy fields.

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 on 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) Examination and highlighting of best practice examples 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 public libraries becoming a place for the entire urban society, which contributes to social integration. The Action shall create better visibility for public libraries and their importance for sustainable social urban development as well as provide recommendations to the European level on how to include public libraries in its policies and programs.

Which Partners?

Partners involved:

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

Other Partners involved:

- Other cities within the Urban Agenda for the EU (to be confirmed), national network (e.g. German Library Association), regional network (e.g. Berlin Central and Regional Library), European network (Eurocities, more to be confirmed).

Which timeline?

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
1	Document Analysis on Public Libraries	Berlin	Espoo, URBACT	11 months	December 2020	October 2021	Paper on the role of libraries in various policy fields	overview of opportunities for the European level
2	Survey and Analysis of Financial Funding for Change Processes in Public Libraries	Berlin	Espoo, URBACT	11 months	December 2020	October 2021	Evaluation of the survey	knowledge about financial sources and opportunities to modernize and innovate, libraries and to identify, where EU funding may be needed
3	Examination of best practice examples on Modern Libraries as "Third Places"	Berlin	Espoo, URBACT	11 months	December 2020	October 2021	Recommendations to the European level	Better visibility for public libraries

2.2.2 ACTION N° 06 – Strategic Plan for the Culture Enhancement in Urban Framework

Responsible: Italy – Agency for the Territorial Cohesion

Deadline: 31 December 2021.

What is the specific problem?

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.

Against these issues, the Action proposed aims **at developing a model of a strategic plan for Culture where Cultural Heritage is integrated beyond the traditional categories of "protection" or "enhancement"** (applied mainly to monuments) used normally in "traditional" plans, 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. This model is aimed at:

recognising 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.).

For "model of a strategic plan for Culture" it is intended a syntactically harmonized system of joint description of:

i.   the existing urban heritage, and
ii. the planned and programmed development, conservation, enhancement and participation initiatives in the city.

The model should produce not only a "written" document, but should have the characteristics of a real planning tool, drawn up on a geographical support (cartography, Geographic Information System GIS) and provide for a participatory consultation and political validation mechanism.

The model should help in directing and coordinating the initiatives, funding and sectorial interventions envisaged by EU programs, transnational cooperation, various EU Actions for Culture / Cultural Heritage. In this way, the plan could help put into practice the directives present in key strategic EU documents on cultural policy: New European Agenda for Culture, European Framework for Action on Cultural Heritage as well as Work Plan for Culture 2019-2022 of the Council.

The effort of setting up this 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.

This model setup by means of the Action, should encourage European cities in developing strategic plans for Culture in order to strengthen and improve the use of Cultural Heritage in a process of sustainable development and cultural growth. The model should be focused at promoting 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 model should be designed paying attention to its replicability and scalability between European cities trough concrete applications in real situations. For this reason, the Action includes one or more tests (pilot Action) that will be developed in cities selected by the Partnership, Therefore, the implementation of the Action should involve a small number of cities that launch a pilot project. (activity 3).

A strong relationship of this Action can be found with several other Actions of the Action Plan, concerning heritage management (Actions 1, 2, 5 ,8) and cultural functions enhancement in urban framework (Actions 8, 9, 10, 11, 12)

How do existing EU policies/legislations/instruments contribute?

A first important framework is offered by the 2018 New European Agenda for Culture of the European Commission, that recognises that cities and regions across the EU are at the forefront of Culture-led development and constitute natural Partners for experimentation, anticipating trends and exploring models of social and economic innovation.

One of the most important features at EU level is the European Framework for Action on Cultural Heritage (2018), which reflects the common set-up for heritage-related activities at European level. It builds on the efforts of the European Year of Cultural Heritage 2018, to capture and scale-up its success to ensure a lasting impact. The Framework establishes a set of four principles and five main areas of continued Action for Europe's Cultural Heritage: 4 key principles, Holistic, Mainstreaming/integrated, Evidence-based policy making, Multi-stakeholder.

The European Framework for Action on Cultural Heritage also includes a number of specific Actions that are relevant for cities and regions. The proposed European initiatives focus specifically on regenerating cities and regions through Cultural Heritage, promoting adaptive re-use of heritage.

This UAUE Action could actively contribute to strengthen and enhance at urban level the abovementioned initiatives.

These statements are present also in the Work Plan for Culture 2019-2022 of the Council of the European Union. This also underlines that Member States should pay special attention to the role of Culture at local level, to the quality of architecture and the living environment, buildings as well as balancing access to Cultural Heritage with sustainable cultural tourism and natural heritage.

Within the European Regional Development Fund (ERDF), the thematic objective of "Preserving and protecting the environment and promoting resource efficiency" has been largely adopted by projects to protect, promote and develop Cultural Heritage.

As ERDF particularly encourages creativity and innovation, adaptive re-use of heritage was encouraged. For instance, the INTERREG Europe Programme, as a part of ERDF 2014-2020, with its €10.1 billion budget would allow local and regional authorities to develop and deliver better policies for adaptive re-use.

Another option to fund heritage reuse projects in recent years has been the Urban Innovative Actions (UIA) Programme, which provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges in relation to all the topics of the EU Urban Agenda, also the Culture and Cultural Heritage one.

One of the main policies promoted at European level is the development of the Community-Led Local Development instrument (CLLD), which was adopted in very few cases in Europe with great administrative difficulties, therefore hindering its potential in the implementation phase.

Community-Led Local Development is a method for involving Partners at local level including civil society and local economic actors in designing and implementing local integrated strategies through a common decision over EU funds.

The Article 7 of the ERDF Regulation for the 2014-2020 period foresees the achievement of Sustainable Urban Development through the investment of at least 5% of the budget of each Member State.

For the Programming Period 21-27 with the Policy Objective 5 "A Europe closer to citizens" The urban dimension is reinforced with the ring fencing of 8% of the ERDF allocation to be managed by cities. Under this PO, investments on Cultural Heritage and tourism are welcomed as part of an integrated territorial strategy carried out by means of two integrated planning instruments: ITI and CLLD.

For this reason, this Action "Strategic Plan for the Culture Enhancement in Urban Framework" could be a very relevant tool to put in Action the PO5 principles through appropriate development tools (e.g. Integrated Territorial Investment ITI and CLLD, art, 24 CPR).[17]

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[17] The new Implementing regulations indeed give the key requirements to operationalise Cohesion Policy support to Integrated Territorial Development (CPR Art 23 for all territorial strategies and Art 25-28 for CLLD local strategies). The main requirements are:
- Interventions linked to territorial or local strategies drawn up by local or territorial bodies
- Definition of the targeted area according to needs (must be urban for 8%)
- Locally coordinated interventions through an integrated approach (cross-sectoral, multi-territorial or multi-stakeholder)
- Relevant local or territorial bodies involved in project selection
- Partnership with relevant actors to be ensured at local level.

Which Action is needed?

The planning model promoted by the Action should act 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, 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 to be setup should consist of:

- a survey part, which identifies the places where the tangible heritage lays and the intangible heritage is produced, divided by categories, through multi-layer maps;

- a strategic part consisting of proposals, programs, integrated development hypotheses, drawn up - where possible - through a process of collective interaction between stakeholders;

- a part of programming, in which the city brings together the various sectorial initiatives related to Culture (cultural services, events, "official" cultural programming with other types of cultural initiatives, including informal ones, present in the city.

The model of Strategic Plan for the Culture Enhancement in Urban Framework should provide 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, 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 , 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;

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.).

How to implement the Action?

The structure of the Action is divided 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.

In this phase will be achieved by Partnership also the results of "Culture for Cities and Regions project". It is also part of Cultural Heritage in Action peer-learning activity currently financed by the Creative Europe programme as well as part of a join European Commission (DG EAC) – OECD project on maximising the impact of Culture for local development:

http://www.oecd.org/cfe/leed/culture-and-creative-sectors.htm.

A special attention will be devoted to the European Capitals of Culture – as an initiative that also focuses on the elaboration of integrated cultural strategies in the urban context, since a large number of European Capitals of Culture have been working together on this topic, sharing experiences on successful local cultural plans.

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.

Outputs:

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.

Which Partners?

- **Action Leader:** Italy (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.

Which timeline?

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
1	Survey	Action Leader	All Partners	2 months	October 2020	December 2020	Survey Report	Background and examples collection
2	Model design	Action Leader	Partners 2, 4, 5, 6, 7, 8 ,9, 10	2 months	January 2021	March 2021	Model Plan	First model setup
3	Pilot application	URBACT	Partners1, 3, 7, 8,9	3 months	May 2021	July 2021	Local Plan project	Pilot design and feedback on local application
4	Assessment and final modelling	Action Leader	Partners 2, 4, 5, 6, 7, 8 ,9, 10	2 months	October 2021	December 2021	Report and assessed model	Model proofed

2.2.3 ACTION N° 07 – Data collection and smart use applied to the management of tourist flows

Responsible: City of Florence

Deadline: 31/12/2021

The background of this Action is represented by the Partnership and WG meetings, the Orientation Paper, the Scoping Fiche plus an update following the reflections on Covid-19 emergency and its effects on the tourist sector.

The tourism economy and the use of Cultural Heritage have been heavily hit by the coronavirus pandemic, and measures introduced to contain its spread. Depending on the duration of the crisis, OECD revised scenarios indicate that the potential shock could range between a 60-80% decline in the international tourism economy in 2020[18].

The effects of the virus outbreak on tourism are likely to be asymmetrical and highly localized within countries, with some destinations more exposed than others. Even under normal circumstances, some destinations tend to be disproportionately vulnerable to the effects of such crises due to their high reliance on the tourism sector. International tourism within specific geographic regions (e.g. in the European Union) is expected to rebound first. Domestic tourism, which accounts for around 75% of the tourism economy in OECD countries, is expected to recover more quickly. It offers the main chance for driving recovery, particularly in countries, regions and cities where the sector supports many jobs and businesses.

Given the impact of Covid-19 on the tourism sector, one of the priorities now is to think on how to **revamp sustainable cultural tourism after the emergency phase**.

To reach this objective cities/tourist sites have to **become Smart Destinations** by promoting sustainable and "safe" tourism, that is managing tourist flows to balance overcrowded destinations/less visited sites and (with respect to the Covid-19 crisis) safeguarding and protecting health of tourist workers and visitors, taking into account the new scenarios.

In this context dispersal strategies are more than ever needed as a tool to ensure sustainability and a lower impact on residents' lives, increasing the visitors' experience, guaranteeing health and security, and last but not least, restoring travellers' confidence to revamp tourism, thus stimulating economic recovery and boosting employment in the sector.

The potentials offered by new technologies and the smart use of data can be useful tools for improving knowledge to deeper understand the phenomena and predicting trends thus allowing a better planning and management. Moreover, it's possible to monitor processes in real time and react rapidly, also spreading information through multiple and capillary channels. Those are fundamental elements especially in case of need and emergency, as Covid-19 experience taught us, to ensure the social resilience.

The results of the Action are:

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[18] Source: https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/

A framework **for data collection and analysis** to better manage/balance visitors flow in relation to the carrying capacity of the different sites. With respect to the measures linked to the Covid-19 (i.e. limited access to certain sites), the definition of the standards to guarantee health and safety will be done of course at national level (and they will probably change in relation to epidemic evolution). The tourist destinations, involved in the application of these rules, can find an additional tool to ensure compliance using IT systems based on automatic detection and data analysis.

Input for **European Guidelines for Smart Destinations strategic planning**, sharing a common European language and using the same categories on the management of the cultural and tourist offer. In order to ensure balanced flows (either spatial and seasonal), preserve the Cultural Heritage and the wellbeing of residents, the tourist offer should suggest also unusual itineraries in the city, in the neighbourhoods and in the metropolitan area, bringing visitors closer to local experiences and to better approach the city and its typical features, promoting both a sustainable city life and tourism.

To **provide and test useful IT tools** for visitor's flow orientation/management allowing the enjoyment of Cultural Heritage while contributing to guarantee a safe and sustainable user experience through push notifications. The tool should be based on data analysis, real-time detection of the presences in certain areas of the city and related alert messages sending a warning about the most congested areas and suggesting less visited/less crowded spots; this is particularly important for orienting flows (of both residents and tourists) in relation to health measures for maintaining social distancing. With respect 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.

To **realize an event to present the Action** (tbd if online or in presence). The event will be structured in two session: the first one (possibly open to public) focused on the knowledge base update and the strategic planning for Smart Destinations; the second one (technical/practical workshop) to present the new APP FeelFlorence[19] as an example for tourist flow management (and as possible IT tool to be mainstreamed at European level). The latter session will address also issues on how to replicate the tool in different territories and at different scales (interoperability, free code, etc…)

What is the specific problem?

The discussions over tourism and managing the flows of visitors may sound very far away from our current daily lives. As an example: in the short term we will not expect overcrowding even in the main tourist hubs[20]. Tourism (and Culture in general) is one of the sectors that has been most affected by COVID, so we need to **rethink all the acquired knowledge considering the new post COVID scenarios**.

We need to already consider the longer-term implications of the crisis, while staying ahead of the digital curve, supporting the low carbon transition, and promoting the structural transformation

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[19] https://www.feelflorence.it/en

[20] Many tourist hubs (e.g., cultural tourism, or tourism in cities, or even in cities of art) had much fewer tourists due to the COVID-19 crisis, at the same time, other destinations (e.g., mountain or seaside locations) seem to have experienced the opposite in some cases.

needed to build a stronger, more sustainable and resilient tourism economy. The crisis should an opportunity to rethink tourism for the future.

The main issues are related to:

Ensuring the sustainability of tourism in a broader sense; in particular the following aspects should be taken into account: the quality of the cultural experience, the impact on residents' lives (including the real estate market – see Action 1: Regulating Short Term Rental Platform in cities), the planning of a diversified tourist offer, the management of visitors' flows ensuring territorial and seasonal balancing as well as a contributing to a safe access to the cultural/tourist sites

Restoring travellers' confidence and stimulating the demand with new, safe and clean labels for the sector, information apps for visitors and domestic tourism promotion campaigns.

Preparing comprehensive tourism recovery plans, to enhance destinations, encourage innovation and investment, and rethink the tourism sector strategies.

The (pre Covid-19) State of Art pointed out a **lack of data to properly measure the sustainability of tourism**, that is to go beyond the traditional quantitative data and 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 with a site).

In details the main need highlighted are:

- To have **data and indicators to know, monitor and manage the phenomena** related to over tourism and the sustainability of tourist and cultural enjoyment, at local and national level, 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).

- To have a common European language and to use the same categories on the management of the cultural and tourist offer to define **European Guidelines for strategic planning of tourist sites based on data analysis**

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

A possible way to act is promoting multi-stakeholder boards at city level to collect demand and offer in terms of data related to tourism analysis, as done in the City of Florence, where such a board was also opened to private contributors with a permanent open call for ideas from private companies and citizens' associations.

In regard to the technical aspects of IT tools, it is essential to identify solutions that are easily replicable and available for free reuse by other Public Administrations.

With respect to the Covid-19 emergency, the most critical issue is how to revamp the sector while safeguarding and protecting the health of tourist workers and visitors. For the next 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, we need a recognition of the countermeasures adopted by the Member States and their application in the tourist-cultural destinations in response to the current state of health crisis (constantly updated), to be able to structure and adapt the tourist offer and the dispersal strategies in line with the provisions for the preservation of public health.

To this respect the key issues identified are as follow:

conditions for travel in the Schengen area and common measures for the entry in the EU for third-country citizens

security protocols for access to cultural sites and public spaces;

promotion of the use of cultural contents also online (e.g. virtual tours)

systems for disseminating information on sites of interest in terms of cultural / tourist offer, accessibility, requirements linked to specific conditions (e.g. health and security), alternative suggestions etc.

local transport systems functional to the use of peripheral / minor places

integrated system of tourist promotion with thematic and targeted itineraries for the different segments of users

The last two points emerged before the Covid-19, but now they take on a different and renewed importance

How do existing EU policies/legislations/instruments contribute?

Before Covid-19 some issues had already emerged such as data interoperability and the regulation of short-term rental in cities (e.g. Airbnb). Today in the recovery phase, the issues are always of great interest, but they assume a new perspective. The crucial point is the need for a more comprehensive strategy in the next programming period (2021-2027) that permits a relaunch of sustainable tourism also linked to safe mobility[21].

We welcome the European Urban Initiative under Cohesion Policy as an instrument to support the Urban Agenda for the EU, but the financing mechanism is still unclear. The implementation of Actions/pilot require more attention and resources should be specifically allocated to ensure the achievement of Partnership's objectives.

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[21] https://www.europarl.europa.eu/RegData/etudes/ATAG/2020/649368/EPRS_ATA(2020)649368_EN.pdf

In order to ensure a higher sector-specific impact, the next calls other EU funding instruments, such as Horizon Europe[22], must take better account of the criticalities and the proposed Actions highlighted by the Partnerships to balance the lack of certain financing of the UAEU.

With respect to knowledge exchange, Partnerships should be able to capitalise on existing support structures and to involve relevant Partners. With regard to knowledge base, these are in particular the knowledge policy units within the Commission's Directorates-General, the Commission's Joint Research Centre, Eurostat, ESPON and other knowledge programmes and networks. Knowledge exchange, capacity and knowledge building should be supported by the Cohesion Policy programmes and initiatives, in particular by the European Urban Initiative and the URBACT programme.

Which Action is needed?

The significant implications of an accurate and **updated knowledge base** are more evident than ever to ensure an in depth understanding of the phenomena as precondition for an adequate planning. Information and real-time data are also essential for monitoring trends and ensuring proper management able to face the current challenges for the cultural tourism sector

Complete, clear and **widespread Communication** is essential to make known the entire cultural offer of a territory. This is directly linked to the sustainable management of flows with effects on the quality of the visit experience, the perception of the impact of tourism on the lives of the residents, the preservation of the authenticity of the places as well as for the economic revitalization of the tourist areas.

In addition, it is considered worthwhile combined Actions to **promote knowledge and usage of smart tools for sustainable and safe tourism**, as it is being done in Florence where a comprehensive campaign to promote digital skills and knowledge of new digital available city tools – such as FeelFLorence - is being started in these months.

A sustainable management of flows, which is based on automatic IT systems making users aware of the crowding conditions of places capable of preventing congestion in specific sites by readdressing visitors to less known but highly valuable sites, will positively impact on the liveability of the city and the well-being of citizens, while improving the cultural experience and contributing to safeguard security.

The latest tourist trends (mainly linked to the Covid-19 situation) showed a revival of the uncrowded destinations and the domestic cultural offer. Rediscovering the "minor" sites is one of the axes of flow balancing strategies, and if properly valued and incentivized (with tools, Communication campaign and skills) it could represent an element for orienting future behaviors and allow visitors to have both a higher quality of the tourist/cultural experience and a safe fruition.

How to implement the Action?

The description of the activities is detailed below as part of a more comprehensive strategy of sustainable cultural tourism that has to be supported in the next programming period (Recovery Fund, Horizon Europe, European Urban Initiative).

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[22] https://ec.europa.eu/research/pdf/horizon-europe/annex-2.pdf

With respect to funding for the implementation of this Action:

- the knowledge base update can be implemented thanks to the human resources of the Partnership together with the support of external experts

- the smart destination planning requires external expert support for the recognition in the different EU countries (including health provisions - depending on the evolving situation)

- the app will be developed by the City of Florence (preparation and testing). Financial support can be required for the analysis and solution of technical issues (e.g. interoperability) as well as the development of new specific functions to deal with new emergency situations in order to have an effective pilot Action test

- the event can be modulated in size and modality (depending also on the evolving situation).

- According to the funding opportunity experts can be invited and open sessions can be added.

The main risks are related to the unpredictable evolution of the Covid-19 crisis, like a new wave of pandemic and the consequent lock down and travel restrictions that could affect the tourist sector in a disruptive way.

Activity 1) Update the knowledge base with appropriate data set and indicators

Data collection and analysis are key factors for implementing monitoring systems based on innovative methodologies for real-time collection and analysis of tourism flows (e.g. big data); developing forecasting models and monitoring results; profiling and segmenting tourism demand; conducting in-depth research on UNESCO historic city centres and their management plans.

The update of the **knowledge base and data set/indicators** is a pre-condition for the strategic planning to become a Smart Destination. JRC will give its scientific support to identify a possible new metrics to measure tourism sustainability.

The tasks can include:

- propose data on the carrying capacity and visitor's impact of specific sites and incorporate sustainability indicators. Useful tools: European Tourism Indicator System (ETIS); Global Destination Sustainability Index

- identify innovative methods and alternative data sources and tools for measuring tourism related issue (e.g. for measuring carrying capacity using also new technologies such as big data analysis, analytical intelligence, could computing, sensors) also taking into account the specific work carried out by ESPON23.

- incorporate in-depth data on travels and residents. A useful indicator could be the Resident Empowerment through Tourism Scale (RETS)

- develop a deeper fact base on different traveller segments (business, leisure, day-trippers, age, gender etc.) in order to thoroughly understand their needs and wishes to provide an end-to-end service/user experience

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[23] https://www.espon.eu/tourism

- collaborate with Eurostat to identify data and indicators to be collected[24] through periodic or one-off surveys, also taking into account the SDGs related to tourism and Culture. The work already carried out by Unesco (e.g. Culture2030), UNWTO[25] (e.g. Tourism and the Sustainable Development Goals - Journey to 2030) and European Parliament (Research for TRAN Committee, Overtourism: impact and possible policy responses) could be enhanced

- cooperate with member states and Partners to define customizable methodologies to conduct periodic surveys on the cultural and tourist sustainability of Unesco world heritage sites, on the best experiences already achieved and on the development of personalized indicators for the various Unesco world heritage sites, starting from the urban sites.

- Analysing and forecasting tourist flows in order to develop strategic planning

The activity will lead to a proposal for a new indicators set integrating ETIS, un updated version of the ETIS kit The European Tourism Indicator System toolkit for sustainable destination management (2016) focused on urban tourism, with particular attention to cultural use, the spread of tourist flows over time and in the space and problems of over tourism.

The JRC team will assess whether the new indicators framework, once developed, can be pilot tested among selected cities with a view to enrich the future editions of the Cultural and Creative Cities Monitor.

Activity 2) Smart destinations tourist offer planning

To **become "smart destinations"** cities/tourist sites need to approach sustainable cultural tourism in renewed way. The key issues are linked to promoting sustainable tourism that brings benefits to communities and cities, while respecting the needs of the local population and ensuring the sustainability of the Cultural Heritage and improving opportunities for the future of the sites. To this respect, policies and planning tools to balance touristic flows between major touristic hubs and less visited sites and cities are needed, and now more than ever dispersal strategies are required to guarantee a safe access to tourist sites and public spaces.

The smart destination planning, based on data analysis and the new metrics identified by activity 1, should be aimed at:

- Re-discovering the hidden/unknown heritage and non-traditional destinations to enhance Culture in the wider sense also activating territorial networks in order to develop less visited sites (e.g. recent/contemporary architectural heritage sites)

- Identifying how to best welcome tourists both in terms of enhancing places and respecting their inhabitants (to achieve a balance between the citizens/inhabitants and travellers/visitors' needs)

- Creating a diversification approach based on data analysis to manage visitor flows more effectively; enhancing and differentiating between tourist offers, mitigating the seasonality

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[24] https://ec.europa.eu/eurostat/documents/7870049/10293066/KS-FT-19-007-EN-N.pdf/f9cdc4cc-882b-5e29-03b1-f2cee82ec59d

[25] The UN World Tourism Organisation is leading a major initiative on establishing a statistical framework for measuring sustainable tourism (SF-MST) which could be interesting for the Action Group
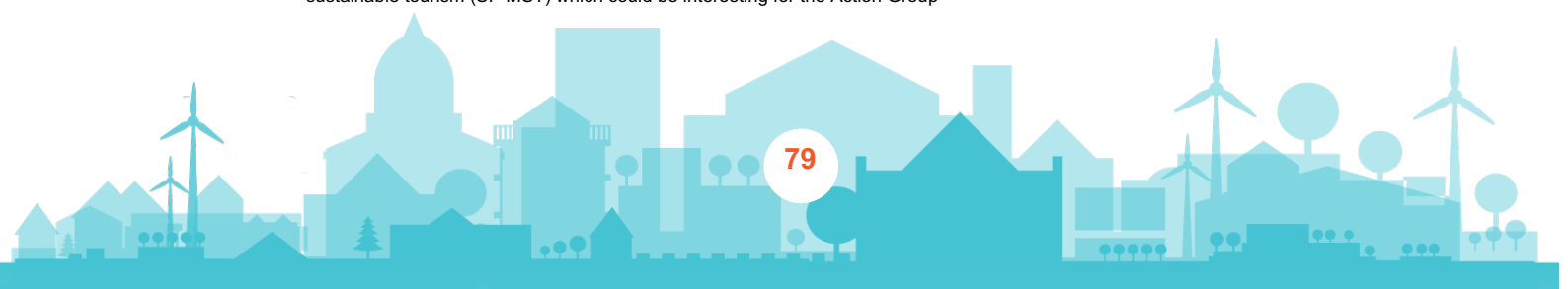
of tourism demand and promoting the time-based dispersal of visitors towards lesser known destinations and less congested routes and sites

- Raising awareness among people about the rich offers often available beyond the traditional city centres through digital apps, websites, etc. or through Culture passes/cards that provide access to a balanced Culture offering and transport solutions attracting visitors to them. This would help tourists to better organise their visits and could help cities to monitor tourist flows

- Developing an integrated planning approach to counteract gentrification

- Improving the quality of tourist services while keeping urban spaces liveable for residents (e.g. increasing the quality of tourist reception services and designing public services and amenities for both residents and visitors; fostering innovative and more prepared tourist guides, etc.)

- Counteracting mobility and accessibility difficulties for tourist destinations in a sustainable way

- Ensuring a sustainable and responsible way to manage tourism in the long-term, by using all available territorial assets and resources, included new technologies

- Favouring projects related to touristic offers that are innovative or involve digitisation, in line with strategies of the smart development of the city as an intelligent service of the smart city itself (i.e. a city card app with additional services such as mobility and a system of notifications that informs users about other spaces and attractions that are located in the same area, but are less crowded or less known – also in the light of Covid-19 countermeasures).

- Accompanying innovative solutions with dissemination and Communication paths in order to make the tools promoting the cultural and tourist offer known to the general public. For their effectiveness, IT tools must be user friendly to allow a large user base (continuously increasing) to fully utilize all the functions. Flows management strategies can be effective only if it is ensured that the tools for their implementation are actually used by a significant part of the beneficiaries.

All members will contribute to the activity implementation. Thanks also to the skills and competencies of MiBACT, all the above-mentioned elements will bring to an Indication/Reflection Paper on data analysis and use for Smart Destination Planning. The document will contain input for possible European Guidelines for Smart Destinations strategic planning aimed at: developing effective governance frameworks, long-term visions and evidence-based policies; promoting governance frameworks that enable shared decision-making among all relevant policy sectors and the participation of stakeholders and civil society representatives; promoting evidence-based policy-making through the increased timely availability of tourism-related data.

Connection with Action 6 "Urban Strategic Plan for Culture and Cultural Heritage enhancement", Action 8 "Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities" and Action 9 "Observatory on Culture/Cultural Heritage and climate change in the urban framework" will be promoted.

Activity 3) Provide and test useful IT tools based on data analysis

In order to promote the Smart Destination tourist offer and orient visitors flows for a sustainable cultural tourism, ICT solutions can help in promoting Better Knowledge and the circulation of information, enhancing the cultural experience while increasing the ability to manage tourist flows (e.g. the development of technological applications for visitors - useful also as additional tool to reduce health risks).

With respect to the need to **provide and test useful IT tools** based on data analysis to better manage/balance tourist flows, the APP FeelFlorence could be used as model of inspiration and a best practice, being designed to improve the user's experience through push notifications. FeelFlorence is an innovative application that allow tourists and residents to better enjoy the city, in a more sustainable way and to better manage tourist/city users flows. Feel Florence suggests unusual itineraries in the city, in the neighbourhoods and in the metropolitan area, to bring tourists closer to local experiences and to get to know the city and its typical features better, promoting a form of sustainable tourism and offering also a tool to stay updated on events and initiatives.

There are essentially two basic tools of the app: a content management platform (based on the open source Drupal) where tourism offices can promote new and captivating paths and experiences that can guide tourists even outside the places most hit by tourist flows, a mobile app and a website connected to such a CMS, and a BigData platform, in particular monitoring the real-time detection of the presences in certain areas of the city, which through the mobile app allows the tourist to be warned, through an alert of different colours, which are the most congested areas at that moment and which instead can be enjoyed without excessive crowding.

In light of the Covid-19 emergency, this second function, initially designed to respond to the challenge of overcrowded destinations, takes on particular relevance in terms of managing flows in relation to health needs and maintaining social distancing, even if such a proposal cannot be conceived as proper health-official information provided by a Health national agency, but it is indeed a useful added value to official health-managed national initiatives, contributing to the reduction of crowded areas in cities.

Given the impact of Covid-19 on the tourism sector and the use of Cultural Heritage (tourism, and Culture in general, is one of the sectors that is most affected by the COVID emergency, as mentioned above) the analysis/test and replication of this specific functionality of the app could contribute to the revamp of the sector and to guarantee safe accessibility to cultural sites.

The *FeelFlorence* app will be developed by the City of Florence and according to Italian law is available for free reuse by other Public Administrations. Therefore, source code as well as documentation will be made available. According to our approach, city sensors data (the portion to be made accessible by the public) should be exposed via APIs in Open Data by also adopting INSPIRE ontology and data model where available, and standard API approaches such as OpenApiv3 or Open Geo Spatial Consortium Web Services for geo-data.

Activity 4) Event to present the results of the Action

An event to present the results of the will be realized, possibly in conjunction with other Partnership event/meeting, to ensure a wide participation. Depending on the conditions and resources available, the event can be realized either online or physically.

A one-day Programme will be defined by the City of Florence with the collaboration of the AG members. The event will be organized in strict connection with the Partnership Coordinators and will be structured in two sessions:

- A general and introductory session to present the Action, with a focus on the new metrics and the Reflection Paper on Smart Destination Planning

- A workshop on the IT tool based on the experience of the FeelFlorence APP. The workshop will include a technical session dedicated to the IT relevant issues to enable the replication in different territories and at different scale (addressing issues such as interoperability, open source, free code, etc.)

The event could include also a public session for a widespread Communication. It might be promoted towards the network Eurocities to stimulate a wider participation of other cities interested in the replication (e.g. members of the Culture Forum, the Knowledge Society Forum, the Working Group on Urban Agenda etc.) and URBACT to disseminate the information among its members and share/confront with who developed similar practices in their territory.

Other experiences will be taken into account, such as the INTERREG Smart Heritage City[26], a European cooperation project that has developed a technological solution to improve the management of historic urban centres and tackles different aspects of heritage management in a holistic way (including environmental and safety issues) leading to better decision-making.

Links with Action 11: Local cultural services fostering social inclusion: Identification of cities' research needs and peer-learning activities" can be foreseen.

Which Partners?

Action Leader: City of Florence

Partners:
- City of Murcia,

- Intermunicipal Community of the Coimbra Region

- Italy (MiBACT),

- JRC

- URBACT (tbc)

- Eurocities (tbc)

- ACT (tbc)

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[26] http://shcity.eu/

Which timeline?

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
1	Update the knowledge base proposing new sustainable tourism indicators	Action Leader: City of Florence in collaboration with JRC	Coimbra Region, City of Murcia, MiBACT URBACT (tbc)	8 months	November 2020	July 2021	Proposal for a new indicator set integrating ETIS	New metrics to measure tourism sustainability
2	Proposal for Smart destinations tourist offer planning (based also on the new metrics)	Action Leader: City of Florence in collaboration with MiBACT	Coimbra Region, City of Murcia, JRC URBACT (tbc)	8 months	March 2021	October 2021	Indication/Reflection Paper on data analysis and use for Smart Destination Planning	Input for European Guidelines for Smart Destinations strategic planning
3	IT tools for promoting smart destination offer and orienting visitors: set up and testing	Action Leader: City of Florence	MiBACT Others - tbd	8 months	March 2021	October 2021	New APP delivered and tested	Increased ability to orient/manage flows (useful as additional tool to reduce health risks)
4	Event to present the Action' results: and the new IT tool	Action Leader: City of Florence in collaboration to Others - tbd	Coimbra Region, City of Murcia, MiBACT ACT Eurocities URBACT	3 months	September 2021	December 2021	1-day event programme: Session to present the new metrics, the Reflection Paper on Smart Destination Planning + Workshop on the APP pilot test and replication technical issues	Partnership exchange/sharing. The event could be open also to other interested bodies for a wider dissemination

2.3 Better Knowledge

2.3.1 ACTION N° 08 – Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities[27]

Responsible: Germany (Action Leader);

Deadline: Finalisation: November 2021

What is the specific problem?

The term resilience can be defined as: "The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management[28]."

Urban areas are at risk from a range of hazards, whether they relate to climate change (e.g. heat stress or floods), to geological phenomena like earthquakes, or to human-made threats like epidemics or economic downturns. Urban built heritage[29] is on the one hand vulnerable to such disasters, yet on the other hand it can be a valuable resource for raising resilience of cities and their inhabitants, due to the importance of Cultural Heritage sites (along with associated traditional knowledge, practices and crafts) in shaping community identity and a sense of belonging, and in sustaining traditional livelihoods. To increase the resilience of urban sites of Cultural Heritage significance, it is important to understand the specific risks they face, in order both to reduce the risk of a disaster happening, and to be prepared to respond and recover effectively if one does occur[30].

Linking resilience with disasters and crises is of high political importance for the EU and to member states. Many cities in Europe have developed climate adaptation plans, urban development plans or Disaster Risk Management (DRM) plans in order to reduce risks and raise disaster preparedness. But these plans rarely take into account the importance of the urban built heritage. It is often not considered as a sector to be taken into account and to be integrated, or for which to develop specific DRM plans. Often, the important contribution that urban heritage makes to urban resilience is simply overlooked. Moreover, DRM plans are often outdated, and simulation exercises in practice are missing. At the same time, urban heritage management often just focuses on conservation and protection in general, not considering a specific disaster risk situation. Overall, there is often no link

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[27] In the Background Paper for the public consultation, the title for this Action was „Action 8: Resilience and Risk support for urban heritage (with reference to the UNESCO manual on Disaster and Risk Management)" (https://ec.europa.eu/futurium/en/culturecultural-heritage/culture-cultural-heritage-background-paper((11.08.2020))

[28] UNDRR: https://www.undrr.org/terminology/resilience (07.08.2020)

[29] This Action focuses on urban built heritage due to feasibility reasons. Here, urban built heritage is understood in a holistic way and refers to the tangible and material dimension of cultural heritage (e.g. single buildings and monuments, the group of buildings and street patterns, urban parks and gardens, open and public spaces, archaeological sites). Even if the Action prioritises the tangible dimension of cultural heritage, we are aware of the interrelation and interconnection of tangible and intangible dimensions of built heritage (e.g. built heritage as an expression and reflection of certain practices, representations, skills, beliefs or values etc.)

[30] See also Minguez Garcia, B. (2020): Scoping fiche. Topic: Resilience of cultural and natural heritage (unpublished document prepared for the Partnership)

between the individual planning departments and also no link with science to pursue integrated approaches.

Furthermore, there is often a lack of knowledge regarding the responsibilities and the question of which actors or departments to involve in certain processes. In regard to reducing vulnerabilities of heritage sites, the role and importance of civil society and bottom-up approaches are often neglected by authorities, although both often play a key role in caring for heritage

While urban built heritage and resilience are often not connected to practice in European cities, UNESCO, for instance, strongly encourages managers at UNESCO World Heritage sites to develop integrated DRM plans and strategies as part of their heritage management plans in order to reduce and manage disaster risks at their sites. In 2010, UNESCO published a manual with recommendations for principles, a methodology and a process for developing DRM plans and managing disaster risks at cultural and natural World Heritage properties[31].

Aiming at building capacities for effective risk management of Cultural Heritage, ICCROM has developed a programme, aiming to enhance national capacities for prevention and disaster risk mitigation, and focussing on facilitating efficient local responses in order to protect heritage during complex emergencies[32]. While such guidance is already well developed, there is a lack of guidance for European cities[33] in regard to integrated risk and heritage management.

Establishing some recommendations for European cities to foster the development and implementation of integrated approaches and DRM plans in the field of risk and heritage management[34] would significantly strengthen urban built heritage and resilience at the local level[35]. By applying integrated approaches in the field of risk and heritage management in European cities, interdependencies between the different domains as well as benefits could be identified.

How do existing EU policies/legislations/instruments contribute?

The EU highlights the importance of Cultural Heritage for European cities and the need for Action to protect Europe's Cultural Heritage against a variety of natural and human-made threats in a number of policies, legislative instruments, programmes and initiatives[36]. For instance, the *New EU Strategic Agenda 2019-2024*[37] as well as the updated version of the *New Leipzig Charter* both stress the significance of Cultural Heritage for sustainable urban development and for the quality of life and wellbeing in Europe's cities. The third pillar *Cultural Heritage for a resilient Europe: safeguarding*

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[31] UNESCO (2010): Managing Disaster Risks for World Heritage. https://whc.unesco.org/en/managing-disaster-risks/ (07.08.2020)

[32] https://www.iccrom.org/section/disaster-resilient-heritage/disaster-risk-management-cultural-heritage (30.09.2020)

[33] Here, the term "European cities" refers to a set of diverse actors including local, regional and national authorities and organisations from different sectors like heritage management, risk management, civil protection and urban development as well as civil society

[34] Risk management refers to the development and implementation of strategies and processes to reduce, cope and adapt to certain risks based on their identification, analyses and evaluation. Action No. 8 focuses especially on disaster risk management (DRM). DRM generally aims at the application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risks in order to reduce vulnerabilities and disaster losses as well as strengthen resilience.

[35] See also Minguez Garcia, B. (2020): Scoping fiche. Topic: Resilience of cultural and natural heritage (unpublished document prepared for the Partnership)

[36] See also Minguez Garcia, B. (2020): Scoping fiche. Topic: Resilience of cultural and natural heritage (unpublished document prepared for the Partnership)

[37] https://www.consilium.europa.eu/en/eu-strategic-agenda-2019-2024/ (09.08.2020)

endangered heritage of the *European Framework for Action on Cultural Heritage*[38] highlights the goal of safeguarding and raising the resilience of Cultural Heritage in order to foster sustainable development in Europe.

In regards to the consequences of climate change, but also other natural and human-made threats, the need to protect Cultural Heritage and to promote it as an important factor and a valuable resource to mitigate and recover from disasters and crises is emphasised (e.g. *European Framework for Action on Cultural Heritage*, *Work Plan for Culture 2019-2022*[39], *New European Agenda for Culture*[40], *Action Plan on the Sendai Framework for Disaster Risk Reduction 2015-2030*[41], *European Green Deal*[42] with related initiatives and cooperation like the *Renovation Wave*[43] or the project *European Heritage Green Paper*[44] of ICOMOS and Europa Nostra).

Moreover, the view that Cultural Heritage is an important asset and driver for increasing resilience in Europe is stressed, for instance, in the *Council conclusions on risk management in the area of Cultural Heritage 2020*[45] or in the *Recommendation of the Committee of Ministers to member States on Cultural Heritage facing climate change 2018*[46]. In December 2019, the Commission, together with Member States, developed the *Reporting Guidelines on Disaster Risk Management*[47], which also highlight the importance of Cultural Heritage and encourage Member States to Report, map and inform on the potential impact of disaster risks on Cultural Heritage.

The *Council conclusions on risk management in the area of Cultural Heritage* 2020 emphasise the importance of cooperation of relevant actors and of integrated approaches in order to recognise risk factors and to strengthen heritage.

The *European Heritage Strategy for the 21st Century* highlights the need for more integrated approaches in regard to the protection and development of heritage in its recommendations as well. Furthermore, the *Council conclusion* invites Members States and the Commission to engage more actively in promoting cooperation, knowledge transfer, capacity building and integrated approaches in the field of risk and heritage management.

The Council conclusion proposes that the commission could work on an EU handbook on risk management in the area of Cultural Heritage in order to give better guidance for relevant actors. Moreover, the ECA Special Report on *EU investments in cultural sites: a topic that deserves more focus and coordination*[48] recommends that the Commission, when negotiating operational programmes, should recommend Member States to include heritage sites in the national or regional disaster risk management plan required by the proposed Common Provisions Regulation.

There are manifold EU-funded research projects and initiatives that focus on safeguarding Cultural Heritage in Europe against natural and human-made threats and raising resilience of Cultural

[38] https://op.europa.eu/en/publication-detail/-/publication/5a9c3144-80f1-11e9-9f05-01aa75ed71a1 (09.08.2020)

[39] http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf (09.08.2020)

[40] https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1527241001038&uri=COM:2018:267:FIN (09.08.2020)

[41] https://ec.europa.eu/echo/sites/echo-site/files/sendai_swd_2016_205_0.pdf (09.08.2020)

[42] https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1588580774040&uri=CELEX:52019DC0640 (09.08.2020)

[43] https://ec.europa.eu/info/news/preparing-future-renovation-wave-initiative-have-your-say-2020-jun-12_en (09.08.2020)

[44] https://www.europanostra.org/collaboration-launched-on-a-european-heritage-green-paper/ (09.08.2020)

[45] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52020XG0605(01) (09.08.2020)

[46] search.coe.int/cm/Pages/result_details.aspx?ObjectId=0900001680791160 (09.08.2020)

[47] https://eur-lex.europa.eu/legal-content/GA/TXT/?uri=CELEX:52019XC1220(01) (02.10.2020)

[48] https://op.europa.eu/webpub/eca/special-reports/cultural-investments-08-2020/en/ (02.01.2020)

Heritage as well as of European regions and cities[49]. These projects and initiatives help to close research gaps, getting insights into the nature of the challenge, as well as developing innovative tools and solutions to support more informed decision-making.

Moreover, such initiatives are helping to identify and disseminate good practices that can be of inspiration to others. Existing projects are, among others: ARCH[50] (co-creating tools with cities to save Cultural Heritage from the effects of climate change, H2020); HERACLES[51] (designing and promoting responsive systems and solutions for effective resilience of Cultural Heritage against climate change); HYPERION[52] (developing a decision support system for improved resilience and sustainable reconstruction of historic areas to cope with climate change and extreme events based on novel sensors and modelling tools); iRESIST+[53] (developing innovative seismic and energy-related retrofitting of the existing building stock, JRC); PROCULTHER[54] (placing Cultural Heritage protection at the top of national civil protection agendas in European countries as well as creating tools and concrete technical support, H2020); PROTHEGO[55] (developing an innovative analysis of geohazards in the field of Cultural Heritage in Europe, JPICH and FP7); RESCULT[56] (developing an integrated European Interoperable Database for Cultural Heritage as a supporting decision tool for the safeguarding of cultural assets, European Union Humanitarian Aid and Civil Protection); STORM[57] (developing decision-making tools for European Cultural Heritage stakeholders to face climate change and natural hazards, H2020); SHELTER[58] (developing a data-driven and community-based knowledge framework that will bring together the scientific community and heritage managers, H2020).

These EU-funded research projects give valuable insights into the field of risk and heritage management, at the same time as developing innovative tools. EU policies, legislation and other instruments formulate and emphasise a need for Action to safeguard Cultural Heritage from various hazards. However, these activities do not resolve the challenges outlined above. As the study *Safeguarding Cultural Heritage from Natural and Man-Made Disasters[59]* conducted by the European Commission in 2018 highlights, there is a low priority of Cultural Heritage in risk management planning and a lack of integrated approaches for protecting Cultural Heritage against risks. Establishing some recommendations or guiding principles for European cities could help to raise awareness and to promote the development as well as implementation of integrated approaches and plans in the field of risk and heritage management at the regional and local level.

Which Action is needed?

The overall objective of the Action is to foster the implementation of integrated approaches in the fields of urban built heritage and risk management in European cities. The Action aims to promote

[49] See also Minguez Garcia, B. (2020): Scoping fiche. Topic: Resilience of cultural and natural heritage (unpublished document prepared for the Partnership)
[50] https://savingculturalheritage.eu/ (09.08.2020)
[51] http://www.heracles-project.eu/ (09.08.2020)
[52] https://www.hyperion-project.eu/ (30.09.2020)
[53] ec.europa.eu/jrc/en/research-topic/improving-safety-construction/i-resist-plus (09.08.2020)
[54] https://www.proculther.eu/ (09.08.2020)
[55] www.prothego.eu/home.html (09.08.2020)
[56] www.rescult-project.eu/ (09.08.2020)
[57] www.storm-project.eu/ (09.08.2020)
[58] https://shelter-project.com/ (09.08.2020)
[59] https://europa.eu/cultural-heritage/toolkits/safeguarding-cultural-heritage-natural-and-man-made-disasters_en.html (09.08.2020)

the integration of urban built heritage into DRM, climate change or environmental plans and policies at the local level and vice versa and to develop strategies to reduce possible risks for urban built heritage in the field of heritage management.

Moreover, better coordination, cooperation and understanding between relevant planning departments, institutions at all levels of governance, heritage experts, other relevant professionals as well as civil society shall be promoted. In order to achieve this, the Action aims at working on and establishing guiding principles for local authorities in charge and other relevant actors – including local residents – on how to develop and implement integrated approaches in the field of risk and heritage management in European cities. Besides addressing aspects of Better Knowledge, the Action aims at developing policy recommendations in regard to Better Regulation and Better Funding in the field of disaster risk and heritage management, on the basis of the proposed guiding principles, as well as analysis of relevant regulations and funding possibilities in selected countries.

The Action will bring together various actors and stakeholders from relevant sectors (e.g. heritage management; urban planning and development; and risk and catastrophe management) in a joint workshop to discuss guiding principles and recommendations to foster those integrated approaches. The UNESCO manual mentioned above and other relevant documents (e.g. *GFDRR handbook on resilient heritage in Japan*[60]), as well as the material provided by ICCROM and the planned analysis of existing good practices will function as an inspirational knowledge base for the discussion and the work on guiding principles. In the workshop, participants will discuss if (and if so, how) the existing manuals as well as good practices can be transferred to the context of European cities and what methodical implications have to be considered by doing so.

On the basis of the results of the workshop, guiding principles for an integrated approach to heritage and risk management as well as recommendations about how to adjust the general principles to specific local situations will be compiled und published in a short publication. Since the guiding principles are designated for the practice in European cities, a special focus will be laid on the capacity building of local authorities, local organisations, inhabitants and other relevant actors like national and regional Cultural Heritage organisations. The principles will seek to address questions like: which special skills, knowledge, training or tools (like simulation exercises for different hazard scenarios) are needed? The principles and guidelines can only be put into practice if the skills and capacities to implement them are available in cities and regions.

By preparing and distributing a publication with guiding principles for European cities, the Action will raise awareness for the importance of developing and adopting such integrated approaches. Hence, the Action will help to strengthen the disaster preparedness of urban built heritage and increase resilience in European cities. In addition, the common understanding of resilience and urban built heritage will be expanded: urban built heritage must not only be preserved and protected, but it is also an important driver for urban development processes as well as a valuable asset for resilience and for supporting communities to recover from disasters.

Moreover, if the Commission plans to prepare an EU-handbook on risk management in the area of Cultural Heritage as proposed by the Council conclusion mentioned above, the guiding principles amongst other analyses can contribute to such a manual.

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[60] GFDRR (2020): Resilient Cultural Heritage. Learning from the Japanese Experience.
https://www.gfdrr.org/en/publication/resilient-cultural-heritage-learning-japanese-experience (07.08.2020)

How to implement the Action?

Activity 1) Creating the knowledge base

a. Mapping existing manuals, management guidance, initiatives and programmes on integrated approaches in risk and heritage management (e.g. UNESCO manual Managing Disaster Risks for World Heritage, ICCROM disaster-resilient heritage programme, the European Commission Disaster Risk Management Knowledge Centre[61] (in particular, the Science for Disaster Risk Management series, the Risk Data Hub, the Projects Explorer, the Gaps Explorer) and conducting a first analysis with regards to the development and implementation of such integrated approaches in the context of European cities (e.g. analyse the transferability of the manuals to Europe and European cities and methodical implications in regards to the transfer); analyse the management systems in European cities (e.g. which are the main management bodies of European cities and what are the management documents/tools they are working with?), relevant regulations in selected countries and at EU-level as well as relevant funding programmes in this field of Action.

b. Collecting and analysing existing good practices and identifying gaps in developing and implementing integrated approaches in risk and heritage management at the local level (e.g. carrying out a short survey with cities from within the Partnership and from the EU-funded research projects and initiatives mentioned above).

Activity 2) Preparation of the workshop

a. Organising the workshop (e.g. deciding on the date and location of the workshop, identifying and inviting participants, elaborating a detailed program and the methods to be applied)

b. Developing a Communication strategy to inform the public about the activities of the Action and to share the results of the workshop/ publication in the best and most comprehensive way (e.g. finding suitable Communication channels and events or conferences to present the findings and reach the main target groups (local, regional and national authorities and organisations from different sectors like heritage management, risk management, civil protection and urban development, civil society and other relevant actors).

Activity 3) Workshop

The workshop brings together various actors and stakeholders from relevant sectors. The participants will discuss principles and policy recommendations to foster integrated approaches in risk and heritage management in European cities. The basis for the discussion will be the results of the mapping and analyses of existing manuals, programmes and initiatives conducted before (s. point 1). Moreover, conducting a simulation exercise for a specific hazard scenario with all participants of the workshop could be a valuable impetus for the discussion. Despite the large numbers of hazards European cities face, the workshop will focus on a few selected hazards like heavy rain, heat stress or epidemics to be discussed in detail. The workshop is supposed to take place in a city or at site where an integrated approach in risk and heritage management is already practised (e.g. a UNESCO World Heritage site where the UNESCO manual mentioned above is already implemented or a European city from the analyses of good examples).

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[61] https://drmkc.jrc.ec.europa.eu/ (30.09.2020)

Activity 4) Publication

The main output of this Action is a short publication with guiding principles for an integrated approach in risk and heritage management for European cities as well as recommendations about how to adjust the general principles to specific local situations. Moreover, the publication will provide policy recommendations regarding Better Regulation and Better Funding in the field of disaster risk and heritage management. On the basis of the results of the workshop, the Action Group, together with workshop participants, will prepare and finalize the publication.

Activity 5) Distribution and Communication of the Publication:

Distributing and communicating the guiding principles using existing networks and Communication channels of Partners, supporters, advisors and other relevant stakeholders (e.g. those of the Resilient Cities Campaign of the UDRR) as well as presenting the publication and findings at relevant conferences or events will reach the target groups and thus fulfil the main objective of the Action to strengthen integrated approaches in European cities.

Activity 6) Evaluation of the Action, Following-Up Activities and Reporting

This module includes evaluating the work of the Action Group internally and seeking external feedback (e.g. Partners, supporters, relevant stakeholders) as well as discussing possible ideas and options for following-up activities (e.g. discussing further activities like developing trainings and simulation exercises for fictional disaster events or developing standards for processes in integrated DRM for Cultural Heritage). Finally, a Report for the EU-Urban Agenda Partnership "Culture/Cultural Heritage" on the work, the output and outcome of the Action is written. The implementation of the Action will be supported by a research project conducted by the German Federal Institute for Research on Building, Urban Affairs and Spatial Development (BBSR)/The German Federal Ministry of the Interior, Building and Community (BMI) (e.g. support in creating the knowledge base for the workshop and organising the workshop, covering costs for the workshop as well as for the layout and printing of the publication).

Which Partners?

Action Leader

- Germany;

Action Members

- City of Bordeaux;

- Cyprus;

- ICLEI Europe

Additional Partners to link to:

- Architects' Council of Europe;

- City of Regensburg, Germany;

- Council of Europe networks (through CDCPP members);

- EU and Cultural Heritage: Reflection Group;

- Europa Nostra;

- European Council of Spatial planners;

- Experts in the fields of resilience, disaster risk management, Civil Protection;

- German Advisory Board for the EU-Urban Agenda Partnership "Culture/ Cultural Heritage";

- German Federal Office of Civil Protection and Disaster Assistance (BBK);

- ICOM (International Council of Museums);

- ICOMOS (International Council on Monuments and Sites;

- ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property)

- Selected Member States;

- Selected regional and local authorities;

- UNDRR (United Nations Office for Disaster Risk Reduction);

- UNESCO;

- World Bank.

Support:

Research project "Resilience and urban heritage – integrated approaches of risk management for built heritage" at The Federal Institute for Research on Building, Urban Affairs and Spatial Development (BBSR)/ The Federal Ministry of the Interior, Building and Community (BMI) (Germany).

Which timeline?

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
1	Creating knowledge base	Germany	All Action group members, Partners	7 months	October 2020	April 2021	Orientation Paper	Mapping of existing manuals, management guidance, initiatives, programmes and good practices on integrated approaches in risk and heritage management and a first analysis with regard to the development and implementation of such integrated approaches in the context of European cities; Analysing relevant regulations in selected countries and at the EU-level as well as relevant funding programmes in the field of risk and heritage management
2	Preparing the workshop	Germany	All Action group members	7 months	November 2020	May 2021	E.g. list of participants, invitations, agenda for the workshop, collection of relevant documents for the workshop, guideline for Communication strategy	Workshop is organized and a Communication strategy to inform the public about the activities of the Action and to share the results of the workshop/ publication is developed
3	Workshop	Germany	All Action group members, Partners	1 day	May 2021	June 2021	Minutes of workshop	Discussion about transferring principles from existing manuals and good practices on integrated approaches in risk and heritage management to the context of European cities and methodical implications;

Activity	Description	Responsible	Member	duration	From	to	OUTPUT (Deliverable)	Result
4	Preparing publication	Germany	All Action group members, participants of the workshop	3 months	June 2021	August 2021	Publication (PDF)	Guiding principles for an integrated approach in risk and heritage management in European cities and policy recommendations regarding Better Regulation and Better Funding in the field of disaster risk and heritage management
5	Distributing and communicating the publication	All Action group members	All Action group members, Partners	3 months	August 2021	October 2021	Talks and articles	Raising awareness for the importance of developing and adopting of integrated approaches in risk and heritage management
6	Evaluation and Report	Germany		2 months	October 2021	November 2021	Internal evaluation Report, Report on the work of the Action Group	Monitoring and documentation of the work of the Action Group
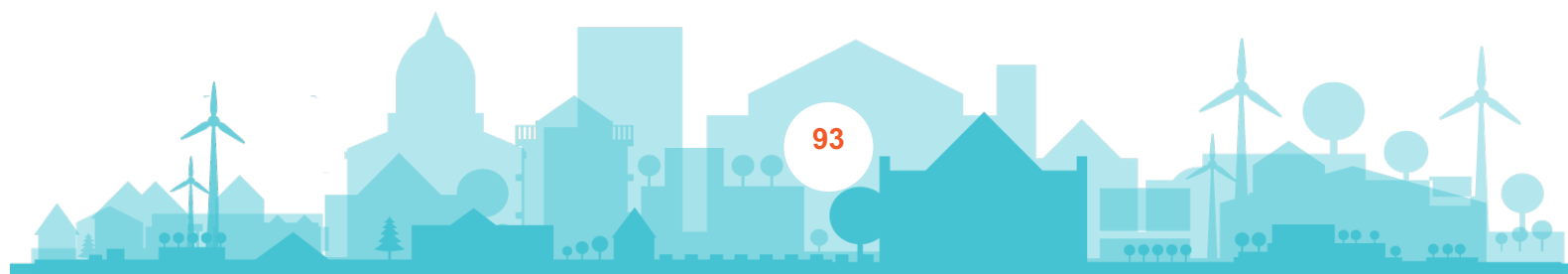
2.3.2 ACTION N° 09 – Observatory on Culture/Cultural Heritage and climate change in the urban framework

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 evident. 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 and support transitions to sustainable development, to stimulate social awareness and to encourage participation.

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

Responsible: Italy – Ministry for Cultural Heritage and Cultural Activities and for Tourism

Deadline: 31 December 2021

What is the specific problem?

The Work plan for Culture 2019-2022, adopted by the EU Council in December 2018[62], includes for the first time the topic of adaptation of Cultural Heritage to climate change within its first priority "Sustainability of Cultural Heritage". The cultural dimension of sustainable development was recently addressed by a Council Resolution adopted in November 2019[63]. Various initiatives are being undertaken by transnational co-operations[64], individual Member States[65], professional associations, such as ICOMOS[66], civil society organisations, such as Europa Nostra.[67] NGOs, universities and heritage preservation offices established the *Climate Heritage Network i*n order to make arts, Culture and heritage part of the solution in tackling climate change.[68]

Nevertheless, there is still little evidence that the current main global, EU and national policy frameworks addressing sustainable development and climate change are taking Culture and Cultural Heritage into account, if not indirectly.[69]

Even if mainstreaming of Culture and Cultural Heritage is an increasingly successful practice, 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. This is of crucial importance

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[62] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52018XG1221%2801%29

[63] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2019:410:FULL

[64] 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

[65] Greece, for example, in 2019 organised the Conference "Climate change impact on cultural heritage" https://ccich.gr/

[66] 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

[67] 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

[68] http://climateheritage.org/

[69] 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

for policies addressing climate change and sustainable development; and is of specific relevance at urban level.

Good practice approaches begin to emerge: 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[70]. However, the implementation of integrated climate adaption plans including Culture and heritage in the local planning context is a very fragmented experience.

How do existing EU policies/legislations/instruments contribute?

The European Green Deal[71], the *new growth strategy aiming* to *transform* the *EU into* a *fair* and *prosperous society*, with a *modern*, *resource-efficient* and *competitive* economy, will foster 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 climate change and natural disasters. A concrete risk arises that Cultural Heritage values might get lost in the "greenification" process.

We propose an Action to contribute creating the conditions to avoid negative impacts of the renovation wave 2021-2027 on urban Cultural Heritage, while at the same time taking advantage of the potential enshrined in Cultural Heritage to combat climate change.

We intend to make a substantial contribution towards:

- the EU Cultural Heritage sector being able to take advantage of the European Green Deal and related national, regional and local policies in order to improve energy efficiency, disaster prevention and foster climate adaptation of the urban built heritage;

- preventing risks of loss of Cultural Heritage values in the framework of the renovation wave and "greenification" policies and programmes, considering also the safety and preservation of cultural built heritage in seismic areas.

Which Action is needed?

In order to offer guidance and support 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, an EU-wide reference, promoting a harmonised, interconnected approach by national, regional and local governments in dialogue with researchers, professionals and the civil society, would be essential. It would promote a 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.

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 national, regional and local authorities, together with the research sector, stakeholders, professionals and civil society organisations, in order to

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[70] https://iopscience.iop.org/article/10.1088/1757-899X/245/6/062002/pdf
[71]European Commission, 'Communication on The European Green Deal', 11 December 2019
https://ec.europa.eu/info/sites/info/files/european-green-deal-communication_en.pdf

analyse 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 gather knowledge, 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, tangible and intangible. For this purpose, research and analyses of EU and national policies and regulations are needed, as are guidelines on the use of EU funding for implementing energy efficiency of historic buildings and recommendations addressing risk management of urban Cultural Heritage in climate adaptation and urban reconversion plans through the adoption of 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 in order to preserve assets for future generations.

The final product of this Action will be the completion of the background and preparatory work for the establishment of a European Observatory on Culture/Cultural Heritage and climate change, by:

- mapping the policy and regulatory framework, main actors and networks;

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

- exploring the potential for Culture and heritage driven innovation and for the contribution of digital technologies;

- identifying scope, purpose and functions of an Observatory and building its network;

- investigating options for the organisational structure of the Observatory and its possible legal body.

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.

How to implement the Action?

The Action is aimed at problem-setting and at creating the background for a problem-solving European multi-level, multi-stakeholder Observatory on Culture/Cultural Heritage and climate change, outlining key advocacy messages and Actions 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.

Main principles will be creating synergies, avoiding the duplication of efforts, capitalising on lessons learnt, 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 implemented through four groups of activities, aimed at preparing the Observatory through collecting existing knowledge, developing the network, identifying the scope and functions of the Observatory and at outlining its structure and possible legal body.

Activity 1: Mapping policies and collecting knowledge

Getting to know the policy framework and the regulatory and scientific context, understanding interlinkages and main issues at stake and developing a dedicated knowledge base is necessary in order to construct a solid background for the Observatory, on which subsequent choices and Actions will be built.

The policy and regulatory framework at the global, EU and national level will be mapped, and interconnections understood. This is a key task, given the complexity, multi-disciplinarily and richness of systemic interactions in the policy and regulatory framework. Areas will be identified 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.[72] This task will include:

- Identification of policies addressing hazards, threats and vulnerabilities of tangible and intangible Cultural Heritage in relation to climate change and natural disasters;

- 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.

- Collecting outcomes of main EU and other projects and studies 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[73], the Noah's Ark project, etc. Methodology: desktop research).

- Collecting existing recommendations and guidelines at the EU and national level and good practice instances, for example innovative solutions for climate adaptation of the historic heritage or successful applications of digital technologies.

Among new instruments in the planning: 1) The Horizon Europe Mission proposal on 'Climate-neutral and smart cities' will aim at supporting, promoting and showcasing 100 European cities in their systemic transformation towards climate neutrality by 2030, leading the way for all European cities to reach the same ambition by 2050. Built environment is recognized as one of the pillars for decarbonizing the city, including historic/heritage assets, which will require careful and compatible dedicated approaches. 2) The Horizon Europe partnership proposal 'Built4People' includes as a specific objective to 'Demonstrate no trade-offs on comfort, functions, cultural heritage'. Such objective aims at demonstrating that low-carbon, resource-efficient, open, accessible and inclusive solutions for conservation and embellishment of cultural heritage-built environment assets could be achieved.

[73] 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

- Mapping main citizen science projects74, as well as community of practice initiatives, aimed at monitoring and managing climate change impacts on urban Cultural Heritage. Identification of principle existing data sets, including those produced by satellite observation (e.g. via the Copernicus programme).

- Collecting main arts initiatives in the field of climate change, aimed at raising awareness, inspiring behavioural engagement and societal change, inducing reflections, developing visions and the imaginary for possible futures. Their contribution is vital as they address the emotional and perceptive aspects preceding and accompanying cognitive accessibility, thus potentially causing community mobilization. From 1982 Joseph Beuys "7000 Oaks - 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 project75, to ArtCOP21 to Broto: Art-Climate-Science community of artists and scientists.

Activity 2: Mapping actors and building the network

- Clustering: establishing collaboration with the Climate Adaptation Partnership, coordinated by the city of Genoa, and with the Sustainable Land Use Partnership, coordinated by Bologna;

- Mapping main actors in the field at the global76, European77 and national levels;

- Mapping main competence centres, ongoing studies and projects addressing Culture/Cultural Heritage and climate change;

- Building the network: identifying potential Partners and establishing contacts, including with URBACT's C-change network, the JPI Cultural Heritage and Global Change, and others;

- 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. It may link to a 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.

Among the purposes of this activity is the deep involvement of urban entities, to make sure that the work carried out is representative of the urban setting.

Activity 3: Defining the scope, purpose and functions

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74 Several citizen science initiatives on climate adaptation are already on the ground (here one example: https://ccafs.cgiar.org/citizen-science-approach-climate-adaptation#.XxBTSCgzbIV) and an increase in participation was experienced during COVID-19 lockdown (https://www.climatechangenews.com/2020/04/07/coronavirus-lockdown-gives-boost-citizen-science-projects/). Citizen science projects on cultural heritage and climate change are being increasingly developed, too.

75 http://www.climateartproject.com/

76 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

77 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

The aim of this activity is outlining the scope of a European Observatory on Culture/Cultural Heritage and climate change, its main purposes and the range of activities it could perform. On this basis, the organisational structure and possible legal body will be subsequently identified (activity 4).

- Identifying disciplinary areas and sectorial policies to be covered and corresponding expertise needed;

- Collecting advice from main actors identified throughout Activities 1 and 2;

- Mapping EU programmes in the Multi-annual Financial Framework 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:

- Programmes addressing Cultural Heritage (starting point will be the mapping exercise for the MFF 2014-2020 programmes prepared by DG EAC in 2017, related to Commission Communication "Towards an integrated approach to Cultural Heritage for Europe");78

- Programmes addressing climate change and sustainable development, "greenification", building renovation, energy efficiency and climate adaptation, to evaluate the attention paid towards safeguarding built heritage, preserving values embedded in historic and Cultural Heritage and managing urban landscape. This task will allow to understand if Action is needed to increase the attention devoted by such programmes to Cultural Heritage and to identify potential risks for Cultural Heritage values at large.

- 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 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;

- Exploring the possible need for further data collections for the monitoring and management of Cultural Heritage exposed to climate change.

Activity 4: Investigating structure and legal body

As the final step of this preparatory Action, with the help of a legal expert, Action Partners and potential Observatory Partners will discuss on the best organisational structure enabling the Observatory to pursue its purpose and perform its Actions. Options for establishing a European legal body will be investigated.

While the survey of possible organisational structures and options for establishing a legal body could partly run in parallel with activities 1-3, the discussion among Partners on the organisation and legal body that would best suit the Observatory will take place after scope, purpose and functions of the Observatory will have been clarified and the survey of possible legal bodies will be ready. At the end

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

of this activity, Partners will be able to choose the structure of the European Observatory and the formal organisation supporting the structure.

Output(s)

Activity 1

Mapping the policy and regulatory framework, knowledge and Actions on the ground, to be published online.

Activity 2

Mapping of actors, Actions, competence centres, to be published online.

Identification of and dialogue with potential Observatory Partners.

Activity 3

Outline of the scope, purpose and functions of the European Observatory on Cultural Heritage and Climate Change. Documents supporting internal discussions.

Activity 4

Survey of organisational structures and possible legal bodies suitable for the Observatory. Internal document, written by legal expert.

Which Partners?

Action Leader:

- Italy – Ministry for Cultural Heritage and Cultural Activities and for Tourism - MiBACT

Partners:

- City of Bordeaux;
- Flanders Heritage;
- Silesia Region;
- Cyprus, Ministry:
- URBACT;
- JRC (support);
- IT Agency for Territorial Cohesion - ACT (support).

Which timeline?

Activity	Description	Responsible	Member	Duration	From	To	OUTPUT (Deliverable)	Result
1	Mapping policy framework, collecting and analysing knowledge	Action Leader	All Partners	7 months	December 2020	June 2021	Mapping of policies, regulations, knowledge sources.	Mapping document published online
2	Building the network	Action Leader	All Partners + Representatives of Climate adaptation and Sustainable land use Partnerships + FIELD expert needed	6 months	January 2021	June 2021	Mapping of actors, Actions, competence centres. Identification of and dialogue with potential Partners	Mapping document published online.
3	Defining scope, purpose, functions	Action leader	All Partners + Potential network members	4 months	April 2021	July 2021	Based on emerging outcomes from Actions 1 and 2, Partners and potential Partners discuss scope and functions of the European Observatory	The scope of a European Observatory for Culture/Cultural Heritage and climate change is identified
4	Investigating structure and legal body	Action leader	All Partners + LEGAL expert needed	6 months	May 2021	October 2021	Survey document on possible legal structures, for internal	Partners and potential network members have a clear overview of the options to establish a

							circulation and discussion	European legal body, with pros and cons of each.
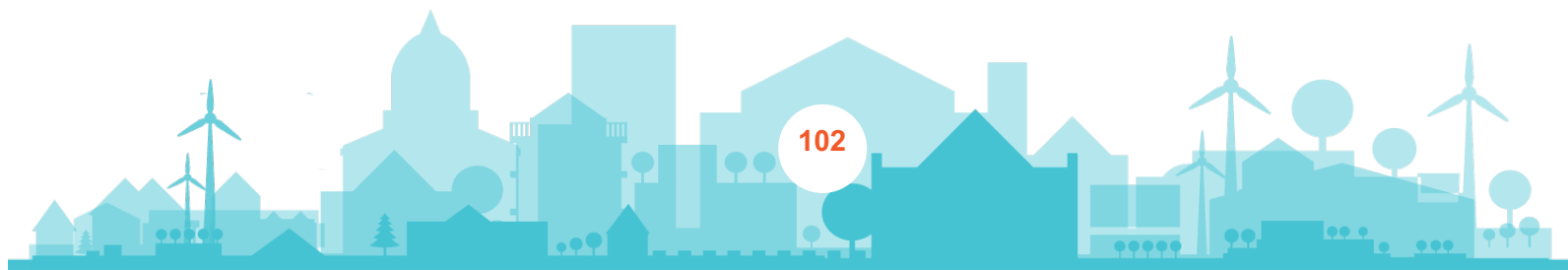
2.3.3 ACTION N° 10 – Integrated approaches to Dissonant Heritage[79]

Responsible: Germany (Action Leader)

Deadline: November 2021

What is the specific problem?

Short summary: Dissonant heritage is neglected in many places and is often inaccessible, in particular in peripheral locations and smaller cities that do not contain "famous" sites or monuments of "dissonant heritage", Generally, this heritage is neither integrated in overall urban planning processes nor does it play a role in urban development or tourism, yet, even if it is uncomfortable, the heritage often has an important task and meaning (i.e. learning from history and democracy building). Hence, integrated and regional approaches can increasingly help utilize this potential of "dissonant heritage".

"Dissonant Heritage"[80], often referred to as "uncomfortable", "undesirable" or even "dark" Cultural Heritage, generally stands for parts of the built heritage and excerpts from history that society or social groups presently associate with unpleasant memories or even with horror.[81] Thus, the "dissonant heritage" not only describes the material legacy of history and defines the properties of monuments and historical sites, but also describes today's perspectives on the past and its legacy, i.e. forms of perception and debate of our own history.

Moreover, "Dissonant Heritage" not only stands for the physical evidence of dark chapters or dark sides of history and its heritage ("stone witnesses"), but it can also be understood and used as an "umbrella term" to characterize the reception of difficult (because negatively connoted or ideologically contaminated) parts of the heritage that are socially controversial or ambivalent respectively contradictory. While "Dissonant Heritage" generally also stands for controversies and conflicts around monuments, this social debate is necessary to deal with and understand the history, stories and identity/identities of Europe and the different time layers that shape the European city.

Out of historical responsibility and for the sake of a joint future, the subject of taboos and the repressed feelings of guilt or revenge are part of this collective discussion: Once we reappraise, debate and communicate about segments of our uncomfortable history and heritage, we face Europe's responsibility in terms of memory, history and politics for an urban policy in the service of cultural diversity and tolerance.

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 related to our future: Why is it important to keep and preserve the uncomfortable heritage as well as the history and knowledge attached to it? How can we allow the juxtaposition of our vision of the heritage today as opposed to the one when it was created? How to guide and maintain the heritage preservation and education in

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[79] Please note an earlier version of the title was "Regional and integrated approaches to Dissonant Heritage"

[80] The term "Dissonant Heritage", derived about 20 years ago from a segment of urban and cultural tourism called "dark tourism" and since then occasionally criticized as "horror tourism", encompasses facets of our heritage from all periods of history – for instance archaeological sites of prehistory, early history and antiquity, such as necropolises; medieval dungeons; testimonies of war and tyranny of the recent past as well as imperialistic, national-socialist, dictatorial and socialist heritage.

[81] Within this Action, and in order to avoid deceptive misinterpretations, it is recommended to use the term "Dissonant Heritage".

a long-term and stable manner? And how to make resources for them available, especially in smaller towns or remote areas?

In the context of the CCH Partnership, this Action focuses primarily on the often controversially discussed historical heritage of the 20th century, which is part of Europe's recent history and identity today and is constitutive for 21st century Europe. However, the Action also includes lessons from Europe's colonial history, exploring how our heritage influences us today, thus linking the past to the future. The Action explores, for instance, 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, defence and combat systems as well as bunkers, barracks or cemeteries of the two World Wars or the recent war in 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.

Research and publications of the past 30 years[82] have often focused on prominent uncomfortable monuments and sites in metropolises and capitals, e.g. of totalitarian states. Now, the CCH Partnership and the discussions in the Urban Agenda for the EU open up the possibility to also include small and medium-sized towns as well as peripheral regions and their controversial heritage in the study and to explore the manifold heritage of different time layers that makes a city or region unique. After all, by connecting the regional elements, the shared history becomes visible on a supra-local level.

In addition, the Action promotes an integrated approach to develop places and objects of dissonant heritage by integrating them into urban, regional and touristic development. By following this approach, the dissonant heritage's substantial material and immaterial potentials can be unleashed on various levels , e.g. to cultural education and to the Communication of history, which both nurture democracy building in Europe: dealing with controversially assessed inheritances from our recent past not only fulfils a compulsory task of political and historical education in the EU.

It also contributes to educational work in the service of our European dialogue and integration. Moreover, dissonant heritage can release unexpected economic potentials for the urban society at large, thus enabling communities to care for their heritage, and can raise awareness for unusual memorials and sights (abandoned, rotten or lost places etc.), since they can become alternative destinations and foster innovative forms of cultural tourism. In the context of the tourist development of these sites, it is crucial to explain and critically reflect the (hi)story and its broader context both on-site and online (virtual tourism).

Of high importance is education, which will be particularly emphasized in the Action: If schoolchildren experience-built history, they can learn about the value and importance of cultural monuments, both comfortable and uncomfortable ones.

Strategies to successfully deal with uncomfortable heritage can only be developed in an open public dialogue rooted in the local context, which often contains an irreplaceable repository of knowledge and memories: Thus, the involvement of citizens and community initiatives as well as the municipal / communal engagement will serve as a backbone for implementing the Action. Direct linkages to heritage-related conventions will be made, among them Faro and UNESCO. The Action will explore, for instance: Which stakeholders need to be involved in the discussion, which relevant questions

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[82] E.g. the publication and exhibition "Capital and Dictatorship. Urbanism in Berlin, Rome, Lisbon, Moscow, Madrid" by the Deutsche Werkbund with Harald Bodenschatz and others, 2016

need to be answered by whom (e.g. regarding ownership status and monument protection requirements), which concrete aid is needed, which pitfalls should be avoided, and which timeframe to allocate to ensure that all voices are heard? Also, aspects of political instrumentalization of sites and places of remembrance should be considered in this Action.

A major underlying aim of this Action is to raise and increase public awareness for Europe's "dissonant heritage" and its democracy building potential. Furthermore, the Action aims to develop an inventory of specific cases of dissonant heritage. Of particular interest are those sites and places that do not (yet) have a specific use or function like a museum or a memorial, but are open to new, future-oriented uses. Planning and negotiation processes in this context are a highly complex and delicate matter, since meanings and interpretations associated with those sites and buildings might be contested among different actors and stakeholders. On this basis, the Action aims to derive a toolbox or Charta with guidelines for strategies and processes to face dissonant heritage.

How do existing EU policies/legislations/instruments contribute?

In its Orientation Paper (fall 2019), the CCH Partnership identified the substantial resources released by Cultural Heritage, among them its considerable economic value, which also applies directly to dissonant heritage. However, current EU policies have not yet efficiently considered and supported Cultural Heritage in general – and dissonant heritage in particular. This seems to be particularly the case in lesser-known, more remote locations, where towns and regions are often overwhelmed since they may perceive monuments as a "burden" and do not consider the sites' regional and national relevance nor their educational value and development potential. More clarity is needed on how Cultural Heritage, in all its shapes, forms and layers, is eligible to receive support by cohesion funding, to name just one source.

In order to address these challenges, two tools suggested by the EIB to clarify regulation and eligibility would make valuable contributions if made available to future applicants for EU funds: 1) an economic evaluation of dissonant monuments and 2) basic guidelines for the preparation of a business case. These tools would help clarify sites' eligibility for financial institutions and the EU; would check whether monuments are viable for financial institutions; and would economically justify to what extent the financial resources invested make sense for society.

Early forms of cross-border processing of "dissonant heritage" and its activation as an economic potential for the development of tourist offers and for linking tourist attractions were the first example of the cooperation project "ATRIUM – Architecture of Totalitarian Regimes of 20th Century in Urban Management" for South Eastern Europe. This project was funded by the EU from 1995 to 2011 and encompasses 71 case studies in 26 locations in 11 countries (Italy, Slovenia, Bulgaria, Hungary, Slovakia, Romania, Greece, Croatia, Serbia, Albania, Bosnia-Herzegovina).

The planned Action will go hand in hand with Horizon 2020, which has already made important contributions at the crossroads of Cultural Heritage preservation, restoration and valorisation, and will also support the Europe 2020 strategy in the fields of education, training and knowledge, among others. Furthermore, the Action will explore possibilities to integrate itself into existing EU-frameworks, among them the "Cultural Routes" (by possibly adding a "Cultural Route of Dissonant Heritage"), the Erasmus+ "Youth in Action" program (by possibly creating a new call, in the upcoming period, on dissonant heritage to encourage tolerance for different heritages/stories/narratives) and by creating synergies with the "European Heritage Label".

Which Action is needed?

Objective(s)

- To increase awareness of the value and potential of dissonant heritage, especially in small and remote towns and regions;

- To identify and strengthen the social, educational and economic values of dissonant historical heritage by integrating it into urban and regional development and sustainable tourism concepts, thus connecting local and regional heritage elements and opening up further options for its preservation;

- To contribute to the education and democracy building by teaching and conveying a critical approach to deal with Culture, history and politics to future generations and thus avoiding biased misinterpretations and false revisions of actual history;

- To identify relevant funding sources for unleashing the socio-economic potential of dissonant heritage to local communities.

The Action will involve and target various groups of stakeholders. Next to institutions, of particular importance are cities and regions as motors and promoters of dissonant heritage as well as civil society and, ultimately, the EU.

Please note: In addition to contributions to "Better Knowledge", the Action also aims to develop recommendations for "Better Funding".

How to implement the Action?

Activity 1) Awareness raising and Communication for "dissonant heritage"

The goal of this activity is to increase the understanding and acceptance of the heritage. The Action will use appropriate channels of Communication and dissemination to reach relevant audience(s), e.g. by:

- using/developing pedagogical methods, campaigns and social media (see for example Digital Heritage Weekend Amsterdam and online presentation of "Uncomfortable Oxford", link);

- promoting the topic during the annual "European Heritage Days" in autumn 2021 or 2022 on a European or national level (e.g. in Bulgaria [pending confirmation], link);

- benefitting from the annual photo contest "Wiki loves Monuments" by initiating a temporary / seasonal Action "Wiki loves dissonant heritage";

- adding a new "European Cultural Route of Dissonant Heritage" or making use of existing European Cultural Routes (ECR) to link suitable "dissonant heritage sites" and to complement the network of ECR by less loved monuments and sites (e.g. military / fortification sites; industrial heritage);

- initiating a public online exhibition on „Colonial monuments + sites and colonial repression + injustice - how to decolonize public space without loss of collective memory?" (working title) and call for submission by ICOMOS International, Europa Nostra et al.;

- using/linking to/developing appropriate and innovative educational strategies (one such example is the educational programme „Active Monument - Cultural heritage goes to school" by the German Foundation for Monument Protection, link).

Activity 2) Creation of a knowledge base and support of networks

a. Sharing of existing knowledge, e.g. on strategies, participatory methods and funding in NL, FR and DE with colonial and fascist or communist heritage, such as a toolbox currently being developed in NL; the French "Plan local d'urbanisme/PLU, a flexible tool to promote heritage as well as mediate and raise cultural awareness; the French label "Architecture contemporaine remarquable" (ACR), which identifies buildings less than 100 years old according to aesthetic, historical and heritage criteria; and the German "Besonders erhaltenswerte Bausubstanz"/building fabric particularly worthy of preserving. The Action will develop the outputs 1) Orientation Paper and 2) database (connecting and building on existing mappings[83]).

b. Encouragement and support of existing multi-national networks and Partnerships of urban and regional stakeholders and sites (e.g. experts, owners, investors, local initiatives, researchers) to develop a broader "hub" (network of networks)

c. Analysis and development of regional and integrated approaches to dissonant heritage using a limited number of local pilots (see annex), e.g. by 1) analyzing existing, already implemented processes, by asking which local/national/EU tools/resources prove helpful for a successful implementation of integrated approaches; and 2) developing integrated approaches for current, ongoing processes. These experiences will serve as knowledge base for the workshop and manifesto (see below); will identify potential new uses of some dissonant monuments (e.g. after rehabilitation) in order to better profit from their architectural values and to bring them back to society. The Action Group has developed a comprehensive list of criteria to select pilot sites, among them types of monuments, capacity and organizational structure, urban dimension, European dimension/relevance, and linkage with EU programs.

Activity 3) Planning, development, implementation and evaluation of Workshop/Symposium/Colloquium

The event is to be held at a dissonant heritage site in the summer of 2021 on the basis of Activity 2 and building the basis for Activity 4. Date and place will have to be announced in early 2021. A possible location could be Villa Vigoni, German-Italian Centre for European Dialogue, link. Alternatively, smaller parallel working groups or digital workshop could be held.

Activity 4) Development and dissemination of Publication/Manifesto/Charta/Toolbox

During the workshop, participants will discuss and develop principles and recommendations for stakeholders at various levels, including recommendations for Better Knowledge as well as Better Funding. The publication could take the shape of a module-based pamphlet with individual chapters for different stakeholders and target groups, among them urban development, heritage protection, creative and cultural sectors, marketing, tourism, along with a chapter on how to deal with shame and guilt resulting from the "difficult heritage" (through moderation, mediation etc.). This toolbox should also consider capacity building, enabling local actors to deal with their dissonant heritage. A strategy for the distribution and dissemination of the publication will also be developed.

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[83] e.g. linking with: 1) existing mapping on www.europeanmemories.net > "memorial heritage"; 2) the project „Deconstructing Francoism" and its mapping about Franco Symbols heritage, mixing art exhibition -mobile- and document database for mapping the projects; 3) also https://www.gedenkstaetten-uebersicht.de/en/europe/ with the most important memorials and monuments dedicated to the victims of National Socialism.

Activity 5) Evaluation of the Action, Following-Up Activities and Reporting

This module includes evaluating the work of the Action Group internally and seeking external feedback (e.g. Partners, supporters, relevant stakeholders) as well as discussing possible ideas and options for following-up activities. Finally, a Report for the CCH Partnership on the work, output and outcome of the Action will be written.

Which Partners?

Action Leader

- Germany

Action Members

- France,

- Federation Dutch Heritage cities,

- City of Kazanlak,

- European Investment Bank Institute,

- Cyprus

- ICOMOS Germany

- German National Committee for Heritage Protection

- Buzludzha Project Foundation, link

- The European Observatory on Memories (University of Barcelona, Link)

- As part of the work package "support of networks", the following active organizations and individuals should also be involved during implementation (growing list to be updated throughout the process):

- **ATRIUM**, cultural route of the Council of Europe, link

- **European Heritage Label sites** (we could be put in touch with DG EAC at European Commission), link

- **DOCOMOMO** association, link

- **ISC20C - ICOMOS ISC TWENTIETH CENTURY HERITAGE**, link

- **ICMEMO** – International Committee of Memorial Museums in Remembrance of the Victims of Public Crimes, link

- **International Holocaust Remembrance Alliance**, link

- **Council of Europe**, link

- **EuroClio** – History and Citizenship Educators, link

- **ESACH**, European Students' Association for Cultural Heritage, link

- **Topography of Terror**, Berlin, link

- Horizon 2020 Expert Group on Cultural Heritage

- Select pilot cities and regions (see list in annex)

Which timeline?

Work package / Description	Responsible	Participants	Duration (from – to)	Output (Deliverable)	Result
Awareness raising and Communication for "dissonant heritage	Germany	All Action Group members	Fall 2020-Spring 2021	Media press kit, small "campaign", talks, articles	Media coverage Increased public understanding and acceptance (including public participation)
Sharing of a knowledge base a) Analysis	Netherlands, France Germany, and others (tbd.)	Action Group members	Dec. 2020/Jan. 2021	Data base/ mapping (see examples: link 1, link 2) "Thesis or Orientation Paper" (Part 1) = knowledge base for workshop and manifesto	Identification of good practices e.g. on strategies, methods, participatory methods and funding in the context of dissonant colonial and fascist or communist heritage
b) Support of networks	Germany	All Action Group members	Fall 2020-Spring 2021	Short survey to engage with stakeholders List of network members: e.g. experts, owners, investors, local initiatives, researchers Possibly "route of dissonant heritage" analogous to the European Route of Industrial Heritage ( )	(tbd.)
	Germany	Pilot cities, Action Group members	Fall 2020 (identification) Spring 2021 (testing period)	"Thesis or Orientation Paper" (Part 2)	Real-life test of regional and integrated approaches to dissonant heritage in parallel Identification of potential new uses of some dissonant monuments (maybe after rehabilitation) in order to better profit from their architectural, social and economic values and bringing them back to society Identification of processes of public engagement

c) Analysis of local pilots					
Planning, development, implementation and evaluation of Workshop/ Symposium/ Colloquium	Germany	Partners and experts	Summer 2021	Minutes of Workshop as basis for developing WP 4	Discussion of principles and good practices
Development and distribution of Publication/ Manifesto/ Charta/Toolbox	Germany	(tbd.)	Fall/winter 2021	Publication (PDF), distribution campaign	Guiding principles and policy recommendations for integrated approaches to dissonant heritage Raising awareness on publication
Assessment, evaluation and Report	Germany		Fall/winter 2021 (finalization by 11/2021)	Internal evaluation Report, Report on the work of the Action Group	economic evaluation of dissonant monuments basic guidelines for the preparation of a business case documentation and monitoring of Action Group

2.3.4 ACTION N° 11 – Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning

Description of the Action:

Cities are frontline actors when it comes to developing and supporting cultural policies, and especially cultural policies that foster social inclusion. We want to know what local administration's research needs are on the topic of Culture and social inclusion, in an attempt to 'match' future studies and research with local administrations' specific needs.

Responsible: Eurocities & URBACT

Deadline: End 2021

What is the specific problem?

Two specific issues can be identified:

1. Matching future research and local needs

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 lowdown period is a good example that should be kept in mind). If not, there is a big risk that local cultural programs will only reach a small part of citizens.

It is therefore important that future researches and studies match the specific learning needs from those who develop and fund local cultural policies, so they are aware of the latest trends and research results in terms of Culture and heritage (participation, conservation, new behaviors, etc.).

However, it seems to us that there is at the moment no 'list 'of local cultural policy makers 'learning needs on Culture and social inclusion. We propose to develop one, in an attempt to guide future research and to ensure that their findings help local policy makers develop impactful policies.

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

2. Knowledge sharing methodologies, and more specifically online ones

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 local level. This will allow transferring successful practices from one city to another, adapting it to local contexts and specific needs.

To be successful and attractive such peer-learning exchanges need to be organised and well structured. This requires a specific methodology.

How do existing EU policies/legislations/instruments contribute?

There are very efficient EU funded research programs, such as Horizon 2020, in which cities are involved. Research topics cover Culture and social inclusion. An example is the current MESOC project ('measuring the social dimension of Culture'), led by the University if Valencia, which involves cities and responds to a clear learning need from cities: how to assess the social impacts of local cultural policies?

We want to provide a strong list of learning needs that can guide topics of future calls for research projects or for European wide studies / toolkits /other inspiring documents for local policy makers.

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 local level to improve local cultural policies. Such research projects would usefully be conducted by universities in cooperation with cities and local stakeholders.

When it comes to knowledge sharing between cities, 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. Instruments in place regard, well established URBACT methodology https://URBACT.eu/files/URBACT-method and existing URBACT networks that are working on the topics covered by the Partnership e.g. ACCESS Culture for all https://URBACT.eu/access et al. https://URBACT.eu/culture-heritage

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 adapt them to new organisational challenges faced by cities. The methodology we want to develop will allow cities to independently arrange peer learning exchanges with other cities.

Which Action is needed?

By increasing their knowledge about current and future trends/challenges linked to Culture and social inclusion (this can be about intercultural dialogue, about participation to Culture, about participatory governance of Cultural Heritage etc.), cities will develop policies that have more impact on the targeted population.

We will develop a methodology for peer-learning activities based on the pilot project of ACCESS URBACT network with 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) - that will include a series of onsite visits, meetings/interviews with local politicians and local actors, co-creation sessions, debriefing sessions

- 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.

We will arrange one peer learning visit (online or on-site, depending on sanitary conditions allowing traveling or not) to test the methodology. The visit will focus on a specific topic linked to Culture and social inclusion.

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

- developing long term and inclusive local strategies for Culture;

- improving participation in cultural activities;

- dealing with 'difficult heritage' (e.g. political regimes, post-war, colonisation) and opening up new inclusive and open dialogues with communities and local institutions

- links between Culture, urban regeneration and urban development

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

The final scope is to provide a specific tool that can be used also by other initiatives at EU level, specifically dealing with the topics mentioned above.

How to implement the Action?

To implement the Action, we propose to survey leaders of Culture & heritage departments of European cities 'administrations. By asking directly those who develop and fund local cultural and heritage policies, we believe we will get a clear picture of research needs. An online survey will be developed, and interviews will be planned to get a maximum of responses.

We propose the following steps:

1. Further clarification of the exact scope of the Action and of the expected result and format, in order to have a very clear frame for the Action.

2. Drafting of the survey for local policy makers, both in Word format and an online version

3. Dissemination of the survey in order and planning short interviews with local policy makers

4. Compilation and analysis of the results, followed by the preparation of the list of research needs

5. Development of the peer learning methodology
   a. Analysis of existing methodology and assessment
   b. Development of draft methodology
   c. Consultation on the draft methodology

6. Preparation of test peer learning visit. this includes:
   a. Identification of the peer-learning visit topic
   b. Identification of the host city
   c. Development of the agenda of the visit
   d. Identification of the participants

7. Test visit taking place

8. Feedback from the visit (learning points in terms of content and in terms of the methodology used) will be used to fine the methodology in its different aspects: preparation, format, follow up and Communication.

9. Specific funding is not needed but working time will be required but external expertise would be welcome to review the main questions of the survey and to review the analysis of the responses that we will receive to the survey.

Eurocities can easily spread the survey among its members (large cities, over 200000 inhabitants), and using the cities already part of ACCESS URBACT network previous demand of collaboration. Support to spread the survey to other cities will be much appreciated.

At this stage, the main implementation risk that can be identified is the lack of time from colleagues in cities to respond to the survey. That is why we propose to arrange individual interviews (by phone/online or during specific meetings) to make the process smoother and more enjoyable.

Regarding the peer learning methodology: should an 'on site' peer learning visit take place, then we would ask a city to volunteer to host it, bearing the hosting costs (meeting rooms, lunches). Participating cities would cover their own traveling / accommodation / subsistence costs.

Should an 'online' visit take place, costs would be reduced to working time from the organisers and participants.

Which Partners?

Florence, Espoo, Berlin, Bordeaux (in general: all cities involved in the Partnership and/or cities of ACCESS network), Italian government, other Partners TBC, including cities involved in the URBACT Access network.

Which timeline?

Activity	Description	Responsible	Member	Duration	From	To	OUTPUT (Deliverable)	Result
1	Further clarification of the scope of the Action and of the expected result and format. This will be done during an online meeting	Eurocities	IT URBACT Cities involved in the Partnership	2 months	Nov 2020	Dec 2020	Short document outlining the objectives, methodology, timing and expected outputs.	Clear frame for the Action
2	Draft survey for local policy makers	Eurocities & **external expertise requested**	IT URBACT Cities involved in the Partnership	2 months	Jan 2021	Feb 2021	Survey (Word version and online version) focusing on current and future challenges cities are facing when it comes to Culture and social inclusion, and on which research/studies would be helpful to better inform policy makers. A clear introduction to the survey will explain: the context; what we want to survey respondents on; how results will be used.	Survey ready to be circulated
3	Disseminate survey and arrange interviews with local policy makers	Eurocities & external expertise requested	IT URBACT Cities involved in the Partnership	2 to 3 months	March 2021	May 2021	• Communication about the survey (articles on websites, newsletters, direct mailings, Twitter etc) • calls and direct interviews	Number and quality of responses to be gathered will be key in the preparation of the final output

Activity	Description	Responsible	Member	Duration	From	To	OUTPUT (Deliverable)	Result
4	Compile and analyse results and prepare a list of research needs	Eurocities & external expertise requested to support the analysis of results)	URBACT		June 2021	July 2021	• compilation of results • analysis of results, resulting in a list of specific research needs by local administrations	List ready to be disseminated to the Culture & heritage community, including to the educational/research community, and to European institutions, including services working specifically on financing research programmes on social sciences
5	On the basis of the identified research needs, develop a knowledge sharing methodology	URBACT	Eurocities	1 month			From research needs to knowledge sharing: Short document outlining the objectives, the methodology that will be used, the timing and expected outputs of the knowledge sharing methodology and experience	Clear frame for the Action
6	Development of peer learning methodology a. Analysis of existing methodology and assessment b. Development of draft methodology c. Consultation on the draft methodology	URBACT	Eurocities				Draft peer learning methodology ready to be tested	The draft will serve as a basis for a thematic (likely to be online) peer learning visit

Activity	Description	Responsible	Member	Duration	From	To	OUTPUT (Deliverable)	Result
7	Preparation of test peer learning visit – identification of topic, of host and of participants, agenda development	URBACT	Eurocities				Structure & agenda of peer learning visit	
8	Test visit taking place (likely to take place online)	URBACT	Eurocities				Report from peer learning visit	
9	Feedback from visit and final methodology to be developed (learning points in terms of content and in terms of the methodology used) will be used to fine the methodology in its different aspects: preparation, format, follow up and Communication.	URBACT	Eurocities				Format for peer learning visit ready to be used by interested cities / organisations	

3 GOOD POLICIES, GOVERNANCE AND PRACTICES

This Chapter intends to offer a synthetic panorama on references gathered from the Orientation Paper, the first three Partnership meetings, the open event with relevant stakeholders (during the European Week of Regions and Cities -EWRC- 2019) and the five external experts' Scoping Fiches.

Hence, the structure of this Chapter is as follows:

- In paragraph 3.1 we state the policies and the researches relevant for each Working Group (the ones that conceive the first possible Actions) and to be further considered by the cross-cutting Action Groups (the ones implementing the defined Actions);

- In paragraph 3.2 we synthetize the final recommendations and conclusions received for the Report recalling the key messages from external experts' Scoping Fiches;

- In paragraph 3.3 we list the practices that will be relevant for each Action Group during the implementation of each Action. The list is gathered from all the inputs received so far and it has not the ambitious to be exhaustive: it is a living on-going list.

3.1 Policies

Apart from the mentioned policy papers which are the political common reference for the whole Partnership being the common source at the EU and international levels (see paragraph 1.3), recommendations for good policies were collected from the Scoping Fiches of the five thematic Working Groups and are here after synthetized:

1) Cultural Tourism (WG1 coordinated by Florence)

Tourism policy touches upon several other fields (i.e. commerce, provision of goods and services, transport and the environment). Despite this policy is highly influenced by other relevant EU legislations, tourism remains fully nationally regulated (it is a competence of Member States)[84].

Sectoral EU policy papers, which are relevant references to be taken into account by the Working Group, are:

- <u>EU Directive and Recommendations</u>: safety in hotels (Council Recommendation 86/666/EEC); the protection of consumers rights in regards to timeshare, long-term holiday products, resale and exchange contracts (Directive 2008/122/EC); the package travel and linked travel arrangements (Directive (EU) 2015/230);

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[84] The title XXI of the Treaty of Lisbon states that the Union shall "complement the Action of the Member States in the tourism sector, in particular by promoting the competitiveness of Union undertakings in that sector" and shall be aimed at: a) encouraging the creation of a favourable environment for the development of undertakings in this sector; b) promoting cooperation between the Member States, particularly by the exchange of good practice stating that the European Parliament and the Council shall "establish specific measures to complement Actions within the Member States to achieve the objectives referred to in this Article, excluding any harmonisation of the laws and regulations of the Member States" (TFEU Article 176.b).

- <u>International agreements and Actions</u>: the World Heritage Journeys of the European Union implemented in cooperation with UNESCO and National Geographic[85]; the EU-China Year of 2018 to promote lesser-known destinations, improve travel and tourism experiences, foster economic cooperation, visa facilitation and air connectivity;

- <u>The Barcelona Declaration of Tourism and Cultural Heritage</u>, which states that "[t]he use of indicators to better manage the performances of Cultural Heritage sites / tourism destinations should go beyond the traditional quantitative ones and should 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;

- <u>The CoR (Council of Regions) Opinion on Tourism</u>[86] as a Driving Force for Regional Cooperation Across the EU, which calls for public-public cooperation and public-private Partnerships to develop, promote and implement new tourism infrastructure bearing in mind the needs of an ageing European population and enabling senior citizens to travel barrier-free across the Union;

- <u>EC Communications</u> setting out policy guidelines for the tourism sector: Agenda for a sustainable and competitive European tourism (COM(2007)0621); Europe, the world's number 1 tourist destination – a new political framework for tourism in Europe (COM(2010)0352)[87]; Implementation and Development of the common visa policy to spur growth in the EU (COM(2012)0649); A European Strategy for More Growth and Jobs in Coastal and Maritime Tourism (COM(2012) 649 final);

- <u>EC initiatives for European tourism</u>: the European Capital of Smart Tourism[88]; the Tourism Accessibility for All89; the initiative "European Destinations of Excellence" (EDEN) promoting 'destinations of excellence' (the initiative ended in 2011, but funding continued through COSME); the 'Calypso' initiative promoting tourism for senior citizens, underprivileged young people, disadvantaged families and persons with reduced mobility; the 'Sustainable Tourism' programme, which includes the 'Green Belt' (a path of around 7 km from the Barents Sea to the Black Sea) to promote the transformation of the former Iron Curtain into a cross-border network of walking and cycle paths; the COSME programme cross-border projects to diversify tourism options in Europe.

Despite the crucial policy references, a crucial gap remains, namely the lack of an autonomous, cohesive and structured framework for tourism all over the EU, a stable common cooperation and

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[85] http://visitEUWorldHeritage.com/
[86] https://cor.europa.eu/Documents/Migrated/Events/Tourism%20as%20a%20driving%20force%20for%20regional%20cooperation%20across%20the%20EU.pdf
[87] While the strong interconnections between tourism, transport and environmental concerns are crystal clear, the 2010 Communication '*Europe, the world's number 1 tourist destination*' (which still forms the basis of the strategic vision of the Commission on tourism), did not take account of the unsustainable development of tourist transport in terms of increasing less environmentally efficient modes of travel such as car and plane (Research for *Tran Committee – From Responsible Best Practices to Sustainable Tourism Development* 2016). On the other hand, the 2011 *White Paper on a Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system*, while taking into account environmental concerns, didn't include a single reference to tourism. Clearer integration and coordination between EU transport, environmental and tourist policies and stakeholders is therefore needed
[88] http://smarttourismcapital.eu/
[89] https://ec.europa.eu/growth/sectors/tourism/offer/accessible_en

knowledge sharing framework, which is further potentially problematic with an eye on current and future challenges of sustainable tourism in the EU.

The rising <u>importance of Big Data</u> for tourism management, for example, is interconnected with a range of questions and concerns related to privacy, ownership and use, and will likely require EU regulation and clarity. Even though significant gaps in data collections still exist, it is important to mention two instruments (to be further explored by the Action Group):

- the standardised Tourism Satellite Accounts (TSA's);
- the European Tourism Indicator System for Sustainable Destination Management (ETIS).

An increased capacity to collect big data can be of some benefit to the development of ESPON's TIA tool[90], an interactive web application that can be used to get a quick impression of possible territorial impacts of EU Legislations, Policies and Directives that are in the making.

2) Creative and Cultural Sectors, CCS (WG2 coordinated by Murcia)

In its Communication of 25 May 2018 on 'A New European Agenda for Culture', the European Commission emphasises that "Culture and creative industries […] have the power to improve lives, transform communities, generate jobs and growth, and create spill over effects in other economic sectors"[91]. The New Agenda for Culture explicitly states that "Culture and creativity are important assets for the economy"[92].

Referring to the Joint Research Centre's (JRC) Cultural and Creative Cities Monitor[93], the Agenda for Culture confirms that social and economic investments in Culture translate into more jobs and human capital as well as greater social cohesion in European cities and regions.

According to the New Agenda for Culture, to fully unlock the potential of the CCS for urban development, cities need integrated management of their cultural and natural assets as well as favourable framework conditions for the CCS. These will encourage citizens to discover and engage with tangible and intangible Cultural Heritage of European cities.

On the social dimension of the CCS, the European Agenda for Culture states that "access to Culture and participation in cultural life promote individual empowerment, democratic consciousness and social cohesion through exchanges with other people and civic engagement"[94].

To increase cultural participation, the Agenda underlines the importance of ensuring a strong orientation of cultural offer towards the interests and needs of different groups of citizens: young people, older people, people with disabilities, people with a migrant background and people living in poverty. This may increase accessibility, quality and diversity of cultural offer and urban landscape. Due to the proximity to their inhabitants, cities are extremely well-positioned to ensure local

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[90] https://www.espon.eu/tools-maps/espon-tia-tool

[91] A New European Agenda for Culture. COM(2018) 267 final.

[92] https://ec.europa.eu/culture/sites/culture/files/commission_communication_-_a_new_european_agenda_for_culture_2018.pdf

[93] The Cultural and Creative Cities Monitor shows how well selected European cities perform on a range of measures, describing the 'Cultural Vibrancy', the 'Creative Economy' and the 'Enabling Environment' of a city. The Monitor was designed to help national, regional and municipal policy makers identify local strengths and opportunities and benchmark their cities against similar urban centres using both quantitative and qualitative data.

[94] https://ec.europa.eu/culture/sites/culture/files/commission_communication_-_a_new_european_agenda_for_culture_2018.pdf

investments contribute most effectively to improving the quality of architecture and living environment as well as the quality and variety of the cultural offer.

Having said that, Eurostat data from 2015 shows that more than a third of Europeans do not participate at all in cultural activities[95]. As a result, an important focus for the Partnership is how to increase participation in cultural activities and productions, as well as how the CCS can contribute to increase access to Culture and cultural life in cities.

To increase participation and access to Culture, it is important for cities to foster the development of a high-quality and diverse cultural offer, which is in line with the needs and desires of different groups of citizens inhabiting these cities. In addition to changing the quality, variety and focus of the CCS offer itself, incentives to attract the CCS to deprived urban areas can help diversify cultural audiences.

Ensuring the sustainability of tangible Cultural Heritage in urban areas means further exploring the potential of involving the CCS in the management, maintenance, regeneration and conversion of urban landscapes and building stock; investigating how cities can further support the development of such 'creative hubs', preserving and disseminating local know-how, traditions and values, would make the city more attractive and liveable.

By doing so, the CCS can contribute to: i) giving a new use or purpose to otherwise desolate, derelict, unused or 'forgotten' urban areas or building stock; ii) bringing citizens and tourists to sites outside the 'traditional cultural map'; iii) opening up (public) urban spaces, buildings and natural sites to support talent development and innovation. All aspects that have been proved being driving forces for private companies to set up business activities around the cultural offer attracting people to these areas in the first place (e.g. in particular in bars, restaurants and cafes).

With respect to the framework conditions of the CCS, the EU Agenda for Culture and Council WP for Culture for 2019-2022 underlined that individuals and institutions in cultural sectors are characterised by a number of factors, which hinder the development of the sectors: i) fragmentation, with the CCS being characterised by many different sub-sectors, artists working on an individual, self-employed or project basis in or with SMEs, and a high degree of linguistic diversity; ii) insufficient access to and knowledge about financing opportunities and the need for training and technical assistance on available funding opportunities; iii) uncertain contractual and socio-economic conditions, with a high degree of job and international mobility; iv) the digital transformation/innovation impacting first the CCS needing to be supported on that.

In this sense it has been suggested to further explore how the Creative Europe Cultural and Creative Guarantee Facility[96] could guarantee loans to the sector provided by financial intermediaries and crowdfunding.

3) **Transformation, adaptive re-use and urban reconversion (WG3 coordinated by Italy, ACT)**

In policy terms, it is important to remember that the EU holds shared competences in terms of reducing territorial disparities ("the Union shall aim at reducing disparities between the levels of development of the various regions and the backwardness of the least favoured regions", Cfr. Treaty of Functioning of the European Union, TFEU, Article 174).

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[95] https://ec.europa.eu/eurostat/statistics-explained/index.php/Culture_statistics_-_cultural_participation
[96] https://ec.europa.eu/programmes/creative-europe/cross-sector/guarantee-facility_en

In this context and on the basis of implementing experiences among the ESI Funds (the financial instruments implementing the art. 174 of the Treaty), the Working Group (WG) particularly focussed on aspects linked to the disparities within one own urban area and to the interconnections among the social and cultural aspects of development: social and cultural services, social innovation and the integrated rehabilitation of abandoned or underused sites relevant for the Cultural Heritage of an area or of a community.

The WG highlighted the importance of investing in the regeneration of Cultural Heritage and shared / public spaces, such as historical buildings, parks and squares, as spaces play a key role in improving citizens' quality of life, as well as fostering a sense of well-being, belonging and responsibility amongst citizens for their cities (not only for investments and to generate economic development). Attractive and high qualitative urban spaces work as an incentive for people to engage with Culture and/or to meet others from different cultural or social backgrounds.

As a result, the WG focuses on models of community-based finance, governance and management in order to ensure a long term sustainability of investments and the democratisation of the decision making processes around urban transformation of Cultural Heritage sites (natural and/or built, listed or informally recognised) and on the role of Culture and Cultural Heritage as driving forces to generate positive sustainable rehabilitating processes.

Over the last years there has been a growing attention on the topic of Cultural Heritage preservation and reuse, providing an array of policies and funding instruments on this theme. Among them, the principal guideline essential to frame the context in which EU funding related to Cultural Heritage are organised is the EC *New European Agenda for Culture* focussing on three objectives:

1) the power of Culture and cultural diversity for social cohesion by promoting cultural participation, the mobility of artists and the protection of heritage;

2) boosting jobs and growth in the cultural and creative sectors by fostering arts and Culture in education, promoting the relevant skills, and encouraging innovation in Culture;

3) strengthening international cultural relations by making the most of the potential of Culture to foster sustainable development and peace.

In conclusion, there are many examples at the local level of urban rehabilitation through the promotion of cultural activities and/or through innovative community-led interventions to safeguard important local sites (see paragraph 3.3), but no overall European framework regulating or steering adaptive reuse on the ground.

There is no reference framework that can direct the choices on the ground for facilitating adaptive reuse of Cultural Heritage especially considering community involvement.

Even though there are European guidelines and Reports, which greatly nourish the discourse and approaches, they are not binding, nor easily applicable. In fact, public authorities are not obliged to implement the suggested measures and have even fewer tools to steer private sector decisions towards any direction, if they do it would be through local incentives, not EU ones. Fragmentation shows a rich bulk of different practices, but without an overall agreement on a strategic approach towards adaptive reuse.

Actions proposed by the WG aim to feed the present noticed gaps.

4) **Resilience on Cultural and Natural Heritage (WG4, coordinated by Germany)**

There are a lot of documents and researches related to the resilience of Cultural Heritage in the context of climate change, among them the most relevant are:

- the EC paper on the heritage in danger "Safeguarding Cultural Heritage from Natural and Man-Made Disasters. A comparative analysis of risk management in the EU[97]";

- the UDRR Sendai Framework from Disaster Risk Reduction (2015-2030)[98], which outlines 7 clear targets and 4 priorities for Action to prevent new and existing disaster risks (this time including also the cultural assets, unlike its predecessor: the "Hyogo Framework 2000-2015"). Important to mention that, as part of the Key Area 4, it includes the development of good practices on the integration of Cultural Heritage in the national disaster risk reduction strategies to be developed by EU Member States;

- the CORDIS EU Research results on the Heritage at Risk[99], which includes some initiatives and results on EU research for a more resilient Cultural Heritage;

- the Council's EUR-OPA Major Hazards Agreement section on "Cultural Heritage" [100] and their initiatives to promote risk Culture and disaster resilience;

- the publication Cultural heritage facing climate change: experiences and ideas for resilience and adaptation[101];

- the ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property) First Aid to Cultural Heritage in Times of Crisis[102];

- the UNESCO-World Bank joint publication Culture in City Reconstruction and Recovery103 (CURE) puts people and their cultures at the centre of the recovery process, connecting them with the places that strengthen their identities, and facilitating policies to implement resilient recovery measures that use Culture as a tool for social recovery. The scope of the CURE approach is extended beyond the historic centres to the entire urban areas, aiming to use both tangible and intangible Cultural Heritage to connect people, places, and policies;

- ICOMOS RESOLUTION 19GA 2017/30 - Mobilizing ICOMOS and the Cultural Heritage Community to Help Meet the Challenge of Climate Change[104];

- The Steering Committee for Culture, Heritage and Landscape[105] (CDCPP) and its SPECIAL FILE on Climate change and sustainable development as it relates to Culture, heritage and landscape[106].

- Some policy document relevant for the general concept of resilience in Europe:

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[97] op.europa.eu/en/publication-detail/-/publication/8fe9ea60-4cea-11e8-be1d-01aa75ed71a1/language-en/format-PDF/source-71040971

[98] https://www.undrr.org/publication/sendai-framework-disaster-risk-reduction-2015-2030

[99] cordis.europa.eu/article/id/400947-heritage-at-risk-eu-research-and-innovation-for-a-more-resilient-cultural-heritage

[100] www.coe.int/en/web/europarisks/cultural-heritage1

[101] www.coe.int/en/web/europarisks/publication-cultural-heritage-and-climate-change

[102] www.iccrom.org/publication/first-aid-cultural-heritage-times-crisis

[103] openknowledge.worldbank.org/bitstream/handle/10986/30733/9789231002885.pdf?sequence=11&isAllowed=y

[104] rm.coe.int/resolution-19ga-2017-30-mobilizing-icomos-and-the-cultural-heritage-co/168098e211

[105] www.coe.int/en/web/cdcpp-committee/home

[106] www.coe.int/en/web/cdcpp-committee/special-file-climate-change

- The Regulation on Making Europe resilient to climate change through adaptation[107];

- Flood-risk management in the EU - Directive 2007/60/EC of the EP and the Council of 23 October 2007 on the assessment and management of flood risks[108];

- European Forum for Disaster Risk Reduction (EFDRR)[109] and its 2015-2020 Roadmap[110].

In this thematic framework it is also important to take into consideration the EU Regulations relevant for this topic, which are:

- Recommendation CM/Rec (2018)3 of the Committee of Ministers[111] to member States on Cultural Heritage facing climate change: increasing resilience and promoting adaptation (Adopted by the Committee of Ministers on 7 March 2018);

- Recommendation: Cultural Heritage Facing Climate Change: Increasing Resilience and Promoting Adaptation[112], Ravello, Italy (18-19 May 2017). The Committee of Ministers, under the terms of Article 15.b of the Statute of the Council of Europe recommends that the governments of member States: a) Ensure the inclusion of Cultural Heritage in their policies and strategies for adaptation to climate change; b) Consider assessing the economic value of Cultural Heritage lost due to climate change;

- Report on the International Conference on Culture Against Disasters Protecting Cultural Landscapes as Prevention of Natural Disasters113 (28-29 September 2018) Ravello, Italy;

- Recommendation 2009 - 1 of the Committee of Permanent Correspondents[114], adopted at its 57th meeting in Dubrovnik, Croatia (15-16 October 2009), on Vulnerability of Cultural Heritage to Climate Change.

Cultural Policies include recommendations to protect heritage from disasters, particularly related to climate change. At the same time, Cultural Heritage is progressively integrated in some initiatives related to disaster risk and climate change.

The Working Group on Resilience (see its Scoping Fiche) also highlighted the importance of the connection between people and their heritage as the engagement of local communities with their own habitat through a sense of identity and legacy is a mean to facilitate the protection of their assets from disaster: traditional knowledge may be a source for resilience (i.e. adaptation solutions such as earthen mounds helped ancient Dutch settlers thrive in coastal flood zones).

Following the guidance from UNESCO, cultural and natural heritage sites are encouraged to develop Disaster Risk Management (DRM) plans and strategies to reduce and manage disaster risk as part of their heritage management plans. UNESCO already developed a manual with principles, a methodology and a process for managing disaster risks at cultural and natural World Heritage properties[115]. The Working Group (WG) thinks that establishing some rule or recommendation for

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[107] eur-lex.europa.eu/legal-content/EN/TXT/?uri=legissum:2001_6

[108] eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:32007L0060

[109] www.unisdr.org/conference/2018/efdrr#

[110] www.preventionweb.net/files/57664_efdrrroadmappreview.pdf

[111] search.coe.int/cm/Pages/result_details.aspx?ObjectId=0900001680791160

[112] rm.coe.int/recommendation-offprints/16808b167b

[113] rm.coe.int/report-on-the-international-conference-on-culture-against-disasters-pr/16808e5c3f

[114] www.coe.int/t/dg4/majorhazards/ressources/recommendation/REC_2009_1_Vulnerability-CCtoCH_EN.pdf

[115] whc.unesco.org/en/managing-disaster-risks/.

European countries to promote the development of DRM plans in their heritage sites would strengthen resilience at the local level.

In addition, one of the main issues at the national level to act over Cultural Heritage in case of disasters is the lack of inventories and also definition of what is considered heritage in a given country: in this sense, the Japanese model that designates cultural properties into six different categories/levels might be of help as an example to organize the heritage assets in a country to develop policies for maintenance, protection and also allocation of funding and investments for their preservation[116].

5) Cultural Services and Culture for inclusive Cities (WG5, coordinated by Eurocities, City of Berlin, Canary Islands Government, Espoo)

From a policy point of view, cultural services for inclusive cities falls within the Council of Europe's European Social Charter (1961) and the Community Charter of the Fundamental Social Rights of Workers (1989) with its objectives of: 1) the promotion of employment; 2) improved living and working conditions, so as to make possible their harmonisation while the improvement is being maintained; 3) proper social protection; 4) dialogue between management and labour; 5) the development of human resources with a view to lasting high employment; and 6) the combating of exclusion (TFEU Article 151).

In accordance with Article 4 TFEU (Treaty on the Functioning of the European Union), the EU has shared competences in the area of social policy limited to specific aspects "as defined in the Treaty" (TFEU Article 4b). Article 153 of the TFEU delineates those specific fields in which the Union shall "support and complement the activities of the Member States" (TFEU Article 153). These fields hereby relate essentially to improve the working environment to protect workers' employment rights, health and safety and to combat social exclusion.

To this end, the European Parliament and Council can adopt "measures designed to encourage cooperation between Member States through initiatives aimed at improving knowledge, developing exchanges of information and best practices, promoting innovative approaches and evaluating experiences" hereby excluding any harmonization of laws (TFEU Article 153 2(a)). While the EU has shared competences in the field of social policy, these are carefully delineated and demarcated, resulting in a largely supporting, complementing and coordinating EU role.

In the field of Culture, the EU further explicitly holds supporting, coordinating and complementing competences (TFEU Article 6(c)), whereby EU Action shall "be aimed at encouraging cooperation between the Member States" (TFEU Article 167 (2)) and if necessary support and supplement MS Action in the fields of:

- improvement of the knowledge and dissemination of the Culture and history of the European peoples;
- conservation and safeguarding of Cultural Heritage of European significance;
- non-commercial cultural exchanges;

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[116] www.bunka.go.jp/english/policy/cultural_properties/introduction/

- artistic and literary creation, including in the audio-visual sector (TFEU Article 167(2)).

Despite the new impetus to the social dimension of Europe's 2020 Strategy given by the proclamation of the European Pillar of Social Rights at the Social Summit for Fair Jobs and Growth in 2017 (Gothenburg Summit), it also cements the lack of recognition for the cultural dimensions of 'social inclusion' and the interconnections between cultural participation and social inclusion. A particular gap hereby is the non-recognition, or incorporation, of cultural and economic rights into the European Pillar.

While the Pillar recognizes that "[e]veryone has the right to quality and inclusive education, training and life-long learning in order to maintain and acquire skills that enable them to participate fully in society and manage successfully transitions in the labour market" (European Pillar of Social Rights 2017), the Social Scoreboard – which helps monitor the implementation of the Pillar – does not take into consideration any cultural indicators linked to lifelong learning, even though cultural awareness and expression are explicitly mentioned as a key competence for lifelong learning (2018/C 189/01). Closer cooperation between the Social Scoreboard and the Indicator Framework on Culture and Democracy could provide a path to include qualitative indicators linked to Culture and cultural participation into the Social Scoreboard.

Despite its relevance[117], it has also been recognised how the Pillar – and the associated Social Scoreboard – leaves considerable gaps in terms of: i) recognizing cultural rights; ii) recognizing cultural dimensions of social inclusion; iii) focussing on the obstacles to social inclusion and connected to this, on those to cultural participation; iv) recognizing the cross-sectoral benefits of Culture-led activities as connected to Culture for social inclusion.

Emphasis on the cross-sectoral relevance of Culture and the need for Culture-led solutions and activities is also explicitly called for in the New European Agenda for Culture, which stresses the need to "harness the full potential of Culture to help build a more inclusive and fairer Union, supporting innovation, creativity and sustainable jobs and growth" (Cfr. New European Agenda for Culture 2018, p.1).

3.2 Governance

The Partnership arranged a broader event enlarged to relevant stakeholders such as the exchange organised under the European Week of Regions and Cities (EWRC) in 2019 and by the five thematic experts hired by the Technical Secretariat. Suggestions here presented are gathered from the Reports of the five workshops organised by the Culture and Cultural Heritage Partnership in the

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[117] The stated aim of the Social Pillar is to "serve as a guide towards efficient employment and social outcomes when responding to current and future challenges which are directly aimed at fulfilling people's essential needs, and towards ensuring better enactment and implementation of social rights" (European Pillar of Social Rights 2017, p.8). As such, the Pillar is primarily framed as a reference framework intended to address the gaps in existing EU employment and social policy legislation (Vesan & Corti 2019, p.977). This is connected to the fact that the Pillar, as a policy initiative, mainly "serves to restate some principles and rights already enshrined in the EU Treaties and secondary legislation, update the so-called 'social acquis' and finally reinforce the monitoring of social and employment issues in the context of the European Semester" (Vesan & Corti 2019, p.977-978).

context of the EWRC 2019 -which was an event arranged as an interactive exchange of visions and thematic brainstorming- and again the five thematic Scoping Fiches mentioned above:

WG1- Cultural Tourism

The thematic Working Group (WG) "Cultural Tourism" has acquired the definition[118] of "Sustainable cultural tourism" given by the OMC (Open Method of Coordination) -a Working Group of Member States Experts- which highlight the importance of the management of cultural tourism: 'the integrated management of Cultural Heritage and tourism activities in conjunction with the local community, creating social, environmental and economic benefits for all stakeholders in order to achieve tangible and intangible Cultural Heritage conservation and sustainable tourism development' (OMC Report Sustainable Cultural Tourism 2019, p.8)[119].

The relevance of this definition is the focus on: 1) the integrated and participatory nature of management; 2) the relationship between the sustainable tourism development and the Cultural Heritage conservation; 3) the goals of creating social, environmental and economic benefits for all stakeholders. Having these interconnections in mind and putting them front and centre allows a more in-depth and targeted approach, which furthermore directly takes into account the cultural particularities of sustainable cultural tourism development.

Another concept considered by this WG was the "Overtourism" and its related impacts in environmental, economic, social and cultural terms (degradation of infrastructure, Touristification of residential areas often brings to marginalization of residents, and loss of cultural identity) which is now recognised also by several EU researches (Cfr. Research for TRAN Committee – Overtourism: Impacts & Possible Policy Responses 2018)[120].

Tourists and tourism agencies tend to prioritize Cultural Heritage as a product to be consumed, while local communities perceive its cultural assets "to be intrinsically significant as an embodied heritage of their past in its cultural, symbolic and social value and as an expression of identity" (Sustainable Cultural Tourism Report of the SCT OMC 2019, p.37)[121]. As a result, detrimental consequences of overcrowding can range from alienated local residents, to overloaded infrastructure, low-quality tourist experiences, damages to nature, threats to Culture & heritage, or combinations of the above (WTTC and McKinsey & Company - 'Coping with Success': Managing Overcrowding in Tourism Destinations 2017, p.17)[122].

The relationship on the shorter lengths of the visits and the more restricted time budgets can lead to a greater focus on 'must see' attractions, that in itself often results in more concentrated tourism flows and overcrowding. These delineated concerns further highlight the interconnections between

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[118] the Scoping Fiche recommended to more clearly differentiate between tourism (in relation to culture), cultural tourism, and sustainable cultural tourism. Culture hereby can be seen as one of the key elements of tourism attractiveness with tourism being one way of facilitating access to heritage, art, creativity, and to cultural activities and practices (OMC Report Sustainable Cultural Tourism 2019, 23). Cultural tourism can be described as "a form of tourism that focuses on the cultural aspects of a place, such as culture, cultural heritage, cultural landscapes and cultural offerings, with these being the visitor's main motivation when selecting a destination" (OMC Report Sustainable Cultural Tourism 2019, p.23).

[119] http://www.patrimoniocultural.gov.pt/static/data/docs/2019/12/13/relatorioEN.PDF

[120] https://www.europarl.europa.eu/RegData/etudes/IDAN/2015/563420/IPOL_IDA(2015)563420_EN.pdf

[121] http://www.patrimoniocultural.gov.pt/static/data/docs/2019/12/13/relatorioEN.PDF

[122] https://www.mckinsey.com/~/media/mckinsey/industries/travel%20transport%20and%20logistics/our%20insights/coping%20with%20success%20managing%20overcrowding%20in%20tourism%20destinations/coping-with-success-managing-overcrowding-in-tourism-destinations.ashx

overcrowding and other key issues identified, such as the 'gentrification' and 'Touristification' of neighbourhoods. Touristification in certain areas can lead to the gentrification of other areas. As a result, in terms of urban planning, addressing these challenges require a careful approach and close cooperation with different services, including the tourism office.

Finally, the important aspect for the WG was to look at Airbnb and other sharing economy platforms in relation to Touristification. Airbnb are highly context dependent, and as such, the effects differ in relation to: i) the size of cities; ii) their reliance on tourism – in relation to the diversification of their economy; iii) their specific regulatory frameworks; iv) the concentration – and availability – of other accommodation providers etc. Detrimental effects of Airbnb hereby often exasperate existing issues, rather than instigate new ones.

This is directly linked to Airbnb's rapid growth since its establishment in 2008 (currently having more than 5 million listings globally, which far exceeds the offer of the global top hotel chains).

The Scoping Fiche highlighted that: i) Airbnb's listings are more dispersed than hotels, and that as such, its visitors are more likely to disperse their spending in neighbourhoods that do not typically receive tourists (Guttentag 2013, 1208)[123]; ii) the segregation of Airbnb and commercial accommodations is stronger in cities with relatively strong spatial planning, such as Amsterdam, Paris and Stockholm (Research for TRAN Committee – Overtourism: Impacts & Possible Policy Responses 2018, p.59); iii) potential benefits of Airbnb's spatial segregation are linked to, for example, a possible reduction of tourist pressures in central areas – and particularly historic central areas; as the concentration of hotels in the city centre leads to an increase in tourist pressures and is a decisive factor in the transformation of the surrounding urban area.

The exact effects of Airbnb are hotly debated and a clear consensus does not necessarily exist: some pointing to Airbnb as a gentrifying force in cities directly leading to rising rents and a reduction of affordable housing (Fang et al., 2016; Gant, 2015; Johnson, 2015; Lee, 2016), while others see Airbnb as part of a broader more complex set of factors –arguing that increased housing prices in specific neighbourhoods can only partially be explained by the drastic expansion of short-term accommodation (Füller & Mitchell, 2014).

Crucial therefore is to recognize the particularities of the different elements of Airbnb within different local contexts, and how they interact with zoning laws and broader local regulations; the spatial spread of other accommodation providers in the area; the availability of affordable housing (and the regulations to ensure it).

Other crucial factors to take into consideration are, for example: the percentage of hosts with multi-listings (which can be an indicator of the percentage of professional hosts); the percentage of listings with high availability; and the estimated occupancy of Airbnb listings per year (which can both point to the (un)availability of rooms for rent to residents – and this is linked to shortages of housing stock).

This further directly intersects with the current EU regulatory framework, with the most important directives being the E-commerce directive of 2000[124]; the Services directive of 2006[125]; and the

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[123] https://www-tandfonline-com.proxy.uba.uva.nl:2443/doi/abs/10.1080/13683500.2013.827159?needAccess=true#aHR0cHM6Ly93d3ctdGFuZGZvbmxpbmUtY29tLnByb3h5LnViYS51dmEubmw6MjQ0My9kb2kvYWJzLzEwLjEwODAvMTM2ODM1MDAuMjAxMy44MjcxNTk/bmVlZEFjY2Vzcz10cnVlIQEBAMA==

[124] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32000L0031&from=EN

[125] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32006L0123&from=EN

European Agenda for the Collaborative Economy of 2017[126]. Cities are not able to properly regulate Airbnb, particularly in terms of: 1) MS not being able to impose a 'general obligation' on platforms and quantitative restrictions only being allowed as a 'last resort'; 2) licensing and authorization schemes are to be proven 'necessary' and 'proportionate' – and generally not used at all if hosts only rent out 90 days or less per year (Agenda for the Collaborative Economy 2017, p.3-5); 3) there are no general obligations for Airbnb to provide cities with data, which limits the abilities of urban authorities to enforce and enact policies, even within the boundaries of EU Regulations; 4) many of these EU Regulations are severely outdated and don't take into account the current nature of providers such as Airbnb, information society services or collaborative sharing economy.

As a result, updated EU Regulation is needed in terms of: i) mandatory data-sharing (taking full-account of privacy concerns); ii) the relationship between these platforms and the cities in which they operate; iii) the taxation of activities on these platforms.

These last two aspects taking into account: i) the diversity of the collaborative economy of today and ii) the different types of users, providers, services on such platforms (i.e. multi-hosting offers, entire housing offers, and professional home-sharers).

In this thematic field it is recommended to:

- Increase the data collection – broaden and collaborative: broadened and participatory data collection and use, at all levels, is a crucial starting point for dealing with all the key issues identified and is crucial in order to arrive at a thorough understanding of the specific obstacles and opportunities of destinations at a case-by-case basis. Building up a comprehensive fact base and updating it regularly therefore should be seen as essential for good sustainable cultural tourism management;

- Increase the analytical capabilities in order to inform and refine tourism strategies. Data systems should go beyond compiling the standard metrics of airports, hotels, and home-sharing providers and be supplemented with in-depth data on travels and residents. Developing a robust fact base thus includes gathering information on what residents need and want from tourism; with regular surveys forming an effective way to map changing attitudes and perspectives (Cfr. the Barcelona Declaration of Tourism p.4);

- Develop a deeper fact base on different traveller segments (business, leisure, day-trippers, age, gender etc.) in order to help classifying different types of tourist to provide targeted solutions for management and planning purposes by tourists' motivations, behaviours, and desired experiences (Cfr. UNESCO – Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Sites Managers 2002, p.24).

As Eurostat pointed out, Europeans aged 65+ are far more likely to travel in the off-seasons[127], while simultaneously this group's participation in tourism remains at this stage far lower, it is an important potential market segment as Europe is ageing fast and will be the oldest region in the world by 2030 (Cfr. White Paper on the Future of Europe 2017, p.10). This fact highlights not merely the necessity to better understand the relevant target group, but also the importance of providing an end-to-end

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[126] http://www.europarl.europa.eu/doceo/document/TA-8-2017-0271_EN.pdf
[127] https://ec.europa.eu/eurostat/statistics-explained/index.php/Seasonality_in_tourism_demand#More_than_one_in_four_tourism_nights_in_May_and_September_were_spent_by_older_people_aged_65_or_more

service that takes into account, for example, the mobility and facilitates transport options attuned to the wishes and needs of the target group.

- <u>Develop a space-centred dispersal strategy</u>: congestion is not merely about the number of visitors, but also about the capacity to manage them.

Additionally, congestion is more often a localized than a citywide problem and is additionally not merely a tourism-problem There are many Cultural Heritage sites that physically can only take a small number of visitors due to either their size or conservation issues (i.e. physical reasons, health concerns, other external factors such as climate change impact on the preservation of heritage sites[128]).

Dispersal strategies to address such issues can take on a wide range of forms: time-centred strategies (i.e. promoting experiences during off-season months also taking into account which traveller segments are most likely to be able to travel during these periods and specifically marketing to them); promoting dynamic pricing; stimulating events in off-season months[129] or in less visited parts of the city and in its surroundings; use new technologies (apps and others) to stimulate dynamic time-based dispersal (Cfr. Overtourism' Understanding and Managing Urban Tourism Growth beyond Perceptions – Executive Summary 2018, p.8); developing and promoting visitor attractions and facilities in less visited parts of the city and in its surroundings; creating and promoting a joint identity of the city and its surroundings (hereby also facilitating sustainable tourism between cities); implementing a travel card for unlimited local/thematic travel; create and promote new visitor itineraries and attractions (i.e. creating dynamic experiences and routes for niche visitors; stimulating the development of guided tours through less-visited parts of the city; and developing virtual reality applications to famous sites and attractions to complement onsite visits.

<u>Setting up participatory multi-level, multi-stakeholder, and multi-sectoral governance</u> and management frameworks: in terms of setting up participatory multi-level, multi-stakeholder, and multi-sectoral governance and management frameworks, the following things are important to consider:

i) creating the right balance between the needs of local residents, the welfare of tourists, the needs of the natural and cultural environment and the development and competitiveness of destinations and businesses necessitates a long-term holistic and integrated approach, whereby all stakeholders share the same objectives (EC Agenda for a Sustainable and Competitive European Tourism 2007)[130];

ii) develop long term national spatial plans and improve coordinating Actions between different levels of government and policy areas, including tourism, environment and innovation, to support the shift to more sustainable tourism investment and financing practices (Sustainable Cultural Tourism Report of the SCT OMC 2019).

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[128]See for example the solutions tested in the Heracles project to mitigate this impact http://www.heracles-project.eu/project/project-details

[129]Tallinn, for example, has made it a priority to develop its off-season tourism. In order to do so, it initiated a campaign in cooperation with Lonely Planet (from the beginning of Oct to the end of Dec 2017) aimed at introducing Tallinn in the winter (https://www.tallinn.ee/eng/investor/Uudis-VisitTallinn-s-Lonely-Planet-campaign-ranked-second-best-tourism-campaign-of-the-year). More than 60,000 people visited the pages of Tallinn and Estonia at www.lonelyplanet.com during this campaign and more than 3 million users were reached through social media. The campaign was further named the second-best tourism campaign at the 'Emerging Europe Awards'. Additionally, Tallinn supports the organization of major international events held outside the tourist season, including: the Black Nights Film Festival, the Tallinn Music Week and the Christmas fair in the Town Hall Square of Tallinn.

[130] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52007DC0621&from=EN

The cross-cutting and complex nature of sustainable cultural tourism entails an approach involving ministries and departments with responsibility for transport, the environment, education and training, natural and Cultural Heritage, as well as the economy, business development, security and foreign affairs (OECD Tourism Trends and Policies 2018)[131]. Such an approach could take inspiration from the participatory governance model used for the preparation of the management plan of a UNESCO site (i.e. coordination and implementation is not only horizontal at a national level, but also vertical between the central government and the regions and local destinations that receive the visitors and help create the experience on the ground. A fact that need a clear political vision and crucial top-down support (Sustainable Cultural Tourism Report of the SCT OMC 2019).

Setting up committees and other formal mechanisms to work with stakeholders, including local communities, to discuss problems and devise solutions. Setting up such cooperative, multi-stakeholder and multi-sectoral processes (organizing local discussion platforms for residents, producing audio-visual and digital programmes involving the population, organizing discovery visits run by local inhabitants and heritage professionals, encouraging locals to share interesting content about their city on social media etc.) might necessitate a process of adapting existing laws and procedures in order to develop Partnerships between the various levels of authority local, regional, national and all relevant stakeholders (Council of Europe, Strategy 21 – Recommended Courses of Action)[132].

It can also be useful to organize professional programmes for interested stakeholders and trainings in sustainable (cultural) tourism management (i.e. it is critically important that national, regional and local strategies are complementary and implemented in a cross-cutting levels).

Territorial dimension and effective destination marketing and management: the importance of effective destination management, including marketing and product development, has been increasingly underlined in global strategies to promote sustainable tourism (OECD Tourism Trends and Policies 2018) and is crucial in an increasingly competitive global tourism market (EC Communication Europe the World's No 1 Tourism Destination 2010). This point is further reiterated by the Territorial Agenda of the European Union 2020 (2011)[133], which states that "the integration of territories through territorial cooperation can be an important factor in fostering global competitiveness".

Further stating that in terms of economic competitiveness "the use of social capital, territorial assets, and the development of innovation and smart specialization strategies in a place-based approach can play a central role".

WG2- Creative and Cultural Sectors (CCS)

Given the interest of the Partnership to work around the regeneration of desolate, derelict, unused or 'forgotten' urban areas or building stock, a first set of challenges centres around the development of *coherent urban strategies for under-used or unused spaces*. Such strategies should: 1) support the protection and regeneration of key historical and natural sites in urban areas; 2) involve the CCS in this process of regeneration, whilst fostering the development of the sector; 3) encourage cultural

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[131] https://www.oecd-ilibrary.org/docserver/tour-2018-en.pdf?expires=1579256910&id=id&accname=guest&checksum=79105C59951B5B6B97FC1D51B3BE9B2A

[132] https://www.coe.int/en/web/culture-and-heritage/strategy-21-s6

[133] Council of the European Union (r2011) Territorial Agenda of the European Union 2020 - Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions

participation of the people living in and supporting the development of deprived urban areas; and 4) be in line with national and EU policies and funding instruments (in particular, the ESI Funds and the tailored direct management fundings).

Related to this set of challenges is the one of better aligning strategies and related data, as well as using available data at local level to design, implement and monitor appropriate initiatives.

The challenges around data (Better Knowledge) can be regrouped in two main categories: i) filling knowledge gaps at local government / city level around the size, organisation and socio-economic conditions of the CCS, a mapping of cities' tangible intangible Cultural Heritage (an information highly important for cities to help them identify priority areas for investment - areas being understood both as 'physical spaces' as well as cultural sectors); ii) data on the level of citizen support for and participation in Culture and cultural activities (an information highly important for cities to inform local government on where and how to regenerate urban areas and address key social challenges).

As a result, it is suggested working on the possibility of involving the local community in the co-creation process as well as in the development itself, for example employing local workforce, and eventually in the management of the site or parts of its activities where relevant (connection possible with other EU Urban Agenda Partnerships, such as Circular Economy, Sustainable Land Use but also Procurement). As evident from the examples provided (see paragraph 3.3), the existing good practices around Europe are still in a piloting phase at a city level, as much as well-established in most cases, they would require additional support to be able to be streamlined and capitalised throughout Europe.

WG3- Transformation and adaptive use

At present, priorities dedicated to re-adaptive use of urban areas are fragmented through a number of funding programs and priorities, often formulated differently, therefore making it hard to have a consistent and coherent framework for Action. Furthermore, having most funding programs a different governance model, the landscape is even more fragmented. It is needed to foster a stronger synergy between the existing funding streams available towards adaptive reuse, hence ensuring the possibility of combining different funding streams, such as ERDF and ESF (whose regulations are different in terms of functioning, governance and timing for implementation, yet the reuse of a heritage building to become a community centre necessarily requires the combination of both funding streams), but also clustering the available information on the available opportunities, for example through a well-recognised existing EU platform.

In addition, considering that a large part of the existing heritage is privately owned but still recognised by heritage communities as highly relevant, it would be important to develop instruments that address these cases, for example through the development of a revolving fund for local inhabitants to regenerate and manage community premises in heritage sites (i.e. The Open Heritage project is advocating for the European Investment Bank (EIB) to setup a revolving fund for the financial support of smaller scale heritage reuse projects).

The suggestion is also to better use the opportunity of building upon existing projects in this field (see paragraph 3.3): the real barrier is between the existing knowledge and its implementation on the ground, therefore the solution would be to ensure that funded projects automatically integrate a training and capitalisation module that runs on in-depth practical terms, in order to ensure that the new knowledge is actually passed on the beneficiaries.

WG4- Resilience of Cultural and Natural Heritage

Resilience is the ability of a system, a community or a society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management (Cfr. UNDRR). In reference to Cultural Heritage, since it is closely connected to people, resilience is not only related to the protection of heritage assets from hazards, but also to the strengthening of the community or society that identifies with that Culture, to be prepared to reduce risks for themselves and for their Cultural Heritage, and to recover from disasters in a resilient way.

The topic Resilience of Cultural and Natural Heritage is already more developed in Europe than in many other parts of the world: there are many initiatives, many researches and a good level of awareness (see also paragraph 3.3). Improvements could be made to exchange knowledge and extend good practices and lessons learned through European countries to implement this practical approach to make heritage sites effectively resilient.

Main recommendations to be considered for this topic are summarized as follows:

- Extend the concept of resilience from just the preservation of sustainable environment to the integration of risk reduction and disaster risk management (DRM) practice;
- Ensure clarification of concepts and language, e.g.: integrating the definition of Hazard, Exposure, Vulnerability, Risk and avoiding the use of the adjective "natural" to define disasters;
- Integrate a broader definition of Cultural Heritage to include intangible and tangible, both movable and immovable, emphasizing associated values and particular characteristic, very relevant to differentiate from other sectors when developing DRM initiatives;
- Connect with urban regeneration projects and programs to integrate risk reduction components, ensuring that Cultural Heritage is revitalized and preserved while strengthening its resilience (i.e. link with other topics to foster strengthening resilience in other opportunities for instance, with the topic 2 "cultural and creative sectors" when mentions to *offer opportunities for the urban regeneration of many underutilised Cultural Heritage buildings -both publicly and privately owned-* could be an opportunity to ensure that the reuse of those buildings include a proper risk assessment and the consequent risk reduction measures);
- Reference previous initiatives on resilient Cultural Heritage that could help to build definitions and paths to develop Actions, as well as acknowledge DRM, resilience and climate change initiatives aiming to seek cooperation and knowledge exchange.

In conclusion, there are many initiatives and studies in Europe connecting cultural and natural heritage with resilience and climate change, and the number of researchers and specialists working in this area seems to be increasing. Likewise, the general awareness and interest in the topic at international level seems to be rising. This topic directly connects with urban development and environmental protection: there is a huge potential to keep reinforcing and mainstreaming it inside the Urban Agenda, by establishing Action Plans and providing governments and authorities with guidelines to ensure that their Cultural Heritage sites and assets are protected from disaster risks.

As a result, key Actions for the Partnership on Culture and Cultural Heritage that the thematic expert mentioned (see the related Scoping Fiche) were: 1) strengthening the Communication and cooperation between professionals/initiatives across European countries; 2) compiling data from the different initiatives and programs – related to heritage as well as DRM, climate change, etc. - and making it available for users; 3) supporting the development of new initiatives, pilot cases and studies,

and documenting results and lessons learned in a systematic way, to be shared with other practitioners across Europe.

WG5- Cultural Services and Culture for inclusive Cities

From a Governance point of view, considering cultural services and inclusive cities, the Scoping Fiche highlighted the crucial need to clearly demarcate the key concepts between participation and access recognizing both the differences and interconnections.

The concept of 'access' focuses on "enabling new audiences to use the available Culture on offer, by 'opening doors' to non-traditional audiences so that they may enjoy an offer or heritage that has previously been difficult to access because of a set of barriers" (OMC Report on Policies and Good Practices in the Public Arts and in Cultural Institutions to Promote Better Access to and Wider Participation in Culture 2012, p.7).

While 'participation' hereby "recognises the audience as an active interlocutor, to be consulted – or at least involved – in planning and creating the cultural offer" (OMC Report 2012, p. 7). This further falls in line with the Faro Convention of 2005, which recognizes that "everyone, alone or collectively, has the right to benefit from the Cultural Heritage and to contribute towards its enrichment" (Article 4 Council of Europe Framework Convention on the Value of Cultural Heritage for Society 2005, p.2).

In accordance with Article 27 of the Universal Declaration of Human Rights, it is further crucial to recognize the participation in cultural life as a human right (UN Universal Declaration of Human Rights 1948, p.8); whereby the "denial of access to Culture can result in fewer possibilities for people to develop the social and cultural connections that are important for the maintenance of satisfactory levels of coexistence in conditions of equality" (OMC Report 2012, p.12). As such, the right to Culture implies "equal access, regardless of gender, ethnic and other cultural differences, and requires special attention to the needs of the young, the excluded, the disadvantaged and the disabled" ("Governance of Culture" – Promoting Access to Culture 2013, p.4).

In this contest it is also important to understand the barriers to and for cultural access and participation: from the Eurostat we can see the following correlations: i) the lack of interest in participating in cultural activities is directly correlated to educational attainment; ii) there is a direct correlations between cultural participation and income (for more details see the Scoping Fiche). Financial reasons are among the most cited reason for not taking part in cultural activities as well as the barrier given the proximity as for example differences in cultural activities of cities, towns, suburbs and rural areas (Cfr. Eurostat – Culture Statistics 2019 Edition).

The New European Cultural Agenda stresses the role of Culture to bring people together, including also newly arrived refugees and other migrants. A key point therefore is the need to create a transversal, cross-sector policy issue or programme for Culture for inclusion, and an associated knowledge hub, in order to enable productive cross-sectoral cooperation, knowledge-sharing, mainstreaming, evaluation, promotion and upscaling of initiatives & developments linked to Culture for inclusion.

More research, in general, is furthermore needed on cross-sectoral cultural activities and developments for inclusion where there is less European experience in established methods: such as cultural engagement for and with prisoners, cultural projects for young people for (re)insertion in the job market, cultural engagement for the integration of third nationals and refugees, cultural awareness training against stigmatization, Culture as prevention tool for social isolation etc. (it should

also be further explored the InvestEU's Cultural and Creative Sector Guarantee Facility[134], as well as on how to further unlock crowdfunding for cultural and urban regeneration projects, building on the work of crowdfunding.eu).

3.3 Practices

There were some important projects and practices at EU level that gave inputs for a consistent, over comprehensive approach to the Culture and Cultural Heritage. Among them, this Partnership founds of particular interest the following ones:

WG1 – Cultural Tourism:

The Resident Empowerment through Tourism Scale (RETS); which in Europe was implemented for the first time in the European heritage city of Bruges, Flanders[135];

The Helsinki's WeChat mini programme[136]: a data driven example of targeting specific groups of tourists based on the cooperation between the city of Helsinki, the Finnish airline Finnair and the internet service firm Tencent aimed at Chinese travellers who want to know more about Finland's capital. WeChat functions as a multi-purpose messaging, social media and mobile payment app and features information like current weather conditions, a list of holidays and events, information on sights, emergency help and translation services, all in Chinese. Chinese tourists can also request tax refunds on purchases through the program and have the money deposited in their WeChat Pay account; as a result, the number of overnight stays of Chinese tourists having more than doubled in the last 5 years (Cfr. Compendium of Best Practices for the "2019 European Capital of Smart Tourism Competition" p. 36-37);

Useful tools measuring the carrying capacity of sites and destinations in order to understand the capacity of sites/places with regards to their environmental, economic and socio-cultural dimension and to be used as a strategic indicator to better measure visitor flows and to better define the activities developed in a site/place include: the European Tourism Indicator System (ETIS)[137]; the Green Destinations Standard[138]; and the Global Destination Sustainability Index[139].;

Examples for smart uses of data, including: i) the FeelFlorence APP as best practice of **IT tools** based on data analysis to balance tourist flows and improve the user experience can be taken as inspiration. FeelFlorence is an innovative application that allow tourists and residents to better enjoy the city in a more sustainable way and to better manage tourist/city users flows through push notifications. Feel Florence suggests unusual itineraries in the city, in the neighbourhoods and in the metropolitan area, to bring tourists closer to local experiences and to get to know the city and its typical features better, promoting a form of sustainable cultural tourism and offering also a tool to stay updated on events and initiatives. In light of the Covid-19 safety measures, this APP, initially designed to respond to the challenge of overcrowded destinations, takes on particular importance in terms of managing flows in relation to health needs and maintaining social distancing. Through data analysis

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[134] https://ec.europa.eu/programmes/creative-europe/cross-sector/guarantee-facility_en
[135] https://www.toerismevlaanderen.be/sites/toerismevlaanderen.be/files/assets/documents_KENNIS/onderzoeken/2017-01-25_Resident-survey-Bruges-2016_global-Report.pdf
[136] http://materialbank.myhelsinki.fi/deployedFiles/1368ba1ab6ed38bb1f26f36673739d54.pdf
[137] http://ec.europa.eu/DocsRoom/documents/21749/attachments/1/translations/en/renditions/pdf
[138] http://greendestinations.org/wp-content/uploads/2017/11/Green-Destinations-Standard-1.4.2.pdf
[139] https://www.gds-index.com/methodology

and real-time detection of the presences in certain areas of the city, FeelFlorence allows tourists to be warned about which are the most congested areas at that moment and which instead can be enjoyed without excessive crowding; ii) the Alter Eco Valencia App, which collects data with the aim of reducing the concentration of tourists in hot spots by showcasing new areas and further distinguishing Valencia by promoting local traditions[140]; iii) the 'Aix Living Places' project which has the objective of using data gathered from hundreds of sensors installed in the streets of Aix-en-Provence to develop solutions that improve the city centre for tourists and locals (i.e. tracking pedestrians to ease the flow of people walking through the city, bins that communicate how full they are in real time to optimise collection, and the measurement of air quality, etc.); iv) Valencia's open data platform (VLCi), which collects data from sensors on public transport, city bike use, and the purchasing patterns of tourists using the VLCi IMPULSE card throughout the city. Additionally, the data collected is provided to local tourism businesses and start-ups free of charge – further using the analysis of big data to generate Reports aimed at helping businesses to improve their tourism offer (Cfr. Compendium of Best Practices '2019 European Capital of Smart Tourism Competition', p.34-43).

WG2 - Creative and Cultural Sectors:

There is a wide range of existing EU initiatives, EU policies, legislation and funding instruments that support cities and regions to strengthen the economic and social impacts of the CCS for urban development (in 2018, a comprehensive mapping was published including an overview of EU policies and studies relating to entrepreneurship and innovation in the CCS[141]), among which the EC Actions to support jobs and growth through the CCS:

the European Framework for Action on Cultural Heritage[142] (adopted in 2018) to capture and scale-up the outcomes of the European Year of Cultural Heritage[143]. The Framework is aimed at inspiring cities and regions, as well as Cultural Heritage organisations, to develop their own Actions to encourage cultural participation, find smart solutions for sustainable Cultural Heritage, safeguard endangered Cultural Heritage, innovate and promote international cooperation on Cultural Heritage;

the Creative Europe programme (2014-2020) supporting European cooperation projects focusing on Cultural Heritage[144]: i) a large proportion focussed on the identification and preservation of intangible Cultural Heritage[145], many including a more specific focus on the heritage of smaller towns and rural areas[146]; ii) another group focuses on tangible Cultural Heritage, either by identifying 'new' Cultural

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[140] http://www.five.es/project/apps-rutas-por-ciudades/

[141] https://op.europa.eu/en/publication-detail/-/publication/1c3f87fa-2e5a-11e8-b5fe-01aa75ed71a1/language-en

[142] https://ec.europa.eu/culture/content/european-framework-Action-cultural-heritage_en

[143] https://ec.europa.eu/culture/sites/culture/files/library/documents/staff-working-document-european-agenda-culture-2018.pdf

[144] https://ec.europa.eu/programmes/creative-europe/culture/european-cooperation-projects_en

[145] E.g. Euro Fabula Loci, the Intangible Cultural Heritage and Museums project (see https://www.ichandmuseums.eu/en) or Food is Culture, a project on the stories and traditions behind European food heritage (see https://www.fondazioneslowfood.com/en/food-is-culture/).

[146] E.g. Reseau Tramontana analyses, processes and reproduces the intangible cultural heritage of rural and mountain societies in Europe (see http://www.re-tramontana.org/) or diStory (Digital Stories of Small History Towns), focused on improving the 'digital' attractiveness of small historic towns through the use of ICT (see http://www.distory.si/).

Heritage[147], or by making existing Cultural Heritage more accessible through innovative and digital means[148].;

The European Networks**[149]** grant scheme of Creative Europe supports European Route of Industrial Heritage[150] – a tourism information network of industrial heritage in Europe, which has more than 300 members in 26 countries, Europa Nostra (The European Voice of Civil Society committed to Cultural Heritage) that implements 'Sharing Heritage'[151] project that brings together a range of key public and private stakeholders in the Cultural Heritage sector as well as Trans Europe Halles[152] that delivers a number of European network projects focused on urban regeneration, for example, the 'Cultural and Creative Spaces and Cities project[153];

Actions to support talent and capacity in the CCS: the Commission has been supporting Member States in the design of mobility schemes for artists and cultural professionals (there may be scope for cities and regions to be more closely involved in this) as mobility is a key tool to develop capacity, help accessing new markets, identify new career opportunities, form new Partnerships and create new jobs in the sector. A call was launched under the Creative Europe programme (May 2018) to define and test a new cross-border EU mobility scheme for artists and cultural professionals[154] with the objective to prepare the ground for a mobility scheme in the CCS from 2021 onwards;

Actions to develop and implement Smart Specialisation (RIS3) focused on Culture and promote sustainable cultural tourism: on 13 October 2016, the Commission organised a workshop on RIS3 and the role of the CCS in the economic development of cities and regions[155], The workshop emphasised, for example, that involving the CCS in RIS3 strategies can support more efficient use and implementation of European Structural and Investment Funds (ESIF). The JRC's Smart Specialisation Platform has mapped a number of regions, which include the CCS in their RIS3 and regional development plans[156];

Actions to support Partnerships between creative professionals and industries: i) the European Creative Business Network (ECBN) aims to connect and coach innovators, entrepreneurs and SMEs to contribute to economic growth[157]; ii) the Creative Hubs Network is a peer-led network which aims to strengthen the creative, social and economic impact of hubs for the development and growth of creative businesses[158]; iii) URBACT helps cities to develop common pragmatic sustainable solutions to integrate urban topics[159];

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[147] E.g. this is the exact focus of the MAPS project – Mapping and Archiving Public Spaces (see https://ced-slovenia.eu/en/project/maps-mapping-archiving-public-spaces/).

[148] E.g. Beyond Matter – Cultural Heritage on the Verge of Virtual Reality (see http://beyondmatter.eu/) or Journey to the Beginnings, focused on making prehistoric cultural heritage more accessible (see http://www.journeytothebeginnings.eu/).

[149] https://ec.europa.eu/programmes/creative-europe/culture/european-networks_en

[150] https://www.erih.net/

[151] https://sharingheritage.de/

[152] Trans Europe Halles has members in 36 European countries

[153] https://teh.net/project/cultural-and-creative-spaces-and-cities/

[154] https://ec.europa.eu/programmes/creative-europe/content/new-creative-europe-initiative-mobility-artists-and-culture-professionals_en

[155] https://ec.europa.eu/culture/news/20161209-cultural-creative-industries-regional-smart-strategy_en

[156] https://s3platform.jrc.ec.europa.eu/map

[157] https://ebn.eu/

[158] http://creativehubs.net/

[159] https://URBACT.eu/

Actions to explore the establishment of a Knowledge and Innovation Community (KIC) on the CCS under the European Institute for Innovation and Technology (EIT): in its strategy for the EIT for 2021-2027, the EC announced that it would set up a KIC on the Cultural and Creative Industries (CCI)[160]. The KIC will aim to unleash the potential of Culture-based creativity and innovation to strengthen Europe's competitiveness and smart growth. It will do so by exploring synergies with the Horizon Europe, in particular its second pillar of this Programme focusing on Culture, Creativity and Inclusive Society[161]. It will be important for the WG to monitor initiatives supported under the climate-neutral and smart cities mission area of the Horizon Europe (i.e. one of the five mission areas of the programme). The EIT will also explore synergies with the Creative Europe programme, the CCS Guarantee Facility and the JRC's Smart Specialisation Platform for Industrial Modernisation[162]. The latter aims to better align efforts between public and actors in EU regions to ensure EU and regional funds are mobilised in the most effective way.

The New Agenda for Culture also proposes a number of Actions under the social dimension to support social cohesion and well-being:

Actions to support cultural participation. Cooperation Projects funded under the Creative Europe programme focus on increasing participation and interAction with Cultural Heritage: i) the HeritageHubs encourages young people to explore and share their own heritage and to get to know and practice the heritage of others[163]; ii) the annual European Heritage Days, a shared initiative between the European Commission and the Council of Europe, is to encourage citizens to visit and learn about their Cultural Heritage[164].

Actions to organise a regular dialogue with the CCS: The Cultural and Creative Spaces and Cities (CCSC) initiative is a policy project co-funded by the Commission (2018-2021) aimed at bringing together public administrations and the cultural sector to co-create public policies in cities[165]. The core part of the project are seven 'Urban Labs'[166] (i.e. collaborative clusters of local authorities, cultural organisations and creative spaces who explore common approaches to transforming neighbourhoods and cities into more sustainable places) in view of improving the lives of citizens and communities.

Actions to support projects around Culture for social inclusion under the Creative Europe and Erasmus+ programmes: i) the EC organised (September 2018) a structural dialogue on the role of Culture in social inclusion whose outcomes are summarised in a brainstorming Report[167]; ii) Trans Europe Halles supported a number of projects of social inclusion through Culture as the SHIFT project offering training to cultural leaders to develop joint initiatives to tackle global challenges such as climate change, gender equality and inclusion of minorities[168].

To support the framework conditions of the CCS (in particular the financial and socio-economic operation conditions), a range of different initiatives exist at EU level:

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[160] https://ec.europa.eu/education/sites/education/files/document-library-docs/proposal-decision-eit-2021-2027-annex.pdf
[161] https://ec.europa.eu/research/pdf/horizon-europe/annex-2.pdf
[162] https://s3platform.jrc.ec.europa.eu/industrial-modernisation
[163] https://heritagehubs.eu/
[164] https://www.europeanheritagedays.com/EHD-Programme/About/About-Us/
[165] https://www.spacesandcities.com/
[166] https://www.spacesandcities.com/urban-labs/

[167] https://www.voicesofculture.eu/wp-content/uploads/2018/10/FINAL-Brainstorming-report-SD7-Social-inclusion.pdf
[168] https://teh.net/project/shift/https://teh.net/project/shift/

A wide range of funding are available to the CCS. Creative Europe[169], Erasmus+[170] and the CCS Guarantee Facility (which will become part of InvestEU)[171] are the most directly available funding streams for the CCS and the COSME programme[172], which aim to improve access to funding for the SME sector;

Creative Europe cooperation projects, networks and platforms (to develop a stronger networks and cooperation structures bringing artists, cultural professionals and other key actors to work together) have also been important in improving the framework conditions for the CCS from an organisational / structural point of view. The Creative Europe programme supported six *European networks that worked on Cultural Heritage*[173] and a number of *European platforms*[174] that aim to support actors in the CCS to create new professional opportunities, develop specific skills and collaborate internationally[175];

The Creative Lenses project[176] co-funded by the European Commission and implemented from 2015-2019, looked into the question of how cultural organisations could become more financially sustainable. The Creative Flip project is active in the field of strengthening the capacity of the CCS to access and make efficient use of funding[177].

WG3 - Transformation and adaptive use:

The Scoping Fiche mentions several cases that will be further explored while implementing the Actions: the national act and the governance systems promoting temporary use in London and Bremen; the local regulation on commons in Bologna and Turin; the Community Led Local Initiative in Lisbon; the promotion – through taxes benefit – of the re-use of empty spaces in Riga; the promotion of procurement to multidisciplinary teams[178] for the re-development of spaces with social, cultural and environmental approaches in Paris; the community-managed social, cultural and production space ExRotaprint[179] in Berlin; model of rehabilitating empty or underused spaces tackling the prohibitive renovation prices in Bratislava.

Moreover, there are several background projects that are strategic for implementing the Action and that will constitute the case studies for Action n.5. These are mentioned in the description on how we think to implement Action n.5 (see Chapter 2).

WG4 - Resilience of Cultural and Natural Heritage:

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[169] https://ec.europa.eu/programmes/creative-europe/node_en

[170] https://ec.europa.eu/programmes/erasmus-plus/node_en

[171] https://ec.europa.eu/programmes/creative-europe/cross-sector/guarantee-facility_en

[172] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/programmes/cosme

[173] https://eacea.ec.europa.eu/sites/eacea-site/files/cebooklet2016_web.pdf

[174] https://ec.europa.eu/programmes/creative-europe/culture/european-platform-projects_en

[175] https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/library/creative-europe-monitoring-report-2018.pdf

[176] https://creativelenses.eu/

[177] https://creativeflip.creativehubs.net/

[178] Reinventing Paris opened public procurement – normally accessible only for larger developers – to multidisciplinary teams consisting of actors that traditionally had been excluded from such processes. Such teams guarantee the weight of a variety of aspects, from architecture to the social and cultural value, normally relegated to a less important place in the development process. While in traditional procurement processes the financial aspect plays a dominant role through selling sites for the highest bid, here the evaluation criteria include a variety of other factors, from the architectural quality through social and economic impact to sustainability and community benefit (while requiring a viable business model). See also the *Reinventing Cities* initiative: https://www.c40.org/programmes/reinventing_cities

[179] https://cooperativecity.org/2017/07/17/exrotaprint/

International initiatives to quickly act on Cultural Heritage during this pandemic are currently being developed and implemented, such as:

UNESCO is monitoring World Heritage site closures[180] and launched a meeting with over 130 Ministers and Vice-Ministers of Culture to discuss Actions to bolster the cultural sector[181];

ICCROM launched the initiative "Heritage in Times of COVID"[182].

The most relevant European initiatives are the following case studies:

EC Cultural Heritage Initiatives: Heritage at risk[183] among which the cases related to resilience are the following.

Heritage at Risk: EU research and innovation for a more resilient Cultural Heritage[184];

ERA-NET Plus on Cultural Heritage and Global Change Research[185].

Council of Europe - EUR-OPA – Major Hazards – Topic: Cultural Heritage[186:]

Cultural heritage facing climate change: experiences and ideas for resilience and adaptation[187];

Culture and Cultural Heritage: newsroom - Faro Convention topical series[188];

Faro Convention Action Plan[189].

Culture and Cultural Heritage Division takes part in the conference "Rebound after the drama: heritage and resilience"[190] on January 29, 2020;

CUEBC - European University Centre for Cultural Heritage[191];

COPERNICUS Service in Support to EU External Action – Cultural Heritage[192]. The Copernicus SEA can assess potential damage to Cultural Heritage sites over areas of conflict inaccessible to the international community and provides supplemental information when access is possible;

CLIMATE FOR CULTURE[193] is investigating the potential impact of climate change on Europe's Cultural Heritage assets – particularly on historic buildings and their interiors;

PROCULTHER[194] – Protecting Cultural Heritage from the Consequences of Disasters. Placing Cultural Heritage protection at the top of national civil protection agendas in European countries and making Cultural Heritage protection a multi-sectoral and multi-stakeholder issue;

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[180] https://en.unesco.org/covid19/cultureresponse/monitoring-world-heritage-site-closures?fbclid=IwAR1RNai3YTrFB-imw_EjM9UDMtXcIO5gnKTb2-Zm6Vn2rAgM5-SxxLGxaoc

[181] https://en.unesco.org/news/more-130-ministers-call-support-culture-sector-covid-19-crisis-response

[182] https://www.iccrom.org/heritage-times-covid

[183] ec.europa.eu/culture/content/heritage-risk_en

[184] cordis.europa.eu/article/id/400947-heritage-at-risk-eu-research-and-innovation-for-a-more-resilient-cultural-heritage

[185] cordis.europa.eu/article/id/230161-cooperation-key-to-tackling-cultural-heritage-threats

[186] www.coe.int/en/web/europarisks/cultural-heritage1

[187] www.coe.int/en/web/europarisks/publication-cultural-heritage-and-climate-change

[188] www.coe.int/en/web/culture-and-heritage/-/faro-convention-topical-series

[189] www.coe.int/en/web/culture-and-heritage/faro-Action-plan

[190] www.coe.int/en/web/culture-and-heritage/-/culture-and-cultural-heritage-division-takes-part-in-the-conference-rebound-after-the-drama-heritage-and-resilience-

[191] europa-projects.ext.coe.int/en/centre/21-european-university-centre-for-cultural-heritage.html

[192] sea.security.copernicus.eu/domains/cultural-heritage/

[193] www.climateforculture.eu/index.php?inhalt=home

[194] www.proculther.eu/

STORM[195] - Safeguarding Cultural Heritage through Technical and Organisational Resources Management provides critical decision-making tools to all European Cultural Heritage stakeholders charged to face climate change and natural hazards. The project improves existing processes related to three identified areas: Prevention, Intervention and Policies, planning and processes;

PROMEDHE[196] - Protecting Mediterranean Cultural Heritage During Disasters. The project, funded by the European Commission, involves the Civil Protection Authorities of Italy, Israel, Jordan, Palestine and Cyprus. Objectives: contributing to the increase of dialogue and exchanges between Cyprus, Israel, Italy, Jordan, Palestine and other EU member states on disaster management, in order to reinforce collaboration among their national civil protection authorities; and developing tools and assets to improve Cultural Heritage safeguard by creating national pools of experts able to work jointly at both national and regional level;

HERACLES[197] - Heritage Resilience against Climate Events on Site. It designs, validates and promotes responsive systems/solutions for effective resilience of CH against climate change effects;

PROTHEGO[198] - Protection of European Cultural Heritage from Geo-Hazards aims to make an innovative contribution towards the analysis of geo-hazards in areas of Cultural Heritage in Europe;

RESCULT[199] - Increasing Resilience of Cultural heritage: a supporting decision tool for the safeguarding of cultural assets:

Final presentation (2018)[200]

EID - European Interoperable Database[201];

iRESIST+ - innovative seismic and energy retrofitting of the existing building stock[202]. Existing buildings is prohibitively expensive or not allowed for historical heritage buildings and would have a significant societal and environmental impact. The innovation aims to develop a solution integrating advanced materials for the simultaneous seismic and energy retrofitting of the European building stock;

CLIMA[203] - Cultural Landscape Risk Identification, Management and Assessment. It explores how webGIS and remote sensing can be useful tools to monitor, protect and manage Archaeological landscapes from environmental risks;

HEAT[204] - Heritage and Threat. A systematic analysis of threat to and through heritage in different geo-cultural locations.

Previous European initiatives that are now closed:

Climate for Culture[205] (2009-2014);

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[195] www.storm-project.eu/
[196] www.montesca.eu/promedhe/
[197] www.heracles-project.eu/
[198] www.prothego.eu/home.html
[199] www.rescult-project.eu/
[200] www.rescult-project.eu/site/assets/files/1015/rescult_project_-_global_presentation_version_24_october_2018.pdf
[201] www.rescult-project.eu/european-interoperable-database/
[202] ec.europa.eu/jrc/en/research-topic/improving-safety-construction/i-resist-plus
[203] www.clima-project.eu/
[204] ccrs.ku.dk/research/centres-and-projects/heat/
[205] www.climateforculture.eu/

Noah's Ark[206] (2003-2007) - Global climate change impact on built heritage and cultural landscapes;

CHCFE[207] - Cultural Heritage counts for Europe;

SEERISK[208] - Joint Disaster Management risk assessment and preparedness in the Danube macro-region;

CERCMA[209] – Cultural Environment as Resource in Climate Change Mitigation and Adaptation.

International initiatives worthwhile to be mentioned:

Climate Heritage Network[210] is a voluntary, mutual support network of local, regional, national agencies, universities, organizations, etc., committed to aiding their communities in tackling climate change and achieving the ambitions of the Paris Agreement;

CCHWG[211] - ICOMOS Climate Change and Heritage Working Group.

Initiatives indirectly connected to resilience:

E-RIHS[212]: European Research Infrastructure for Heritage Science delivers integrated access to expertise, data and technologies through a standardized approach, to integrate world-leading European facilities into an organisation with a clear identity and a strong cohesive role within the global heritage science community.

IPERION CH[213] consortium that aims at establishing a unique European research infrastructure for restoration and conservation of Cultural Heritage;

ARIADNEplus[214] integrates archaeological data infrastructures in Europe.

ILUCIDARE is a European funded project which promotes heritage as a resource of innovation and international cooperation;

SMARTS[215] - Smart Technology for Analysis and Monitoring of Cultural Heritage Materials;

HEREIN[216] - European Cultural Heritage Information Network developed within the Council of Europe which brings together European public administrations in charge of national Cultural Heritage policies and strategies to form a unique co-operation network in the domain of Cultural Heritage.

Resilience and Disaster Risk Management:

EUR-OPA Major Hazards Agreement[217] - a tool for international cooperation

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[206] cordis.europa.eu/article/id/87840-preserving-the-future-of-cultural-heritage &

cordis.europa.eu/docs/results/501/501837/124722791-6_en.pdf
[207] blogs.encatc.org/culturalheritagecountsforeurope/
[208] www.seeriskproject.eu
[209] cercma.wordpress.com/
[210] climateheritage.org/
[211] www.icomos.org/en/what-we-do/disseminating-knowledge/icomos-working-groups?start=6
[212] www.e-rihs.eu/
[213] www.iperionch.eu/
[214] ariadne-infrastructure.eu/
[215] cordis.europa.eu/project/id/708527
[216] www.coe.int/en/web/herein-system/
[217] www.coe.int/en/web/europarisks/eur-opa-in-brief

List of Specialised Centres[218]

CUEBC[219] - European University Centre for Cultural Heritage

Current Project[220]: Local knowledge and media to fight natural disasters (LoKMeFiND)

CERU[221] - European Centre on Urban Risks

Current Project[222]: Involving sales and tourism agents on earthquake and tsunami mitigation measures

ECBR[223] - European Centre for Rehabilitation of Buildings

Understanding Risk (UR) Regional Forum - EUROPE: INNOVATE FOR RESILIENCE[224] celebrated in Bucharest on 27 - 29 November 2019, included the session *Assessing and managing risk to Cultural Heritage: preserving the past for the future*[225]

WG5 - Cultural Services and Culture for inclusive Cities:

The Urban Partnership for Jobs and Skills - where a group of cities, led by Ghent, alongside Berlin, EUROCITIES and the Council of European Municipalities and Regions has been working on a project specifically dealing with the deliverance of the principles of the pillar at local level.

An example of a good practice, in terms of the recognition of the interconnections between cultural participation and social inclusion, can be found in France, where the 1988 Law against social exclusion emphasizes the contribution of Culture and recognizes the key role of NGO's and in particular of federations of adult education (which signed the charter "Culture-adult education"). This subsequently led to cooperation between the Ministry of Culture and the Ministry of Social Affairs in support of equal opportunities in access to Culture for disadvantaged audiences: a Working Group was formed on 'expressing exclusion' (2009); in cities the so-called 'Urban contracts for social cohesion' launched (in 2009) a three-year long call (with a budget of 2 million euros) enabled support for 804 projects.

Additionally, a specific agreement on Culture and urban policies, focused on access to Culture for disadvantaged groups, was signed in 2010 between the Ministry of urban policies and the Ministry of Culture; hereby allowing cultural structures to place a priority focus on social inclusion in disadvantaged neighbourhoods and to invest resources in measures for access to Culture (OMC Report on Policies and Good Practices in the Public Arts and Cultural Institutions to Promote Better Access to and Wider Participation in Culture 2012, p.29).

The **OECD's project on the Cultural and Creative Cities for Local Development**[226]. As part of the European Framework for Action on Cultural Heritage and implemented by the OECD's LEED

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[218] www.coe.int/en/web/europarisks/specialised-centres

[219] europa-projects.ext.coe.int/en/centre/21-european-university-centre-for-cultural-heritage.html

[220] europa-projects.ext.coe.int/en/projet/21-14-local-knowledge-and-media-to-fight-natural-disasters-lokmefind.html

[221] europa-projects.ext.coe.int/en/centre/28-european-centre-on-urban-risks.html

[222] europa-projects.ext.coe.int/en/projet/28-62-involving-sales-and-tourism-agents-on-earthquake-and-tsunami-mitigation-measures.html

[223] europa-projects.ext.coe.int/en/centre/26-european-centre-for-rehabilitation-of-buildings.html

[224] understandrisk.org/event/ur-europe/

[225] understandrisk.org/event-session/assessing-and-managing-risk-to-cultural-heritage-preserving-the-past-for-the-future/

[226] http://www.oecd.org/cfe/leed/culture-and-creative-sectors.htm

programme, the project aims to provide evidence and guidance to cities and regions on how to maximise the economic and social value of Cultural Heritage, and support the emergence of the creative economy. The EU's 2017 study on the 'Creative Value Chain' can be another relevant resource to use as a basis[227].

The 'Cultural Heritage in Action' project, funded under the Creative Europe programme, bringing together over 100 local and regional policy makers to exchange knowledge and practices on Cultural Heritage[228].

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[227] https://op.europa.eu/en/publication-detail/-/publication/4737f41d-45ac-11e7-aea8-01aa75ed71a1/language-en/format-PDF/source-30933297

[228] http://www.cultureforcitiesandregions.eu/

4 LINKS WITH OTHER COMMITMENTS

While the definition of Culture and Cultural Heritage varies, the UN[229] defines Culture and Cultural Heritage has tangible and intangible (as well as moveable or immovable) heritage with an ecological, economical and social dimensions (see also Chapter 1 for the common definition and Chapter 3 for the background of the EU policy and programme).

As it is well known and internationally agreed, Culture and Cultural Heritage includes built heritage (i.e. monuments, buildings, museums, etc.) as well as natural heritage (i.e. landscapes, natural environments, habitats, etc.), places that have a historical meaning or that are of some significance for the identity of a community, as well as symbols, artistic outputs (i.e. literature, cinema, theatre, music, etc.) or any kind of creativity/skills. Based on this common understanding, the Partnership grouped the most important topics into five different thematic Working Groups (see also chapter 1).

4.1 Link with the cross-cutting issues

The Pact of Amsterdam

The Pact of Amsterdam[230] recognises the complexity of Urban Planning can only be tackled effectively by integrating common policies and principles. Coordination does not only help to prevent contradictory development, but the integration of policies and principles makes them also more effective overall (the result is greater than the sum of the part).

The Pact of Amsterdam calls for eleven cross-cutting issues (CCI) to be taken into consideration when developing an Action Plan. The following list shows the CCI from the Pact of Amsterdam, which are put in relation to the Actions of the Partnership on Culture and Cultural Heritage in the following grid. While there might be more links, this list focuses on the most relevant and straight forward ones.

1. Good urban governance
2. Urban-rural, urban-urban and cross-border cooperation;
3. Sound and strategic urban planning;
4. Integrated and participatory approaches;
5. Innovative approaches;
6. Impact on societal change, including behavioural change;
7. Challenges and opportunities of small- and medium-sized cities;
8. Urban regeneration;
9. Adaptation to demographic change;

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[229] http://www.unesco.org/new/en/culture/themes/illicit-trafficking-of-cultural-property/unesco-database-of-national-cultural-heritage-laws/frequently-asked-questions/definition-of-the-cultural-heritage/
[230] https://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf (11.08.2020)

10. Availability and quality of public services of general interest;

11. International dimension (Habitat III and the Sustainable Development Goals, as also Chapter 4.2)

The relevance of the Partnership's Actions vis-à-vis the above-mentioned cross-cutting issues is reported in the following table
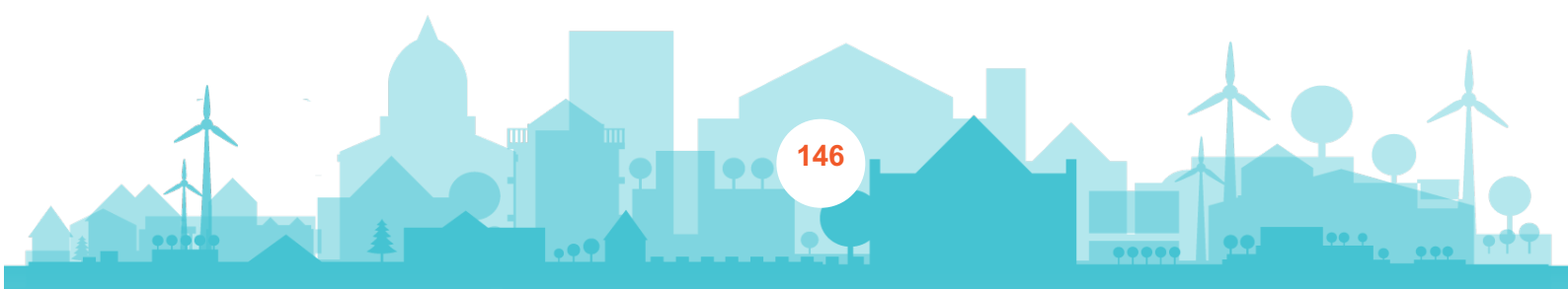
Table 1: Cross-cutting of the Actions of the Partnership of Culture and Cultural Heritage and the Pact of Amsterdam's CCI

Partnership on Culture and Cultural Heritage			Cross-cutting Issues from the Pact of Amsterdam										
			1) Good urban governance	2) Urban-rural, urban-urban and cross-border cooperation	3) Sound and strategic urban planning	4) Integrated approach	5) Innovative approaches	6) Impact on societal change, including behavioural change	7) Challenges and opportunities of small- and medium-sized cities	8) Urban regeneration	9) Adaptation to demographic change	10) Availability and quality of public services of general	11) International dimension
	Better Regulation	Action 1: Regulating phenomena of sharing economy	■	■		■							■
		Action 2: Street Invasion, Atomisation and Cultural Reactivation	■	■			■	■		■		■	■
		Action 3: Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME)	■	■			■		■				■
		Action 4: Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	■		■	■				■			■
	Better Funding	Action 5: Raise awareness for public libraries and their new tasks on a European and National Level	■					■				■	■
		Action 6: Strategic Plan for the Culture Enhancement in Urban Framework	■		■		■						■
		Action 7: Data collection and smart use applied to the management of tourist flows	■	■	■		■		■			■	■
	Better Knowledge	Action 8: Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	■			■				■			■
		Action 9: Observatory on culture/cultural heritage and climate change in the urban framework	■	■		■				■			■
		Action 10: Integrated and regional approaches to Dissonant Heritage	■	■	■	■				■		■	■
		Action 11: Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning	■	■			■		■		■		■

4.2 New Urban Agenda & Sustainable Development Goals

The Actions of this Action Plan correspond with the commitments and the goals of the New Urban Agenda and the 2030 Agenda for Sustainable Development as well as its Sustainable Development Goals (SDGs) in relation to social, economic and environmental issues.

New Urban Agenda and HABITAT III

The New Urban Agenda[231] was adopted in 2016 in the framework of the HABITAT III Conference in Quito and endorsed by the General Assembly of the United Nations (UN) in 2017[232]. With the "Quito Declaration on Sustainable Cities and Human Settlements for All", Member States of the United Nations commit themselves to integrate cities in their policies and to improve the conditions for a sustainable and integrated urban development. The New Urban Agenda covers many different aspects of urban policies on which the Partnership on Culture and Cultural Heritage agrees.

The Action Plan takes into consideration the HABITAT III Issue Paper – 4: **Urban Culture and Heritage (2015)**[233] with its five main concepts and the ten "key drivers for Action":

1. **Fostering a territorial approach** of urban development through Culture-based strategic planning
2. **Learning from innovative practices in historic areas** to plan more compact cities based on mixed urban development
3. **Stimulating urban regeneration** through cultural and creative industries, events and institutions
4. Improving the quality of and access to public spaces through Culture
5. **Increasing Culture-led competitiveness of cities**, through investments on cultural infrastructure and industries, capacity-building programmes and new technologies
6. **Fostering sustainable cultural** tourism to the benefit of local communities and individuals to encourage the renewal and revival of Cultural Heritage
7. **Building on Culture as a factor of identity and dialogue** among communities for education and social cohesion and in the fight against inequalities
8. **Ensuring cultural rights for all** and respect for cultural diversity to promote inclusive cities
9. Putting Culture at the core of urban resilience strategies
10. **Developing follow-up tools and indicators** to assess and quantify the contribution of Culture to urban development

The following grid shows the links between the Actions of the Partnership and the key drivers for Action.

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[231] http://habitat3.org/the-new-urban-agenda/ (11.08.2020)
[232] https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_71_256.pdf (12.08.2020)
[233] http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/pdf/ISSUE-Paper-En.pdf (11.08.2020)

Table 2: Cross-cutting of Actions of the Partnership on Culture and Cultural Heritage and the key drivers for Action from the HABITAT III Issue Paper 4: Urban Cultural Heritage

			1. Fostering a territorial approach	2. Learning from innovative practices in historic areas	3. Stimulating urban regeneration	4. Improving the quality of and access to public spaces through culture	5. Increasing culture-led competitiveness of cities ,s	6. Fostering sustainable cultural	7. Building on culture as a factor of identity and dialogue	8. Ensuring cultural rights	9. Putting culture at the core of urban resilience strategies	10. Developing follow-up tools
Partnership on Culture and Cultural Heritage	**Better Regulation**	Action 1: Regulating phenomena of sharing economy					X	X	X	X		X
		Action 2: Street Invasion, Atomisation and Cultural Reactivation	X		X	X			X			X
		Action 3: Cultural Hubs for Innovation, Modernisation and Enhancement (CHIME)	X	X	X							
		Action 4: Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development	X	X								
	Better Funding	Action 5: Raise awareness for public libraries and their new tasks on a European and National Level			X				X			
		Action 6: Strategic Plan for the Culture Enhancement in Urban Framework	X	X	X				X		X	
		Action 7: Data collection and smart use applied to the management of tourist flows	X	X			X	X				
	Better Knowledge	Action 8: Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities	X				X		X		X	
		Action 9: Observatory on culture/cultural heritage and climate change in the urban framework	X				X	X				
		Action 10: Integrated and regional approaches to Dissonant Heritage	X	X	X		X	X				X
		Action 11: Local cultural services fostering social inclusion: Identification of cities' research needs and peer learning	X				X		X	X		X

149

Sustainable Development Goals

The Sustainable Development Goals (SDG)[234] were set by the UN and its Member States in 2015 as part of the 2030 Agenda for Sustainable Development in order to achieve a better and more sustainable future. Overall, there are 17 goals with 169 targets. In particular, the Action Plan contributes to the (sorted by relevance):

SDG 11 "Inclusive, safe, resilient and sustainable cities and communities", as the Action Plan aims to put Culture, Cultural Heritage and Architectural Heritage at the core of urban development, which only keeps cities resilient and sustainable but also fosters a development of inclusive and safe cities.

SDG 8 "decent work and economic work", by pointing out that decent work and economic work is not a goal in itself but should ultimately contribute to a better living and a better quality of life. Thus, the Partnership aims at supporting craftsmanship, self-employed artists, creative industries, as well as the touristic sector to produce a creative output and to generate value chains. The Partnership recognized that while a general resilience and risk preparedness are important, during the COVID-19 crisis, support for those groups is particularly needed.

SDG 9 "industry and infrastructure" as the Partnership interprets this topic not only with a focus to just build new facilities, but mainly as an integrated and holistic approach that particularly focuses on the reuse of abandoned places, thus decreasing land use, greenhouse gasses and sustaining local identity, by integrating and using the potential of Culture and cultural heritage.

SDG 13 "climate Action", as climate change and its effects, like heavy rain, heat or droughts, endangers heritage sites, strategies have to be developed to preserve and protect them. Going beyond the adaptation to climate change, some of the principles can contribute to sustainable cities and thus help to decrease greenhouse gas emissions.

SDG 1 "no poverty", which highlights that some substantial basic needs are required for human existence. As the Action Plan cannot tackle all of them, some of the Actions can mitigate the effects of poverty, support inclusive and basic cultural offers and allow access to education, e.g. by supporting libraries.

SDG 4 "quality education" as an enabler for upward socioeconomic mobility and a key to escape poverty. Here, the awareness of local Culture, identity and history, especially when it comes to traditions and skills, is important and will be fostered.

SDG 12 "responsible consumption and production" by having different Actions that foster sustainable tourism, the reuse of buildings as well as efficient built structures.

SDG 17 "Partnerships" which not only addresses issues of connecting with each other, trading and stimulating growth, but also the awareness of one's own principles, values and visions which can be considered as "Culture" and touch upon everything we do.

4.3 Other commitments

Paris Agreement on Climate Change and Sendai Framework on Disaster Risk Reduction

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[234] https://www.un.org/sustainabledevelopment/sustainable-development-goals/ (11.08.2020)
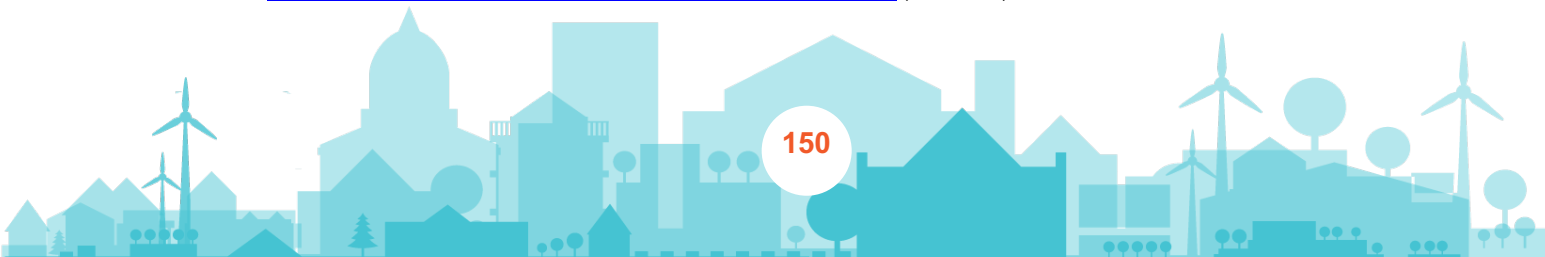
The Partnership on Culture and Cultural Heritage supports the goals of the Paris Agreement on Climate Change (2015)[235] and the Sendai Framework on Disaster Risk Reduction (2015)[236] by backing efforts to combat climate change and adapting to its effects following its priorities from the Sendai Framework on Disaster Risk Reduction:

Priority 1: Understanding disaster risk

Priority 2: Strengthening disaster risk governance to manage disaster risk

Priority 3: Investing in disaster risk reduction for resilience

Priority 4: Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction.

The Partnership will contribute to the above-mentioned Priorities especially with the following:

Action 4 "Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development";

Action 8 "Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities";

Action 9 "Observatory on Culture/Cultural Heritage and climate change in the urban framework".

The above Actions will contribute to strengthening the ability to deal with the impacts of climate change, minimising vulnerability, improving disaster-response preparedness and supporting capacity-building (which refers especially to Action 8). From the Partnership's point of view, this particularly refers to heritage, which represents the backbone of the resilient and sustainable development of cities and communities; yet is underrepresented or neglected in most plans.

New Leipzig Charter

The Partnership commits to support the goals of the New Leipzig Charter[237] on Sustainable European Cities which will be adopted at the Informal Ministerial Meeting (IMM) on the 30 November 2020. Important aspects that should be pointed out are the need for integrated approaches, participation and co-creation, multi-level governance and a place-based approach that values the identity and Cultural Heritage of historically grown towns that shape Europe.

Cross-Cutting Actions with other Partnerships

The Partnership on Culture and Cultural Heritage is one of the two so-called "Vienna Partnerships" launched during the Austrian EU-Council Presidency, which are the latest of the 14 Partnerships. Since many of the other Partnerships are currently implementing their Actions or have them already finished, the CCH Partnership has the unique opportunity to learn from the other Partnerships, to contribute to their Actions or even to collaborate with them. While some Actions only have indirect connections, others have strong links to each other regarding their goals and outputs, promising valuable synergies. The following list aims to show these potentials and connections. The numbers

[235] https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement (11.08.2020)
[236] https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf (12.08.2020)
[237] https://www.bmi.bund.de/DE/themen/bauen-wohnen/stadt-wohnen/stadtentwicklung/leipzig-charta/leipzig-charta-artikel.html (11.08.2020)

of the Actions from the other Partnerships are taken from the Monitoring table of Actions dated January 2020[238].

Better Regulation

Action 1: Regulating phenomena of sharing economy

The Partnership on Housing has three Actions that are interlinked with STR. Those are HO01 "Guidance on EU regulation and public support for housing", HO09 "Recommendations on improvement of EU urban housing market data" and HO13 "Recommendations on Good Housing Policy". While some state that it is arguable if STR has an effect on affordable housing, it can cause gentrification if there are too many offers in one place. In general, Better Regulation is needed, and Action HO13 also explicitly refers to STR.

Action 2: Street Invasion, Atomisation and Cultural Reactivation

The Partnership on Digital Transition, Action DT10 "Building innovation and dissemination accelerator", as the developed tools might help the Action not only to experiment in physical but also in digital spaces.

Action 4: Collaborative Management to adapt and reuse spaces and buildings for cultural and social innovative development

- The Partnership on Circular Economy, Action CE09 "Manage the re-use of buildings and spaces in a circular economy". Both Actions refer to the re-use of buildings, while Action 5 has a stronger focus on the re-use for cultural purposes and that social innovation can be a key enabler for further developments. These strategies should not go in parallel, because both widen the scope and possibilities for local authorities to reuse their building stock and to develop their cultural offers and diversity;
- The Partnership of Energy Transition, Action ET04 "Deployment desks for city retrofitting", as it refers to operational guidelines on public master plans for building renovation and modernisation and retro-fitting that can be very important when reusing buildings. This gets even more important when referring to built Cultural Heritage, as built heritage should find its way into such plans as a mandatory procedure;
- The Partnership of Sustainable Land Use Action SLU02 "Funding and Financing guide for brownfield redevelopment". In the case of Action 5, the reuse of spaces and buildings is meant for cultural and social development but also include brownfields redevelopment;
- The Partnership of Sustainable Land Use Action SLU08 "Awareness Raising in the areas of nature bases solutions (NBS) and the sustainable use of land". There are possible positive interactions as the reuse of spaces and buildings can contribute to decrease land use and urban sprawl, since Culture can activate society and help to open places and to make them more attractive.

Better Funding

Action 5: Raise awareness for public libraries and their new tasks on a European and National Level

- The Partnership of Digital Transition, Action DT01 "Mainstreaming EU Digital Competence Framework for citizens into daily use", as libraries can support citizens to increase their

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[238] https://ec.europa.eu/futurium/en/monitoring-Actions/table-Actions-january-2020 (12.08.2020)

digital competence and offer basic access to digital services. Within the major tasks associated with the digital transition, libraries can make substantial contributions.

- The Partnership of Digital Transition, Action DT02 "Digital Neighbourhood Instrument", underlines the arguments above, as libraries can also be places where assistance is provided.

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

- The Partnership of Energy Transition, Action ET04 "Deployment desks for city retrofitting", as Action 6 aims to promote a coherent framework for the enhancement and protection of urban Cultural Heritage: Once again, it is important to include Cultural Heritage in urban development plans and in public masterplans for building renovation, to ensure an integrated and holistic approach

Action 7: Data collection and smart use applied to the management of tourist flows

- The Partnership of Digital Transition Action DT06 "Build a data taxonomy at a European level" is connected to this Action, since it aims to define possible models for data collection and analyses while Action DT06 includes classification as well as security and privacy approaches. As a consequence, a collaboration can lead to a better harmonisation of models and definition across Europe as well as harmonized security and privacy approaches concerning this topic;
- The Partnership of Digital Transition Action DT06 "Access and reuse of private sector data of general interest by the public authorities" could be interest for this Action as the re-use of available data, while respecting privacy policy, can help to improve the management of tourist flows;
- The Partnership of Digital Transition Action DT012 "Implementing the digital framework for emerging technologies within the digital infrastructure" because it can be a useful guideline and provide support for those cities needing new infrastructure to implement the smart use of data.

Better Knowledge

Action 8: Guiding Principles for Resilience and Integrated Approaches in Risk and Heritage Management in European Cities

- The Partnership of Climate Adaptation; Action CA07 "Political training on climate adaptation", as both Actions aim at trainings and Communication by involving key actors and to give local authorities Better Knowledge and raise awareness on a certain topic, as well as giving possibilities to implement the needed Actions to mitigate or avoid them;
- The Partnership of Climate adaptation; Action CA08 "Enhancing stakeholder involvement at regional and local levels", as Communication and capacity building is an important part of Action 9. Because the Actions CA07 and CA08 focus on climate adaption and Action 8 on resilience, these Actions are interlinked and promise strong synergies.

Action 9: Observatory on Culture/Cultural Heritage and climate change in the urban framework

The Partnership of Climate adaptation; Action CA01 "Analysis of national multilevel urban development and planning regulations with focus on climate adaptation", as it might be beneficial to investigate how Cultural Heritage is integrated within climate adaptation plans;

The Partnership of Climate Adaptation; Action CA09 "Promote open access of insurance data for climate risk management", the availability of this data can be of high importance for the Action "Observatory", especially when it comes to the observation of a specific spot, where more precise data is needed, because major models usually become too imprecise and too general at a local level;

The Partnership of Climate Adaptation; Action SLU09 "Agreeing on Common Targets and indicators, for NBS, Urban Green Infrastructure, Biodiversity and Ecosystem Services in Cities", because harmonized indicators and terminologies are important for sustainable, comprehensive and comparable strategies. If possible, Action 9 should be aware of the indicators and use them accordingly.

5 MONITORING

Levels of monitoring

The Culture and Cultural Heritage Partnership is composed of a large number of participants and deals with various topics, all relevant to the theme of cultural activities and the management of Cultural Heritage in the urban environment.

Because of this complexity, the Partnership created a multi-level management structure from the beginning. According to this principle, the Action Plan has been created, and future management activities will be carried out in the implementation phase.

The first level of management of the Partnership is the general coordination (Germany, Italy). This is responsible for the effective implementation of the entire Action Plan.

The monitoring and verification of the implementation state of play of the entire Action Plan will be carried out by the coordination through monitoring meetings held on at least quarterly basis.

During the meetings, the progress of the Actions will be checked, and decisions will be made regarding any critical issues or problems encountered.

The second level of management is the coordination of the Action: The Action Leaders are responsible for this level. Each Action Leader is responsible for the proper performance of the Action according to the defined time schedule.

He or she will have to be in constant contact with the other Partners through written correspondence and regular videoconferences (monthly). Any problem encountered must be promptly communicated to the general coordination.

Methodology of monitoring activity

The Action Plan set up a chronogram of activities for each Action with the same structure for a joint monitoring.

For each Action, the chronogram's structure defines the single activities as "elementary" unit of the Action implementation (a sort of small work- package).

Each single Action Reports the following information:

- the period of implementation of carrying out each activity in term of number of months;
- The date of start and end of the activity (month);
- the products that is expected to realize in the activity period and the deliverable to be released;
- the achievements and the expected results intended for the specific activity period, to be put in coherence with the results achieved in the previous or next periods.

Activities, deadlines, products and results will be monitored according to the table defined by each Action Group or the implementation of their own Action (see Chapter 2 for specific table present in the point *Which timeline?* in the each Action description).

6 FINAL REMARKS (CCH Action Plan)

For the further development and promotion of Culture and Cultural Heritage in European cities, the Partnership recommends the following based on the focus of the Action Plan:

1- FOSTERING A BROADER UNDERSTANDING of culture and Cultural Heritage in European cities

As stated before in this document (s. Chapter 1.1 and 1.3), in order to foster and promote Culture and Cultural Heritage in European cities, it is of utmost importance to mainstream and implement a broader understanding of European cities as well as of Culture and Cultural Heritage. It is essential to have a holistic understanding of Culture and Cultural Heritage and to consider tangible as well as intangible dimensions like local traditions, crafts and skills. The European city and its heritage are not to be reduced to the medieval historic city centre; other historical periods – especially more recent ones – that constitute European cities have to be considered as well. It is important to not just focus on the officially protected heritage but also to protect and develop other buildings or urban fabrics, landscapes, public and open spaces worthy of preservation as well as immaterial and intangible heritage – also the "uncomfortable" or "dissonant" heritage.

Culture and Cultural Heritage that is damaged will be lost for future generations. It is necessary to raise awareness for Culture and Cultural Heritage in a broader understanding as well as to develop long-term and integrated strategies and tools to identify and develop Culture and Cultural Heritage in its diversity and complexity.

An understanding of Culture and Cultural Heritage in its variety and complexity has been promoted by the work of the Partnership so far and will be further considered in the implementation phase of the Actions. However, the Partnership would like to stress the importance of fostering and applying a broad and holistic understanding of Culture and Cultural Heritage in following-up activities by Partners and supporters as well as in future EU-legislations, funding-programmes and initiatives.

2- PROTECTING VALUE and democracy

Culture and Cultural Heritage can make fundamental contributions to building and protecting democracy in Europe on various levels: The joint history with its connecting events are the cornerstones for European democratic values and have manifested themselves in the built, tangible (but also the intangible) heritage.

This holds particularly true for public spaces – these complex, multi-layered spaces are places of freedom of expression and places where democracy is lived and strengthened. These qualities are unique and very characteristic for the European city, and they are deeply rooted in Culture and Cultural Heritage as well. For instance, public libraries increasingly expand the public realm described above and also exemplify these values – as places of education, meeting and participation.

In addition, dealing with the different and differently assessed cultural inheritances from this continent's past not only fulfils a compulsory task of political, cultural and historical education and to the communication of history in the EU. It also contributes to educational work in the service of our European dialogue and integration.

3- INCREASING RESILIENCE of Culture, Cultural Heritage and European cities

Culture and Cultural Heritage play an important role in increasing resilience of the European city. Especially against the background of the COVID-19 pandemic, but also concerning climate change, the Partnership would like to highlight the importance of Culture and Cultural Heritage for strengthening resilience of European cities and as a valuable source to recover from crises and disasters.

Culture and Cultural Heritage can be seen as a resource in building resilience, for instance, by strengthening the identity of local citizens. Moreover, as an adaptive and responsive system, Culture and Cultural Heritage have adjusted to changing conditions over the years and is in certain ways already resilient.

Overall, traditional skills, knowledge and crafts (e.g. using traditional building techniques and building materials) contribute to the resilience of Culture and Cultural Heritage. Hence, to safeguard Culture and Cultural Heritage from a variety of threads and hazards as well as to increase urban resilience, following-up activities of the Partnership and further EU-activities should strengthen the promotion and funding options of traditional skills and crafts as well as peer-learning activities in this field.

Moreover, as for instance the COVID-19 pandemic shows, Culture and Cultural Heritage is vulnerable to multiple man-made and natural hazards. Developing strategies and approaches in order to be prepared in case of disasters – that means, understanding and mitigating the risks Culture and Cultural Heritage might face – is of utmost importance and should also be considered in following up-activities of the EU as well as of Partners and supporters of the Partnership.

4- PROMOTING INTEGRATED APPROACHES in practice and funding

In conclusion of recommendation no. 1 and no. 2, the Partnership would like to emphasise the importance of integrated approaches in urban development in order to foster and promote Culture and Cultural Heritage in European Cities.

The Culture and Cultural Heritage of European cities can be understood as one key element of and driver for support sustainable urban development.

Establishing integrated approaches that strengthen links between the individual planning departments and that take Culture and Cultural Heritage, as the starting point for further urban development should be the guiding principle in the practice of European cities. Moreover, funding programmes that focus on integrated and long-term approaches and thus relate to Cultural Heritage in its social, ecological and economic dimensions should be promoted at the European level in the future.

5- FROM SOCIAL INCLUSION TO TERRITORIAL COEHSION: the role of Culture & Cultural Heritage

Through multi-sectorial integrated territorial policies, the heritage, both built and natural, is a driving factor for both social cohesion and profitable long-lasting development. Heritage plays a key role in integrated sustainable territorial/urban development. Rehabilitating spaces through the recognition of the built and natural specificities of the places gathered from collaborative processes with the local communities means: i) building wealth without consuming land and ii) enhancing places (open areas or buildings) recognised as part of the local identity, otherwise named "common goods" (also mentioned in the New Leipzig Charter).

Fostering a sound integrated sustainable territorial/urban regeneration means connecting the place-based and the people-based approaches: paying particular attention to the local know-how and creativity, this is to say the smart specialisation strategies of a specific place (being part of the intangible heritage), the quality of the habitat and the landscape (being part of the built and natural heritage), and the re-creation or recognition of the identities of places and people. Ensuring access, use and production of the heritage as a collective good means making Culture and heritage more usable by and accessible to all social groups.

As a result, it is important to give the appropriate major role to the Culture and Cultural Heritage as driving tools to foster sound sustainable territorial/urban development.
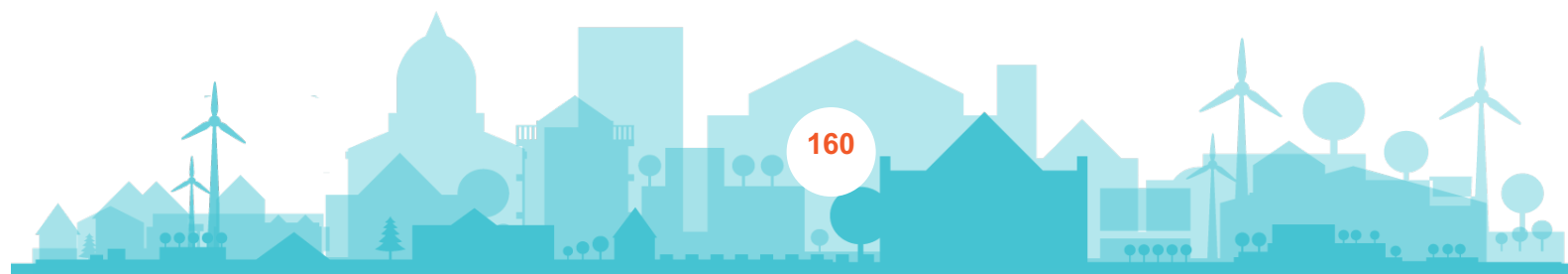
7 ANNEXES

ANNEX 1 – ORIGINAL DRAFT ACTIONS

The integrating/merging exercises (from 25 to 15)

Working Group 1: Cultural Tourism

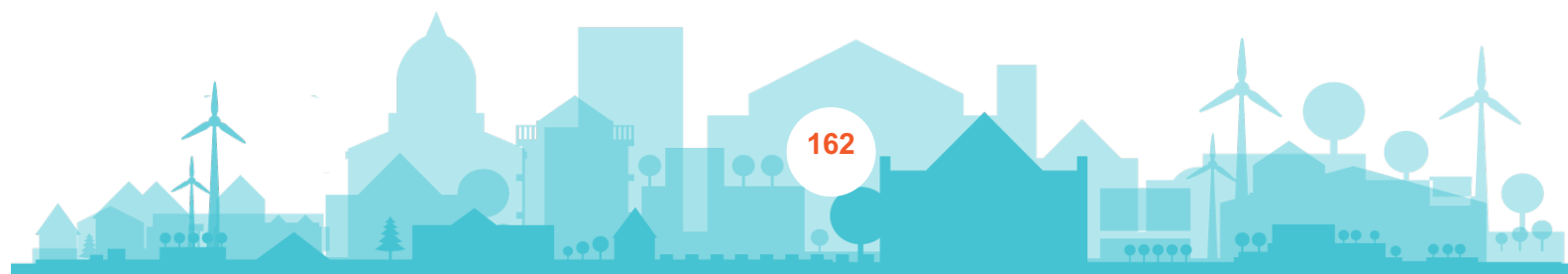| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential (Co) Action Leader(s)	Scoring	Way to combine	Commentary
1.1	data collection and smart uses	Data collection and smart use applied to the management of tourist flows	To become a Smart Destination by promoting sustainable and "safe" tourism – managing tourist flows to balance overcrowded destinations/less visited sites and (with respect to the Covid crisis) safeguarding and protecting health of visitors and tourist workers. Lack of data to properly measure the sustainability of tourism: to go beyond the traditional quantitative data and 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. To identify the critical issues of the management and data sharing system. In relation to data collection and analysis some relevant issues are: privacy, IT security and interoperability. Objective: Definition of a possible model. Having data and indicators to know, monitor and manage the phenomena related to Overtourism and the sustainability of tourist and cultural enjoyment, at local and national level. Having a common European language (and using the same categories) on the management of the cultural and tourist offer. Objective: to define European guidelines for strategic planning of tourist sites (based on data analysis)	Knowledge	Florence	1		

Working Group 1: Cultural Tourism

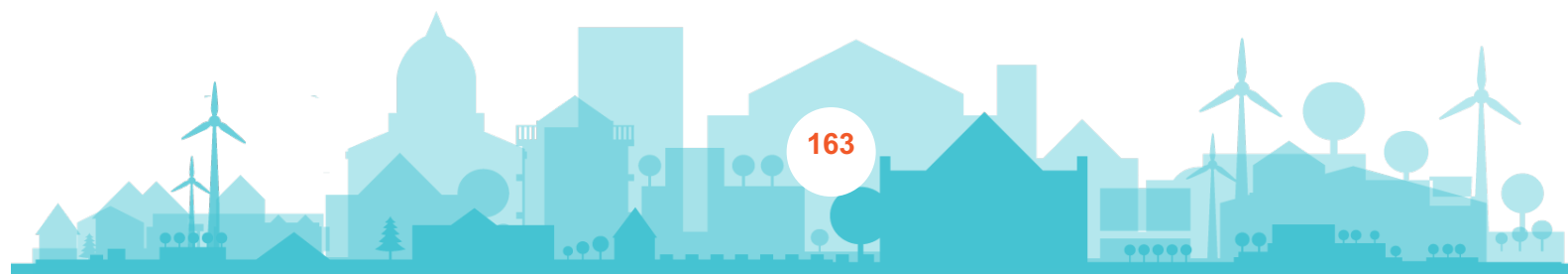| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential (Co) Action Leader(s)	Scoring	Way to combine	Commentary
1.2	Balancing touristic flows	Balancing touristic flows between major touristic hubs and less visited sites and cities	need 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 Cultural Heritage; to became a SMART DESTINATION Overcrowded destinations versus under-exploited destinations: Improving services and facilities for mobility and the reception of tourists; Re-discovering the hidden/unknown heritage with respect to the territory and beyond non-traditional destinations and enhancing Culture in the wider sense also through the use of technology; Diversification approach to manage visitor flows more effectively by establishing alliances between smaller and larger cities to facilitate and better control tourism flows; Risks for cultural and natural heritage, inconveniences for tourists and the impact on local communities: To bring out and integrate the value of Culture and Cultural Heritage in the different levels of urban planning and sectoral planning (e.g. transport, economy, tourism, etc.). These factors have their own autonomy and their tangible and intangible value in the process of sustainable local development. The Action could start from the experience of the Unesco urban sites and their management plans and foresee: > the link with urban planning, tourism development programs, mobility plans and the adoption of sustainable tourism development tools (e.g. Unesco Sustainable Tourism Toolkit). > The introduction at local level of a plan for Culture and Cultural Heritage, even in the absence of assets included in the Unesco World Heritage List, which can also contribute to supporting strategies aimed at avoiding the excesses of mass tourism or reduce its negative impacts. Spatial and seasonal imbalances in tourism and cultural demand: Dispersal strategies: promoting experiences and stimulating events during off-season months; use new technologies to stimulate dynamic time-based dispersal; hosting more events in less visited parts of the city and in its surroundings; creating and promoting a joint identity of the city and its surroundings; implementing a travel card for unlimited local travel. A primary focus on larger cities coping with Overtourism, has limited our understanding of Airbnb in a territorial sense	knowledge regulation funding		2		

Working Group 1: Cultural Tourism

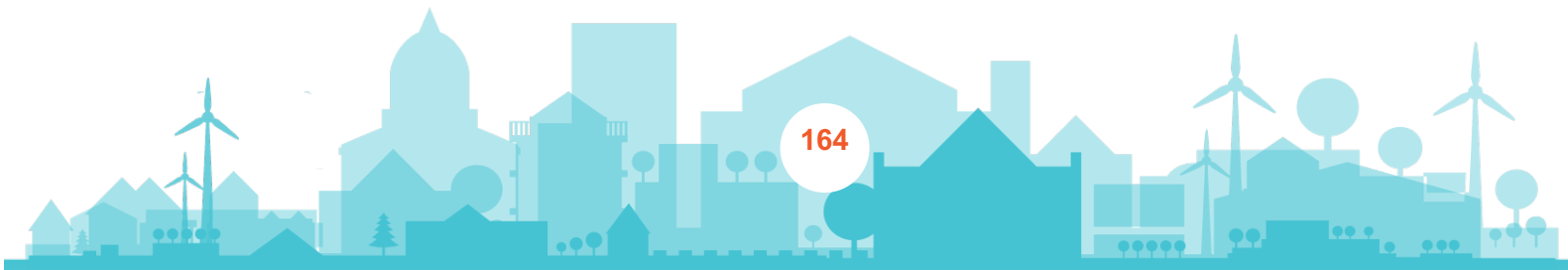| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential (Co) Action Leader(s)	Scoring	Way to combine	Commentary
1.3	Regulating new spread phenomena of the sharing economy	Regulating new spread phenomena of the sharing economy	Sustainable Tourism requires an autonomous, cohesive and structured framework within the EC. In light of the recent 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) Gentrification and impact of the big players in the real estate market: Developing a dialogue between public authorities and major tourism players and a dedicated regulatory framework in order to ensure the development of a sustainable tourism model; In terms of the options for cities to regulate Airbnb – particularly in light of the recent ECJ ruling – it is important to understand how current EU regulation restricts such regulation, and as such, where changes at EU level might be needed; Developing recommendations for EU guidelines and regulatory interventions to create an effective regulatory framework in areas such as shared economy accommodations and new tourism service platforms; Touristification: preserving the identity of cultural places from the impact of mass tourism on the residential and living conditions of citizens: Preserving the identity of small areas, especially UNESCO centres and the 'spirit' of a Cultural Heritage site by regulating access and the types of businesses that are located on the site.	regulation		3		
1.4	definition of sustainable cultural tourism	definition of sustainable cultural tourism	• Clearly differentiate between tourism (in relation to Culture), cultural tourism, and sustainable cultural tourism. • Clearly differentiate between tourism (in relation to Culture), cultural tourism, and sustainable cultural tourism. • To properly delineate between their associated processes & impacts in environmental, economic and social-cultural terms • Cultural tourism can be described as "a form of tourism that focuses on the cultural aspects of a place, such as Culture, Cultural Heritage, cultural landscapes and cultural offerings, with these being the visitor's main motivation when selecting a destination".	knowledge		5		

Working Group 1: Cultural Tourism

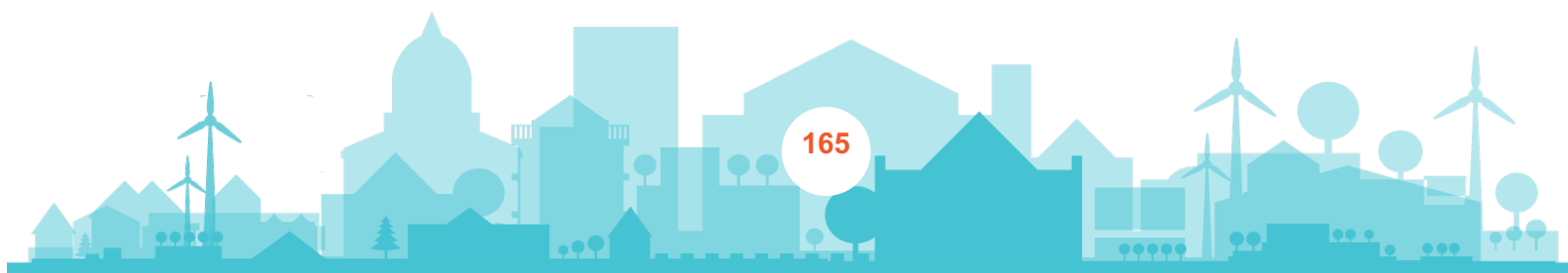| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential (Co) Action Leader(s)	Scoring	Way to combine	Commentary
			• Sustainable Cultural Tourism is the integrated management of Cultural Heritage and tourism activities in conjunction with the local community, creating social, environmental and economic benefits for all stakeholders in order to achieve tangible and intangible Cultural Heritage conservation and sustainable tourism development'					
1.5	European Task force for crises in tourism sector	European Task force for crises in tourism sector	• Establish a European task force to counter the negative effects caused by the COVID-19 emergency in the tourism sector and prevent other similar shocks in the future. • Improve crisis management strategies, especially in situations characterized by rapid evolution. Strengthen coordination mechanisms to find common solutions. Support destinations and the tourism sector to better react in similar situations.	Knowledge		4		

Working Group 2: Creative & cultural Sectors

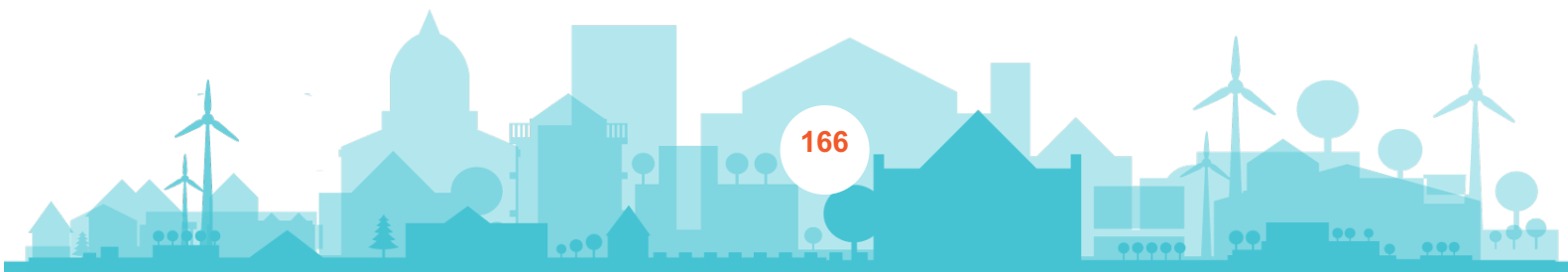| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
2.1	Cultural street Invasion	"Cultural Street Invasion"	Singular atomised Actions in the public domain, reconquering public spaces, promoting the fragmented cultural consumption by citizens. 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.), reducing and avoiding barriers to Culture consumption by bringing the cultural items/routes closer to the citizens and integrating cultural expression in daily movement itineraries, focussing the attention of the public, understood as Culture consumers, traditional and non-traditional, disengaged, tourists, etc. of mixed and diverse backgrounds on the municipal cultural offering.			2		

Working Group 2: Creative & cultural Sectors

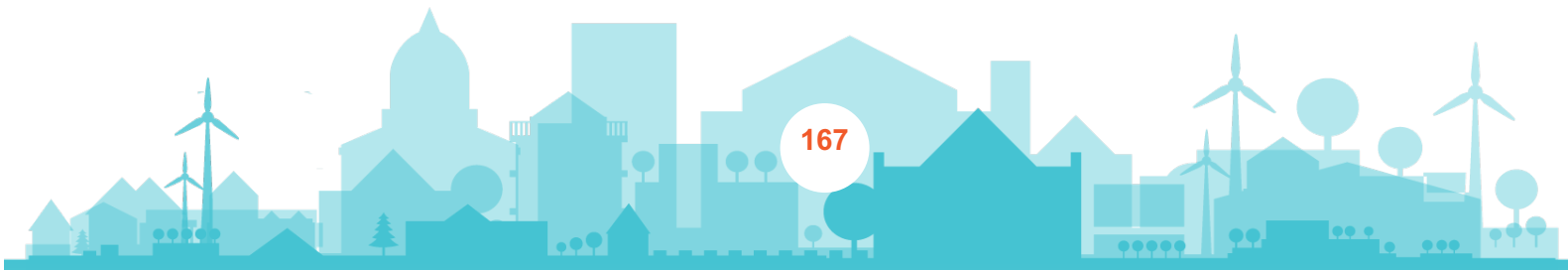| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
2.2	CHIME Cultural Hubs for Innovation, Modernisation and Enhancement	CHIME Cultural Hubs for Innovation, Modernisation and Enhancement ("Cultural Testing Tubes"), creative hubs that constitute a platform to strengthen artistic production and innovation, improving working conditions and promote a structural framework for self-employed artists, granting spaces, support and feedback, promoting participation and transparency in cultural management.	Cultural Testing Tubes to support local economy and cultural offer, creating ideas and new content, composing, designing, writing, performing, etc. supporting self-employed artists, creators and designers in their cultural micro-enterprises, generating a creative value chain, offering tools, space and support/advice. 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 in a "intercity" network, promoting Culture at local level as a means to enhance local identities, economic development and quality of places and urban environment. Increasing the matching between different sources of cultural initiatives and promoting participation and transparency in cultural management. The lack of physical spaces to experiment with Culture creation and artistic expression to understand the Culture applied to the territory, by establishing test tubes that encourage job creation around the cultural and creative industry and aimed at solving the established challenges, as well as the vulnerability of self-employed artists, creators and designers that lack institutional or other regulatory framework, and have no spaces to work due to inner-city gentrification, many in precarious working conditions, especially during the Covid-19 situation, the collective usually not being integrated into a trade union system and/or an institutional framework		Murcia	1		

Working Group 2: Creative & cultural Sectors

Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
2.3	Cultural Alert System	"Cultural Alert System" identifying vulnerabilities and opportunities for Innovative Urban Renovation for CCH Purposes	Cultural Alert System to provide an analysis of territorial vulnerability related to CCH, and identify possible opportunities for heritage preservation, restauration and remodelling to serve CCH purposes Unawareness of the Cultural and Cultural Heritage Situation in municipalities, avoiding demolition, degradation and disrepair by finding new uses and even adapting the former build/structure			3		
2.4	Cultural Reactives	Cultural Reactives	Structured/planned cultural hiring/procurement through municipal spending in the context of COVID-19 and quarantine/lockdown which is having detrimental effects on the sector and Culture production in general putting special focus on digitalisation and remote cultural offers and new Culture opportunities focussing on experience and added value, improving standards for enhancing the quality as well as incentivising Culture consumption involving peri-urban areas, heritage, traditions and identity, in a way that it will not only unburden the city centre, but it will allow for a new approach on business models.			4		
2.5	public-private cooperation (PPC) management	Public-Private Cooperation (PPC) and cooperative management model of heritage building re-use in Cultural and creative industries CCIs (link to EU project Forget Heritage) generating added value and social wellness for urban districts.	Re-use of Cultural Heritage buildings in Public-Private Cooperation (PPC) and cooperative arrangement management model through the use of CCIs presenting the opportunity to better manage and sustain long-term projects, bottlenecks and the tools have been identify and provided through the EU project Forget Heritage, leading to guidelines for local authorities for achieving a successful and sustainable public-private cooperation in abandoned Cultural Heritage buildings and to give these historical sites added value by setting up cultural and creative companies and implementing artistic and cultural factories with autonomy in the creation, implementation		(Lubjiana) - to be checked	5		

Working Group 2: Creative & cultural Sectors								
Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
			and realisation of their projects, stimulating technical, social and creative innovation, co-creation, multi-level governance and transparency.					

Working Group 3: Transformation, adaptive re-use and urban reconversion								
Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
3.1	Collaborative management of urban heritage tools	Collaborative management of urban heritage tools	This Action will foster and smooth processes of transformation and adaptive re-use of abandoned/dismissed urban heritage' spaces fostering innovative forms of delegation and management. 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 development Local administrations, which don't have the (financial or human) resources to directly manage the rehabilitation and the management of such assets can finance their recovery and functionalization empowering local associations and/or group of citizen to take care of these goods promoting socio-cultural activities whose benefits goes to the neighbourhood.

Nevertheless, 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 subjects to public procurements. those who were involved at first stage for the collaborative process are not forcedly those who would be able to pass a tender. Plus any grants to the third sectors -even if no profit- which is operating economic activities is a state aid.

As a result, it is important to find a Better Regulation general model based on some experiences that can be evocative and of any help (Bologna, Naples, Turin, Salerno). | Better regulation | Italy | 2 | | |
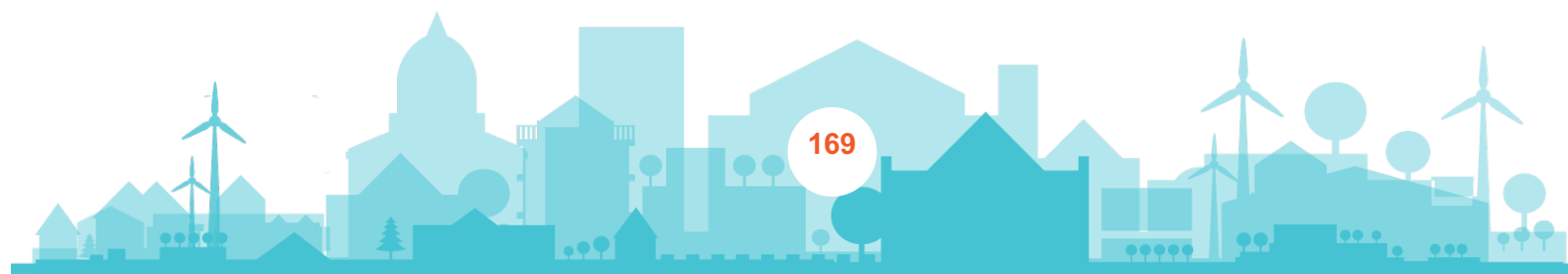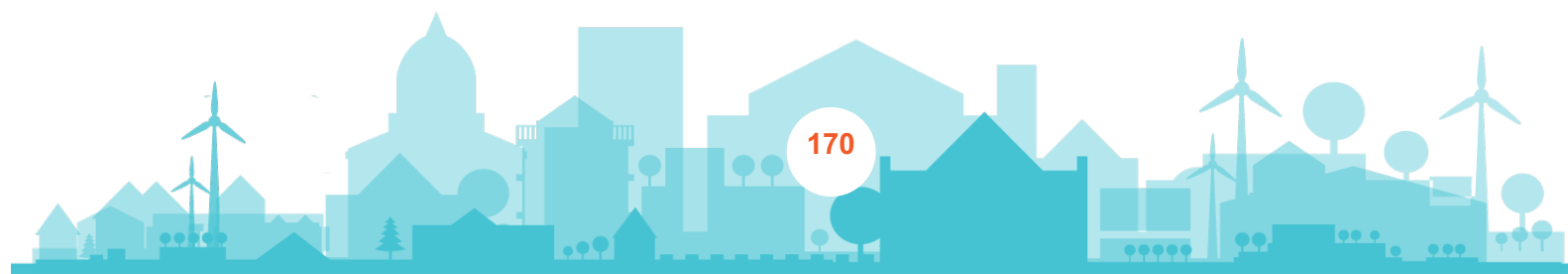
Working Group 3: Transformation, adaptive re-use and urban reconversion

Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
3.2	Urban strategic Plan for Culture and Cultural Heritage enhancement	Urban strategic Plan for Culture and Cultural Heritage enhancement	The Action Plan for the Urban Culture fosters the better management, enhancement and protection of the urban Cultural Heritage considered as an urban ecosystem. Besides, a clear connection with the international developments driver (i.e. the Green deal / Climate / Circular Economy / Ecosystem services / SDGs / Agenda 2030 for Sustainable Development, etc.) could be better fostered and established with the model for the strategic integrated cultural plan. Despite all cities declared that Culture is important, Culture is usually implemented through different and fragmented interventions without an overall holistic vision and a clear strategy for the Culture and the Cultural Heritage enhancement. Development Plans (Local plans, Area Schemes etc) are an important tool for spatial and urban planning and they could embed Culture and Cultural Heritage. They could include policies that regulate the transformation process of the built environment, occurring by the construction of new buildings in empty plots, re-use/demolite of old and/ or historic buildings as well as the immaterial and economic cultural activities. Moreover, they might provide incentives for the promotion of specific desired outcomes (e.g. for adaptive re-use of heritage). The working group could analyse existing best practices in spatial urban policies that could be transferred and adapted to various planning systems finding operational model as a practical example for European cities. Challenge: how to help planning authorities better regulate the material dimension of heritage and use planning incentives to promote adaptive re-use, without the need of public financial intervention.	Better funding	Italy	1		
3.3	Interactive and demonstrative platform on adaptive heritage for economic values	Interactive and demonstrative platform on adaptive heritage for	Create an online multilinguistic platform collecting "good examples" (Cfr https://portfolio.onroerenderfgoed.be/) This can be all sort of projects/Actions linked to adaptive re-use and temporary use (studies, initiatives, re-used buildings/places, ...). The platform might include devoted sections (i.e. legislative, financial, etc.) to give solutions for specific needs, such as: investigate how EU VAT-regulation and product regulation can stimulate re-use; Challenges :	Better funding/ knowledge		3		

Working Group 3: Transformation, adaptive re-use and urban reconversion

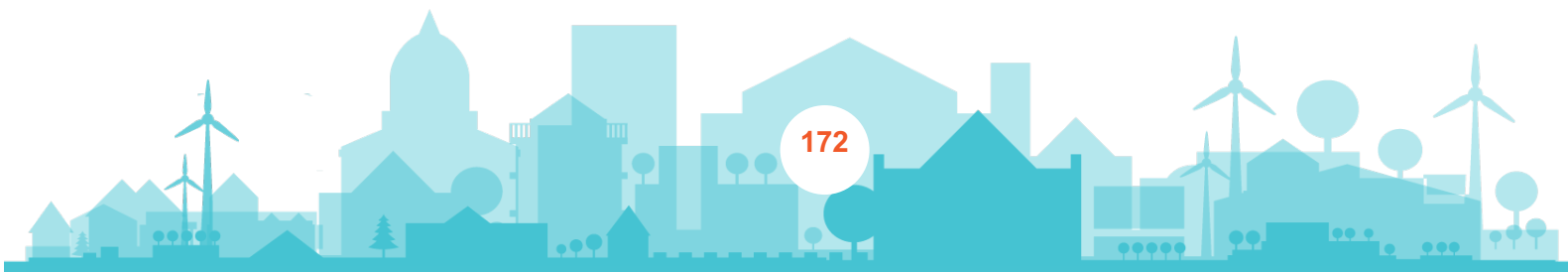| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
		economic values	1) Currently there are a lot of initiatives ongoing on this topic, on national and European level. A lot of information is gathered but is dispersed on different website, in different publications: an overview is missing. Lack of dissemination of good examples. A lot of good examples are already existing in European cities but are not know, due to i.a. linguistic barriers. That's way a lot of information is unknown and is not taken into account as inspiration or in research. 2) Urban developers are thinking in economic values. The urban developers do not perceive the hidden/indirect economic value of Cultural Heritage. As a consequences Cultural Heritage may disappear. Reflect on ways to promote and connect the business sector that has capital to invest in qualitative "Transformation, adaptive reuse or urban reconversion of CNH" for the needs (offices and production spaces) instead of investing in low-quality business buildings that create sprawl. Identify why the business sector prefers the second option and how can we determine them to invest in CNH. 3) People may think that intervention on Cultural Heritage conduct to alteration. Most of the time intervention is necessary to preserve heritage. The platform will show examples to make it clear that any conservation needs somehow a project. Solutions: promote and share best practices on adaptive reuse models, help identifying and promoting urban innovative projects on Cultural Heritage reconversion. Create an online, multilinguistic platform where cities and other stakeholders can upload good examples. The proposed Action concerns the development of a tool to concentrate all relevant information in one place. Question: Do we need another portal, or can we use the Council of Europe - Strategy 21 portal for this? (https://www.coe.int/en/web/Culture-and-heritage/strategy-21-good-practices) Relation with WG 4 (Knowledge hub)					

Working Group 4: Resilience on Cultural and Natural Heritage

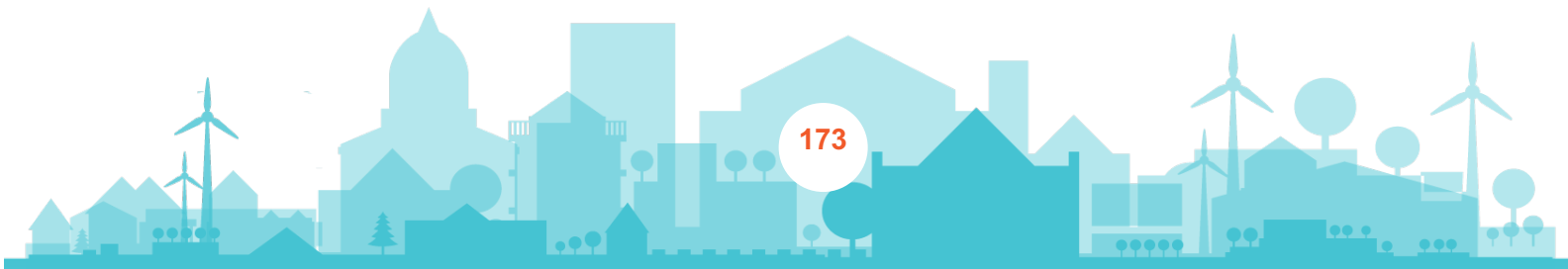| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
4.1	Knowledge Hub "Risk and Heritage Management"	Knowledge Hub "Risk and Heritage Management"	The idea of this Action is to bring different professionals from different sectors and disciplines together in a Knowledge HUB to foster collaboration and exchange in the fields of climate change, disaster preparedness and risk management. It will develop and organize policy recommendations, frameworks, conferences, workshops and peer-learning activities. The results could be handbooks, guidelines, compendiums or best-practice analyses, which will be accessible to citizens and policy makers as useful tools and to raise the awareness on those topics.	Better knowledge	JPI	3		
4.2	UNESCO Manual on DRM	Following the UNESCO Manual on DRM and Cultural Heritage in Practice: Transferring the guidelines to European Cities	Disaster Risk Management is an important component of heritage policies and management strategies for heritage sites. To fulfil this task, an integrated approach is needed in any case. This Action aims to transfer an UNESCO manual on managing disaster and risk at UNESCO World Heritage sites to European level, in order to have strategies that can be adjusted to the specific situation. As a final product, the transferred Actions will give guidance to local authorities and experts to what can be done on a local level.	Better knowledge	Germany	2		
4.3	Micro-Funding for resilient public spaces	Micro-Funding for resilient public spaces	Public spaces with their social, political, economic and ecological functions are one of the most important urban cultural assets in Europe. The Action addresses challenges regarding democracy building and strengthens local European identification and identities in our global age. The Action will create a micro-funding program to support interventions in public spaces to create resilience.	Better funding		1		
4.4	European Indicator System for Estimating Monetary	European Indicator System for Estimating Monetary Values	The monetary value of Cultural Heritage is often abstract, so the economic losses from damage cannot be foreseen. Having systemized indicators could provide incentives to prepare and respond to disasters and crises and could also help to seek other	Better knowledge/ Better funding		7		

Working Group 4: Resilience on Cultural and Natural Heritage

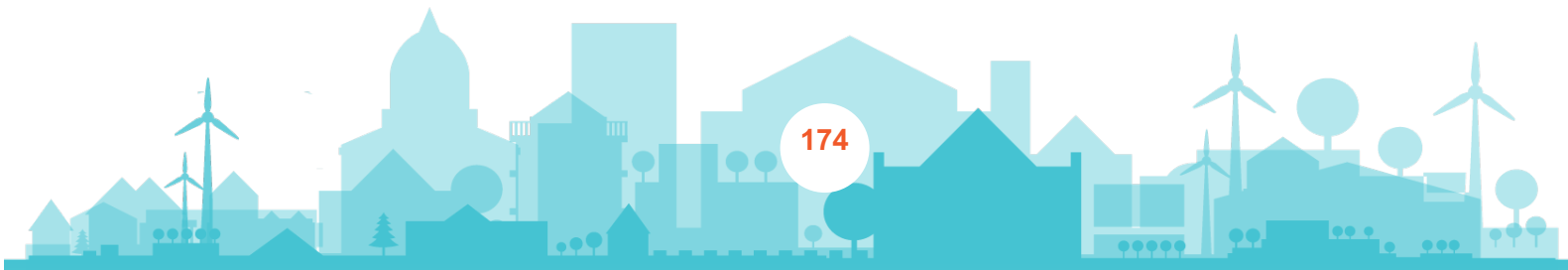| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
	Values of Heritage Assets	of Heritage Assets	mechanisms such as risk financing. The Action will develop a standardized approach to establish the economic value of heritage.					
4.5	Analyses of national regulations on Cultural Heritage, Climate Change and Adaption Strategies	Analyses of national regulations on Cultural Heritage, Climate Change and Adaption Strategies	This Action focuses on the challenges of the implementation of integrated climate adaption plans in the local planning context. Therefore, field research and the analyses of national regulations are needed. The final product will be a checklist „Baukultur and Urban Cultural Heritage in Climate Adaption Plans/ Integrated Urban Development Plans" for the local planning context with recommendations on implementing climate adaption plans in an integrated way and considering Cultural Heritage as a valuable resource and asset. *NOTE: Action number 5 should ideally link to the upcoming EU Member States OMC expert group on Adaptation to Climate Change - to start in 2021 (see the Council's Work Plan for Culture 2019-2022, page 9) - http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf*	Better regulation	(JRC: No Lead, but ways to share knowledge)	4		
H1 (Horizontal 1)	Citizen Engagement on Risk and Cultural Heritage	Citizen Engagement on Risk and Cultural Heritage	This Action focuses on a bottom-up approach in the fields of risk management, resilience and cultural heritage. The aim is to develop events, programs, workshops and trainings with and for citizens across European countries in order to protect Culture and Cultural Heritage, as well as to increase awareness for the potential of Culture and Cultural Heritage as a valuable source for urban resilience. The different Actions will be promoted via an open interactive map, where users can find information about local campaigns and historic buildings or places. The final product will be	Better knowledge		5		

			Working Group 4: Resilience on Cultural and Natural Heritage					
Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
			a "manual" for citizen engagement in the field of risk, resilience and Cultural Heritage.					
H2 (Horizontal 2)	Dark Heritage	Dark Heritage in conjunction with a regional tourism approach	"Dark 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. 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, defence and combat systems as well as bunkers and barracks or cemeteries of the two World Wars in Europe, 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.

Unlike previous initiatives, the CCH Partnership can also 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. The touristic development of places and objects of the "Dark/Uncomfortable Heritage" not only makes a | Better knowledge, possibly also Better Funding (combining funding) | Germany | 6 | | |

Working Group 4: Resilience on Cultural and Natural Heritage

Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
			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.					

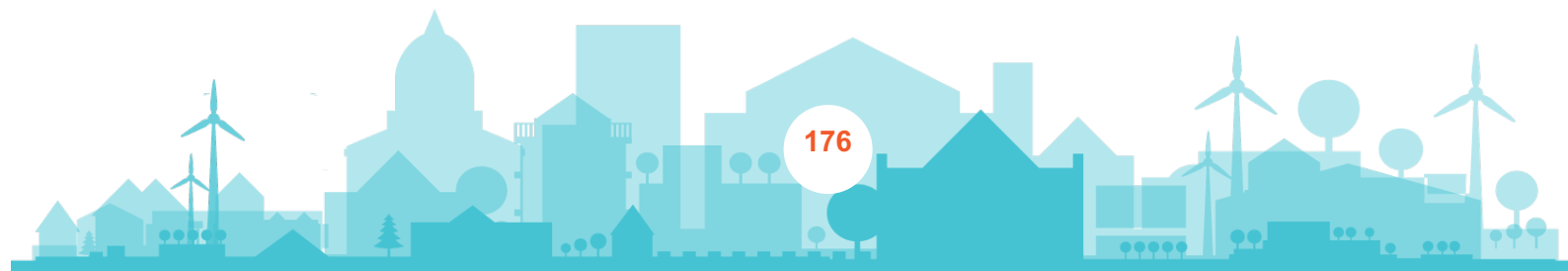| Working Group 5: Cultural Services and Culture for inclusive Cities								
Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
5.1	Identification of research needs on cultural services and Culture for social inclusion	Identification of specific research needs on cultural services and Culture for social inclusion	Rationale: identifying cities' specific research needs 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 local level to improve local cultural policies. Such research projects would usefully be conducted by universities in cooperation with cities and local stakeholders.	Better knowledge & better (future) funding	Eurocities (Leader), Espoo (Co-Leader), Berlin (Co-Leader)	4		
		Use and Non-use of public libraries	Libraries traditionally grasp comparatively extensive statistics. However, those statistics mostly relate to the offer of analog and digital media. Libraries often simply count the number of borrowings, of library cardholders and visitors. But nowadays Libraries need new approaches to get a meaningful picture of themselves. They need to know which parts of the population they reach in an increasingly diverse society and which they don't and why. Libraries in their extended function as so-called "Third Places" need information about who has to be won as a customer and what hurdles have to be removed so that everyone can accept the library as their third place. Therefore, Libraries need to strengthen their efforts and methods in the field of a customer- and noncustomer-related research.	Better knowledge				
5.2	4	Peer learning activities for city representatives to learn from each other's on cultural services	Topics that could be covered (to be completed with members of the Partnership) Developing long term local strategies for Culture. Developing long term local strategies for Culture Improving participation to cultural activities Developing new Partnerships at local level within the Culture sector and with other sectors	Better knowledge	Eurocities (Leader), Espoo (Co-Leader), Berlin (Co-Leader)	2		

Working Group 5: Cultural Services and Culture for inclusive Cities

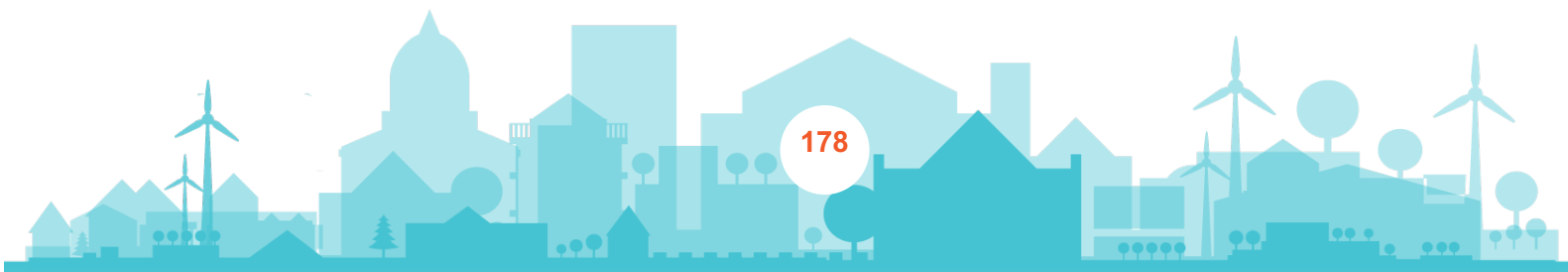| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
		fostering social inclusion	Developing new forms of public support to local cultural actors, including non-financial support (production of new support services)					
		Program for the exchange of experience in change management of basic urban cultural and cultural education institutions (Libraries, Music School, Basic Art Schools, Museums)	Cultural education institutions face the challenge of reorienting themselves in times of technological and social changes in order to meet the needs of a modern society. In addition, in many countries of the European Union, cultural education institutions are a voluntary service provided by local authorities and are therefore often the first to be faced with budget constraints and are often subject to considerable budget cuts.	Better knowledge and regulation				
			A program for the exchange of experiences, which shows examples of how cultural education institutions are going through the process of social change, managing the challenges of progressive digitisation and dealing with budget cuts, could help to give the institutions a kind of red thread. A format could be a European study exchange program for peer-to-peer learning, where the results are documented in a guidebook. A good way would be to involve cultural education institutions in the ERASMUS+ program. Due to the individual requirements of each institution, it is probable that only fragments of best practice examples are actually applicable. The program can provide structures and ideas for the change process for the institutions, strengthen supra regional and transnational networking and also promote the establishment of common cultural mediation formats.					

Working Group 5: Cultural Services and Culture for inclusive Cities

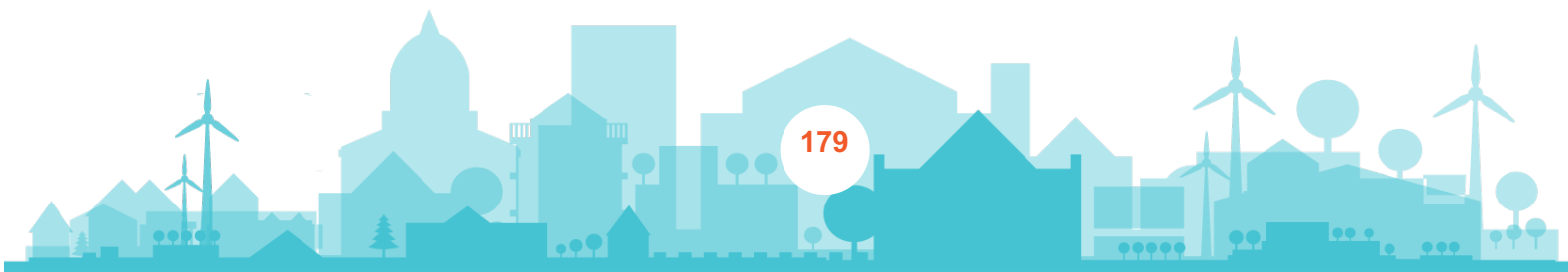| Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
5.3	Stronger recognition of public libraries at European and National Level	Stronger recognition of the meaning of public libraries at European and National Level	"Public Library" as an institution has undergone several fundamental changes in the past 100 years, and the past 20 years have shown that it has also mastered the Internet age amazingly well. As the "third place", the library is currently increasingly becoming a vibrant cultural hub and a place for social encounters and integration. In political and even cultural-political perception, it is clearly in the shadow of other cultural institutions such as museums and theatres. There are no library laws in many countries, the operation of libraries is usually not a mandatory task like the operation of schools, and public libraries are never considered at EU-level, i.e. in lifelong and informal learning. Better-Explaining of the importance and the contribution of public libraries for the development of cities to politics and administration would be a strong incentive for strengthening this type of facility.	Better knowledge, regulation and - in the end - funding	Berlin (Leader), Who else would like to participate?	1		
		(The new task of Public Libraries)	Even though public libraries with classic media offerings like books and CDs still reach comparatively large parts of the population, they have to adapt constantly to changing conditions. When asked about the increasingly scarce non-commercial public space, public libraries offer themselves as a so-called "third place", which, in addition to media use, is a place for the entire urban society with a great contribution to community building. However, past decades were characterized by budget cuts for and closures of public libraries. They need support for their new and more significant task.	Better knowledge, regulation and - in the end - funding				

Working Group 5: Cultural Services and Culture for inclusive Cities

Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
		(Public Library Charter: Strengthening the perception of public libraries in society and expanding online services)	A growing part of the European population now obtains most of its information online. At the same time, there are still a considerable number of people who are unable to access and use digital devices safely. However, if access to national and local services is also increasingly provided digitally, parts of the European population risk being left behind. This circumstance also affects the range of tasks of libraries. In contrast to commercial online services and streaming portals, public libraries offer a selection of products and information accesses curated by trained library staff and suitable for different age groups. In addition, these products are mostly free of charge for library users and therefore also accessible to lower income groups. The services for promoting digital competence in all age groups are becoming increasingly important. 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.	Better knowledge and regulation				

Working Group 5: Cultural Services and Culture for inclusive Cities

Nr.	Short title (for the ranking, max 150 digits)	Title	Short description	Better funding/ regulation/ knowledge?	Potential Action Leader(s)	Scoring	Way to combine	Commentary
5.4	Europe is my Neighbourhood	Europe is my Neighbourhood	An artistic project named, in the frame of the study about Identity and Participation to build a Cultural Heritage European referent. In reference to the conclusions of the European Year of Cultural Heritage 2018, and to the strategy 21, I propose use heritage to assert and transmit the fundamental values of Europe and European society. Through artistic participatory process, look for the links between supranational identification (Europe) and sub local identification (neighbourhood), we propose a participatory work between contemporary artists and citizens of the neighbourhoods to Investigate, record, think, reflect and deliberate collectively on stories, places, artistic works, natural symbols and any cultural environment that promotes a dialogue between existing tangible and intangible heritage symbols and possible new collective creations that represent the values of European contemporary society as understood in the neighbourhood community for not only conservation, but the creation of a Cultural Heritage, to promote an inclusive approach to heritage and built a more inclusive and cohesive society. It will be the start to define the relation that people understand the European Identity from their reality. We propose to work with people of peripheral neighbourhoods with real social and economic problems like unemployment, immigration, poverty or/and urbanistic necessity ...		Canarias Island Government)	3		

			MERGING/INTEGRATING SYNTHETIC GRID					
n.	WG	Nr.	short title	Action Leader(s)	MEMBER	links	links	links
1	1	1	data collection and smart uses	FLORENCE				
2	1	2	**Balancing touristic flows**			to 3.2	to 3.1	to 4.2
3	1	3	**Regulating new spread phenomena of the sharing economy**		URBACT			
4	1	4	**definition of sustainable cultural tourism**			to 3.2		
5	1	5	**European Task force for crises in tourism sector**					
6	2	1	**Cultural street Invasion**	MURCIA				
7	2	2	**CHIME Cultural Hubs for Innovation, Modernisation and Enhancement**	MURCIA				
8	2	3	**Cultural Alert System**			to 3.3		
9	2	4	**Cultural Reactives**	MURCIA				
10	2	5	**public-private cooperation (PPC) management**	Lubliana (TBC)		to 3.1	if Lubjiana not confirmed	
11	3	1	**Collaborative management of urban heritage tools**	ACT	URBACT	3.1		
12	3	2	**Urban strategic Plan for Culture and Cultural Heritage enhancement**	ACT		3.2		
13	3	3	**Interactive and demonstrative platform on adaptive heritage for economic values**			to 3.3		
14	4	1	**Knowledge Hub "Risk and Heritage Management"**		JPI	to 4.2		
15	4	2	**UNESCO Manual on DRM**	Germany		4.2		
16	4	3	**Micro-Funding for resilient public spaces**			to 3.3		
17	4	4	**European Indicator System for Estimating Monetary Values of Heritage Assets**			to 3.3		
18	4	5	**Observatory/Multilevel Laboratory and Workshops for Cultural Heritage under the Climate Change period**	MiBACT (TBC)	JRC			
19	4	H 1	**Citizen Engagement on Risk and Cultural Heritage**			to 3.1 or	or to 3.2	to 5.4
20	4	H 2	**Dark Heritage**	Germany				
21	5	1	**Identification of research needs on cultural services and Culture for social inclusion**	Eurocities	Espoo, Berlin			
22	5	2	**Peer learning activities for city representatives to learn from each other's on cultural services fostering social inclusion**	Eurocities	Espoo, Berlin, URBACT			
23	5	3	**Raise awareness for public libraries on a European and National Level**	Berlin	URBACT			
24	5	4	**Europe is my Neighborhood**	Canarias				

The grouping and selection process involved the comparative analysis of the merging ideas and proposals that were verified and shared among the working groups

ANNEX 2: On-going list of relevant practices for the implementation of Action 10

Site	Description	Link
Austria		
Hitler's birthplace in Braunau	Current plans as a police station with concurrent claims for an educational institution (unfortunately, Wikipedia link not available in English)	link
KZ Mauthausen	Including sub camps (link in German)	link
Bulgaria		
Kazanlak (CCH member)	Integration of Buzludzha socialist monument (listed among the 7 Most Endangered heritage sites in Europe in 2018 by EUROPA NOSTRA), UNESCO World Heritage Thracian toms, national Rose tradition into regional approach.	link
Cyprus		
	The heritage of the two communities living in Cyprus cannot be described as "dissonant". The problem is the disrespect of mainly religious heritage in the occupied part of Cyprus as well as the unreachable heritage at the "borderline" that remains derelict and abandoned due to its status in the "no man's land". Furthermore, besides the clear typology and morphology differences between churches and mosques, all other heritage buildings are difficult to allocate. Thus, there is no clear symbolism in the heritage of the two communities as it is the case of Nazi or communist heritage. Considering heritage from colonial times (Cyprus was a British colony until 1960), these buildings are already reused and protected; some good examples of this practice could be used.	
France		
International Notre-Dame-de-Lorette memorial	Dedicated to the dead of the Great War, a masterpiece by Philippe Prost, illustrates how creation and heritage go hand in hand. The list of the names of 579,606 killed on the 90 kilometres of the Nord-Pas-de-Calais front between 1914 and 1918 appears there. This work earned him the 2014 " Prix de l'Equerre d'Argent ", and an international recognition	link
Monuments to the dead for the two world wars and the war in Algeria	They constitute a series of very important commemorative heritages for each municipality. They have a varied but still very patriotic aesthetic. France has more than 36 000 (each town or village have one)	link
Heritage of the first or second Reconstruction	In east and north of France, this heritage (civil or religious) corresponds to the destroyed villages: it is characterized by the intervention of renowned architects and the frequent use of concrete.	example
The Rivesaltes Camp Memorial in the Pyrénées-Orientales	It pays tribute to people imprisoned or accommodated at the option of historical events (Spanish Civil War, World War II, Algerian War, ...). It was inaugurated in 2015 and built by Rudy Ricciotti. The Memorial is erected in the heart of the former island F of the camp, in the middle of existing constructions which are protected as heritage building and whose authenticity has been preserved	link
Camps	Many other camps for refugees or civilian internees existed during the Second World War As well as several camps intended for gypsies which have also emerged such as those of Montreuil-Bellay (Maine-et-Loire), Coray (Finistère), Alliers in Angoulême or Jargeau (Loiret)	link

Oradour-sur-Glane in Limousin	It is the symbol in France of the martyr village where a unit of Waffen SS massacred, on June 10, 1944, 642 men, women and children	link
Cemetaries	Several cemeteries (two world wars) exist mainly in the North and the East, with in particular Verdun (and the fort of Douaumont representative of the battle which took place from February to December 1916). The battle of 1916 ended after ten months of intense fighting: it claimed more than 700,000 victims: 305,000 killed and missing and around 400,000 wounded, with almost identical losses in the two opposing armies.	link
Struthof concentration camp	It was a Nazi camp in Alsace that was annexed to Germany. Around 52,000 prisoners (mainly belonging to the Resistance) were reportedly held there during its activity. It was a labour and transit camp and, as the war progressed, a place of execution (the number of dead in this camp is estimated at 22,000).	link
Cité of Muette	In Drancy, in the Paris area, the Cité of Muette was built from 1932 by the architects Eugène Beaudouin and Marcel Lods with Jean Prouvé as engineer. This city became the hub of the anti-Semitic deportation policy in France from August 1941 to August 1944 (mainly to Auschwitz). Nine out of ten Jews deported from France went through the Drancy camp during the Shoah. Note that this camp was guarded by French gendarmes, The Cité of Muette is protected as a heritage building (with the deportees tunnel extending under the old internment camp). A wagon, on the site, is the witness of the deportations. In 2009, numerous graffiti on plaster tiles were discovered during renovation works of the housing in the city. The Cité de la Muette in Drancy is an example of a site that is difficult to manage. Residents occupy the accommodations where the Jewish population was interned, and a wagon witnessing the deportations is located in the outdoor spaces. If this site is, like most of this type of heritage, sometimes the object of vandalism, it's above all extremely emblematic of a complex re-use in view of the past and the barbaric acts that have been committed there. Link	link
Defense buildings	Numerous archaeological sites in the North and East have revealed, for the two world wars, networks of galleries and many defensive buildings. The excavation of the collapse of the Carspach gallery in Alsace brought to light the bodies of the buried soldiers, but scientifically allowed to understand in detail the construction system of such a shelter	link
	Archaeology with system of LIDAR also makes it possible to visualize the traces of these galleries and all these defensive networks which are still underground or have traces through the vegetation. Flying bomb production factories are built on the front: in Writing, in Moselle, limestone quarries are transformed from 1943 into a factory (the floor of the old galleries is in concrete, ventilation is installed, ...). The infrastructure is still visible. Traces that are difficult to understand for the public and which fade over time and with facades repaired are the white arrows painted on the walls which located the shelters during the bombardments. This is "passive defence" and the city of Metz in Moselle still has many (protected in its "Site patrimonial remarquable"). The landscapes of the front with its particular vegetation, its ruins, its shelters or its bunkers are also a fragile and difficult to manage heritage.	
Atlantic Wall	During World War II, the Atlantic Wall was an extensive system of coastal fortifications, built by the Third Reich along the western coast of Europe and intended to prevent an invasion of the continent by the Allies from the Great - Brittany. These fortifications extend from the Spanish-French border to northern Norway. They are reinforced on the French, Belgian and Dutch coasts of the Channel and the North Sea. This wall also includes fortresses, submarine bases, blockhouses, bunkers	link

D-Day Beaches	In Normandy, during the landing of June 6, 1944 (the D-Day) on five different beaches, including Omaha Beach, the allied troops succeed in breaking through the German wall and overthrow the course of the Second World War.	[link](#)
Memorial Acte en Guadeloupe	Inaugurated in 2015	[link](#)
Marechal Petain'natal house in Cauchy-à-la-Tour	He was a great soldier in 1914-18 and was seen as the winner against the Germans, but he is also considered the one who betrayed France in 1940. On his birthday, this house became the meeting place for political extremists.	
Further points of discussion	Problems with the traces difficult to understand for the public and which fade with time and with the repaint facades. The white arrows painted on the walls which located the shelters during the bombardments exist in number in Metz in Moselle, for example. But people don't understand their historical interest and a whole piece of history ("passive defense", link) is gradually disappearing. In this same city, a big Nazi eagle painted on the facade of an old seminary is known to still exist under the last paint and questions of doctrine arise as to the next work (make it reappear or cover it again?). The facades of one of the buildings in the same seminary are covered with stains. Contrary to what one might think at first view, these observable tasks were carried out on purpose. In reality, its camouflages created by the Germans during World War II in order to make detection of buildings less obvious by Allied planes. Here again, a question of doctrine arises, some wishing to cover up this camouflage and others to keep it as a witness to history. Where to find places that would attest some examples of the brotherhood of armies during the two world wars, even if many accounts mention it, especially at Christmas time? However, these events were prohibited, and several soldiers were punished or even shot for having acted in this way.	
Germany		
Former Berlin Wall, German/ German border and Iron Curtain greenbelt	e.g. the town of Hötensleben as a good example of a participatory process in the 1990s, as well as the European Heritage Label-awarded border towns of Marienborn or Mödlareuth) as a vehicle for cultural and ecological heritage	[link](#)
Army testing ground Peenemünde	The Peenemünde Army Research Institute, which is now developed as a museum and also opens up the surrounding area and perhaps has so far most clearly emphasized "dark heritage and dark tourism" not only as economic development and structural promotion, but also to recognize that a tourist development can avoid many barriers (and reach "educationally distant" circles) who are otherwise subject to political or historical educational work, i.e. can reach "educationally untrained" visitors who are unlikely to visit traditional museums or educational institutions (in the same region, of course, Prora would also be the trigger for many debates on the topic after 1990, one topic or place of rededication)	[link](#)
OrdensburgVogelsang * * *Please note that both Pennemünde and Vogelsang are for-profit institutions, setting them and their agenda/goals apart from other initiatives.*	The so-called OrdensburgVogelsang in the Eifel region (see also the Wewelsburg, also in North Rhine-Westphalia) would be less suitable, but a large-scale Nazi facility that nature and environmental protection as well as the preservation of historical monuments have equally taken on, which has also been the subject of various conferences and has been discussed (i.e. well prepared) and also considered its potential as a place of historical / political education and has explicitly opened up tourist access points.	[link](#)

National political educational institution Ballenstedt		link
1936 Olympic village near Berlin	Current planning process for further development of the grounds (link in German). Also: Current debate on the 1936 Olympic grounds in Berlin with its figural sculptures	link
"Mice bunker" Berlin	Former, currently controversially discussed animal testing laboratories at the Free University, threatened by demolition	link
Women's prison Berlin	Formerly Gestapo prison, today guesthouse (link in German).	link
Nazi party rally grounds Nuremberg		link
Pioneer college Bogensee	Owned by the state of Berlin, a UA member, and twice "contaminated"	link
Alt Rehse	Exemplary Nazi village, also site of an Institute of Genetics and a Nazi euthanasia program	link
Prora	Colossal, unfinished Nazi beach resort of the Strength Through Joy project	link
Harbor City Hamburg	Memorial for the Nazi deportations at the Hanover train station (link only in German)	link
Camps Buchenwald and Sachsenhausen	Camps of different dictatorships	
Stasi headquarters and museum, Berlin		link
Peasants' War panorama in Frankenhausen	Located at the foot of the Kyffhauser, also a kind of work of art of socialist historicism like the mosaics in Buzludzha and particularly charged due to the proximity to the Kyffhäuser monument. The conservation and restoration problems for the panorama would also be an issue.	link
Stalinstadt/ Eisenhüttenstadt	Industrial planned cities in the socialist Eastern Bloc are often considered an urban heritage of this kind, a) because they are connected with the personality cult around Stalin and b) arose under the sign of Stalinist terror and forced industrialization (link in German)	link, link to other places named after Stalin
Greece		
Thessaloniki	Deportation district of Jews during Holocaust (various sites, among them military barracks, memorial near train station)	
Italy		
	Fascist and World War II sites (e.g. 1930s holiday camps on the coast)	link1, link 2, link 3
	Villages/towns of complete destruction	
Casa del Fascio (Bolzano)	Former seat of the Italian Fascist Party and its collateral organisations	link
Netherlands		
	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).	
Romania		
Sighet	Memorial of the Victims of Communism and of the Resistance	link
Spain		
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	Held political prisoners since the very beginning of the XX Century and is going to be completely re-converted into social sues	
Former Yugoslavia/Slovenia		
	Memorials of partisan battles on rural sites (ATRIUM) (Ljubljana CCH member). - The Revolution Square / Republic Square)	
Bleiburg	Important Croatian memorial site for the Massacre of Bleiburg (link in German)	link
Jasenovac concentration camp	The concentration camp was one of the ten largest in Europe, established and operated by the governing Ustaše regime, which was the only quisling regime in occupied Europe to operate extermination camps solely on their own for Jews and other ethnic groups.	link
Pan-European		
	Nazi sites and camps (approximately 44.000 NS-camps in Europe)	
	Atlantic Wall (Denmark-France, see above)	
	Cultural Palaces as a highly political and programmatic building task of socialism, such as Bitterfeld (German link)	link