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THE CONTRIBUTION OF INTERNATIONAL RESEARCH TO THE
EUROPEAN URBAN AGENDA FOR CULTURE AND CULTURAL HERITAGE:
BRINGING EUROPEAN POLICIES INTO LOCAL PRACTICES AND
VICE VERSA

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List of abbreviations

CCIs - Cultural and Creative Industries

CEMR - Council of European Municipalities and Regions

CCH – Culture and Cultural Heritage

CH – Cultural Heritage

DG – Directorate-General

DG REGIO - Directorate-General For Regional and Urban Policy

EaSI - EU programme for employment and social innovation

EC – European Commission

EDP - Entrepreneurial Discovery Process

EFSI - European Fund for Strategic Investments

EIA - Environmental Impact Assessment

EIB – European Investment Bank

EIP SCC – European Innovation Partnership Smart Cities and Communities

ERA - European Research Area

ERDF - European Regional Development Fund

ESF – European Social Fund

ESIF - European Structural and Investment Funds

EU – European Union

EUKN - European Urban Knowledge Network

EYCH – European Year of Cultural Heritage

H2020 – Horizon 2020 Programme for Research and Innovation of the EU

ITIs - Integrated Territorial Investments

JPI - Joint Programming Initiative

KPI –Key Performance Indicators

NBS – Nature Based Solutions

NGOs – Non-governmental organisations

OECD - Organisation for Economic Co-operation and Development (OECD)

OMC –Open Method of Coordination

RIS 3 - Smart Specialisation Strategies

SDGs - Sustainable Development Goals

SMEs – Small and Medium Enterprises

SUMP – Sustainable Urban Mobility Plan

TFEU – Treaty on the Functioning of the European Union

TPs – Thematic Partnerships

UAEU – Urban Agenda for the EU

UCLG - United Cities and Local Governments

UDF - Urban Development Fund

UN – United Nations

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1. Introduction

1.1 Research objectives

Following the progressive recognition, at the European and international levels, of the multi-faced benefits that Cultural Heritage brings to cities and society, creating better and more attractive places where to live and work, the research deals with Cultural Heritage (CH) and its potential in supporting integrated, people-centred, participatory and sustainable development policies at the urban level.

In particular, the research follows the progress of the process launched by the EU in 2016 by what is known as the Pact of Amsterdam¹, which called for the adoption of a European Urban Agenda, with the purpose of identifying, through the setting up of multi-level and multi-stakeholders Partnerships (UAEU Partnerships)², effective solutions to the increasingly complex challenges that most European cities are facing.

Within such a framework, the research aims at elaborating an **Action Plan for Culture and Cultural Heritage** to be adopted by European urban areas, whose actions have been formulated following an integrated approach resulting from a combination of different elements, ranging from the review of urban and CH-related policies, to the analysis of action plans, practices and innovative solutions emerging from an ensemble of selected EU-funded research projects.

In terms of policy review, the research moves taking into consideration the main developments at the EU level, both in terms of reinforcement of the urban dimension in EU policy making, as well as in terms of increased centrality of CH in the EU scene, as it is demonstrated by the growing number of initiatives and programs adopted by the different EU institutions dealing with CH related matters.

To do so, the research takes into account those initiatives and programmes that have been launched by the EU over the years, to provide evidence and data on how CH, both in its tangible and intangible dimensions, can act as an extraordinary driver of economic growth, social inclusion and urban regeneration. Among them,

¹ Urban Agenda for the EU. Pact of Amsterdam (2016), Retrieved from

https://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf

² The Urban Agenda for the EU Partnerships (UAEU Partnerships) set up so far are 14, each covering a specific policy area representing a pressing urban challenge, characterising most urban areas at the EU level and requiring a joint effort to be efficiently tackled. These Partnerships bring together, on a voluntary basis, representatives of urban and regional authorities, EU institutions and other stakeholders, like major cities' networks, engaged in the elaboration and implementation of shared Action Plans to be implemented during the lifespan of the Partnership (approximately 3 years, from the establishment phase of the Partnership to the Action plan implementation one).

particular relevant are the findings of a series of EU funded projects, which face CH from different angles and perspectives, many of which are now showcased within the newly constituted EU Platform of [Innovators in Cultural Heritage](#)³.

These projects, which count on the know-how and competences brought about by a variety of partners representing research institutions, regional and urban authorities, SMEs and business support organisations, associations and networks, and other relevant stakeholders, are conducting research and/or demonstration activities across Europe, providing on-the-ground tested solutions, guidelines, innovative methodologies, tools and technologies, suggesting new fields of investigation, but also recommendations and policy papers, addressed to the different institutional levels, which should represent valuable sources of take-up and inspiration in the definition and implementation of effective and sustainable urban policies in which CH plays a leading role.

To sum-up, the research is aimed at elaborating **an integrated approach for the definition of an Action Plan for Cultural Heritage, contributing to the Urban Agenda for the EU process which is underway**, consisting in a set of actions to be applied at the local level, which result from the intersection between:

- the **review of the most recent policies and programmes related to CH** and integrated urban development adopted by the different EU institutions, providing recommendations which should orient policy making and its implementation at the local level;
- the **main findings emerged from the work conducted by the UAEU Partnerships** that have been established so far in the framework of the Pact of Amsterdam in terms of bottlenecks identified, recommendations and actions proposed, to identify possible cross-cutting issues and correlations with the CH domain;
- the **analysis of the solutions implemented by the most recent and innovative EU-funded projects in the field** dealing, in a synergic and transversal way, with Cultural Heritage as an engine of regeneration, innovation and inclusive and sustainable growth, and whose findings represent the result of the collaboration between urban authorities, research bodies and other relevant stakeholders, each contributing with its own competences, practical experience, perspectives and concrete needs.

This cross-cutting work will be able to demonstrate **how EU-funded research projects can support the implementation of EU policies at the local level while, at the same time, contributing to orienting future choices at the wider European framework, not only in terms of future research, but also in terms of shaping**

³ The innovatorsinculturalheritage.eu platform is the result of the collaboration of two H2020 funded projects, namely the MARINA and the ROCK projects. The platform, whose setting-up has been promoted by the European Commission, is conceived as a virtual space bringing together the European community of actors working in the field of CH with the aim of showcasing products and innovations in the field, fostering collaborations, disseminating EU-funded projects results.

EU policy making, by providing on-the-ground tested solutions capable of giving voice to cities in their difficult process of becoming recognised protagonists on the EU scene.

In order to evaluate the validity of the proposed methodology in defining relevant and immediately implementable actions in the CH field, both responding to cities' urgent needs as well as contributing to the implementation of European policies at the local level, the research has identified the Metropolitan City of Bologna, in Italy, with its Strategic Metropolitan Plan 2.0, as a valuable ground against which to assess the proposed Action Plan. In addition to this first assessment, to further demonstrate the scalability and relevance of the proposed measures at the different territorial levels, an hypothesis of Local Action Plan has been drafted, to be applied at the lower municipal scale.

As a matter of fact, the articulation of the Strategic Metropolitan Plan 2.0 could be itself be conceived as a sort of Urban Agenda for the Metropolitan City of Bologna, since it defines a set of sectorial and cross-cutting policies to improve the sustainability, inclusivity and attractiveness of the 55 municipalities of the vast, variegated and complex area of the Metropolitan City of Bologna⁴, against which to assess the soundness of the adopted integrated approach and the replicability of the Action Plan for the Cultural Heritage which has been elaborated within the research work.

⁴ Dipartimento per gli Affari Regionali e le Autonomie. Presidenza del Consiglio dei Ministri. I dossier delle Città Metropolitane. Città metropolitana di Bologna. 1 Edizione – Marzo 2017. ISBN 9788899919061. Retrieved from <http://www.affariregionali.it/media/170175/dossier-citt%C3%A0-metropolitana-di-bologna.pdf>

1.2 The research policy framework

Although the role of cities in contributing to the success of EU development policies has become increasingly evident over the years, the debate around the centrality of the urban dimension in European policies is more topical than ever.

Despite the issue of defining a European agenda for urban areas has been brought forward already in 1997 with the publication, by the European Commission, of the Communication "Towards an urban agenda: Guidelines for a European debate"⁵, it is only almost 20 years later, in 2016, that the EU Ministers Responsible for Urban Matters agree on the need of establishing a Urban Agenda for the EU (UAEU), by adopting what is known as the Pact of Amsterdam⁶. The document, which outlines the key principles of the Urban Agenda for the EU, introduces a new working method based on thematic multi-level and multi-actors European Partnerships (UAEU Partnerships), aimed at fostering a *balanced, sustainable and integrated approach towards urban challenges*, capable of improving the quality of life in urban areas, while easing the application of EU regulation, knowledge exchange and access to funding.

The concept of sustainable and integrated urban development, which is also at the very heart of the actual European Cohesion Policy 2014-2020⁷, was already introduced in 2007, during the German Presidency of the European Union, when the Ministers of the Member States responsible for urban development subscribed what is known as the [Leipzig Charter](#) on Sustainable European Cities, to bring forward and to initiate a confrontation with and among cities on the need of promoting integrated urban development policies, meant as *a process in which the spatial, sectorial and temporal aspects of the most important areas of urban policy are coordinated*⁸.

Recently and in view of the renewal of the Leipzig Charter, which is planned to occur in 2020 during the German Presidency of the Council of the European Union, the degree of application of the core principles of the Leipzig Charter by local authorities in and outside Europe has been recently assessed in a Report⁹ commissioned by the German Federal Institute for Research and Building. The Report, which analyses the urban development policies implemented in 35 countries worldwide, highlights the difficulties urban

⁵ The European Commission's Communication on "Towards an urban agenda: Guidelines for a European debate" (COM (97) 197 final) identified the need for new initiatives aimed at strengthening or restoring the role of European cities as centres of socio-cultural integration, as a source of economic prosperity and sustainable development, and as the very basis of democracy

⁶ Urban Agenda for the EU. Pact of Amsterdam (2016), Retrieved from https://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf

⁷ European Commission, DG Regio: https://ec.europa.eu/regional_policy/en/policy/themes/urban-development/

⁸ LEIPZIG CHARTER on Sustainable European Cities (2007). Retrieved from https://ec.europa.eu/regional_policy/archive/themes/urban/leipzig_charter.pdf

⁹ European Urban Knowledge Network (EUKN), Ten Years Leipzig Charter. The enduring relevance of integrated urban development in Europe (2017)

authorities still encounter in facing pressing local and global challenges, like climate and demographic change, scarcity of resources, increasing social inequalities, digitalization, etc., which are strictly interconnected and interdependent, thus requiring the adoption of integrated policies aimed at overcoming the traditional *silos* approach in policy making and implementation.

In reaffirming the need of adopting effective urban governance practices, based on multi-level and multi-stakeholder cooperation, the Report highlights how the renewal of the Leipzig Charter should capitalize on the new governance structures introduced by the European Urban Agenda and by the findings and recommendations emerging from the 14 UAEU Partnerships set-up so far. As a matter of fact, despite focusing on single challenges, a number of cross-cutting issues has been taken into consideration by each Partnership, as defined by the Pact of Amsterdam, in order to guarantee the integration of different policy aspects, like the promotion of participatory and multi-level governance and of integrated approaches to urban development, as well as the contribution to reaching the targets of important international agreements, like the 2030 Agenda for Sustainable Development¹⁰, the Paris Agreement on Climate¹¹ and the new Urban Agenda¹².

The Pact of Amsterdam foresees the possibility of establishing new Partnerships based on new pressing challenges cities have to cope with, which require both an integrated action at the EU level, as well as a multi-level cooperation. One of the most recent UAEU Partnerships is represented by the one on Culture and Cultural Heritage, launched in early 2019. Building on the success and outcomes of the initiatives carried out during the European Year of Cultural Heritage, proclaimed in 2018, it testifies the progressive recognition of the importance of Cultural Heritage (CH) for Europe and its contribution to meeting European and international sustainable development policies and goals. The European Year of Cultural Heritage has, indeed, culminated in the adoption of the first European Framework for Cultural Heritage, which identifies CH as a resource for an innovative, inclusive, resilient, sustainable Europe, capable of fostering global partnerships.

¹⁰ The Agenda 2030 for Sustainable Development, which includes a collection of 17 Sustainable Development Goals (SDGs), was adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. Retrieved from <https://sustainabledevelopment.un.org/post2015/transformingourworld>

¹¹ The Paris Agreement on Climate was agreed during the Paris climate conference (COP21) in December 2015 within the United Nations Framework Convention on Climate Change (UNFCCC). It set out a global action plan to avoid climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C. Retrieved from <https://unfccc.int/resource/docs/2015/cop21/eng/l09r01.pdf>

¹² The New Urban Agenda was adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador, on 20 October 2016 as a roadmap for building cities that can serve as engines of prosperity and centers of cultural and social well-being while protecting the environment. Retrieved from <http://habitat3.org/the-blue-urban-agenda/>

Needless to say, the establishment of the Partnership on Culture and Cultural Heritage reflects the necessity of adopting concrete measures on how to overcome those bottlenecks which still hamper the full benefits that effective Culture and CH-led policies could bring about, starting from recognizing the need of promoting integrated and participatory approaches and governance models, also in line with the new notion of CH introduced by the Faro Convention¹³, which recognizes the people's rights to benefit from CH, conceived as a common good connected to people's values, in a logic of individual and collective responsibility towards its preservation.

¹³ Council of Europe Framework Convention on the Value of Cultural Heritage for Society (2005). Council of Europe Treaty Series - No. 199

1.3 Structure of the research

The research is articulated in **7 main Chapters** and **3 Appendixes**.

CHAPTER 1 – Introduction

It provides an introduction to the research topic and objectives.

CHAPTER 2 - Reinforcing the urban dimension in EU policies: from the Leipzig Charter to the European Urban Agenda

It gives an overview, in terms of policies adopted at the EU level, of the path that brought to the Pact of Amsterdam and to the recognition of the need of adopting an Urban Agenda for the EU (UAEU), based on the concept of integrated and sustainable urban development. It also provides some initial evaluations on the effectiveness of the work carried out by the UAEU Partnerships. This Chapter is linked to APPENDIX A - UAEU PARTNERSHIPS' ACTION PLANS.

CHAPTER 3 - Towards an integrated approach to Cultural Heritage in EU development policies

It describes, from a policy perspective, the main steps that have been taken at the EU level in terms of progressive recognition of CH as key driver of development, requiring the introduction of participatory and integrated approaches, and bringing to the proclamation of 2018 as European Year of CH and to the adoption of a European Framework for Action on Cultural Heritage, highlighting its guiding principles.

CHAPTER 4 - The new UAEU Partnership on Culture and Cultural Heritage: Cultural Heritage as a social, ecological and economic resource

Based on the available documents, the last of which the recently published Orientation paper, it outlines the main characteristics of the newly established Partnership on Culture and Cultural Heritage, to provide highlights on the initial indications that were given by the Partnership's coordinators, to be taken into consideration in the elaboration of the proposal of Action Plan for Culture and Cultural Heritage.

CHAPTER 5 - European research supporting innovation in the Cultural Heritage field

Starting from an overview of main EU programmes and initiatives supporting CH-related activities, including main funding programmes in the field, the Chapter provides a synthesis of the actions and of the main outputs produced by a set of 9 selected EU-funded projects which deal with CH from different perspectives, to identify the challenges/problems they are addressing, the actions they are proposing and the possible contributions to the proposed Action Plan on Culture and CH.

It finally provides a set of considerations that have been elaborated following the analysis conducted.

This Chapter is linked to APPENDIX B - EU-FUNDED PROJECTS RECOMMENDATIONS AND POSITION ON THE EU URBAN AGENDA ON CULTURE AND CULTURAL HERITAGE and APPENDIX C - FACTSHEETS ON RELEVANT CULTURAL HERITAGE EU PROJECTS

CHAPTER 6 - Proposal for an Action Plan for the Partnership on Culture and Cultural Heritage

Based on the outcomes of the policy review, the analysis of the ongoing UAEU Partnerships' Action Plans and the findings emerging from the selected EU projects, and following the preliminary indications provided by the new Partnership on Culture and CH, this Chapter proposes an Action Plan for Culture and Cultural Heritage composed of 8 main actions, which should be adopted at the local level. For each of them, a set of possible sub-actions and a series of information have been formulated, following a scheme which is similar to the one that has been adopted by the ongoing Partnerships' Action Plans. Moreover, for each action it identifies the main contributions that could be given by the analysed EU-funded projects in terms of research findings, tools developed and relevant projects' outputs, to be shared and capitalised in support of an effective implementation of the proposed actions.

CHAPTER 7 - From the EU to the local level: towards an Action Plan for CH for the city of Bologna

This Chapter aims to assess the validity of the proposed Action Plan for Culture and CH at the local level, by analysing the relevance and potential immediate applicability of its measures in a European urban area, namely the Metropolitan City of Bologna, and to suggest a set of actions that could be implemented locally and integrated within the recently adopted Strategic Metropolitan Plan 2.0.

CONCLUSIONS

This Chapter summarises the main conclusions achieved by the research.

APPENDIX A - UAEU PARTNERSHIPS' ACTION PLANS - SUMMARY TABLES

The summary tables provide an overview of the Actions that have been foreseen by each of the 12 initial European Urban Agenda Partnerships within their published Action Plan, plus a summary of initial provisions included in the recently published Orientation Paper of the newly established Partnership on Security in Public Spaces. The summary tables identify, for each Action, a brief description of the Action, the bottlenecks encountered, the problem addressed, the actions needed and the contribution provided to the Urban Agenda, as resulting from the analysis of the UAEU Partnerships' Action Plans.

The information provided in the synoptic tables has been extrapolated by the UAEA Partnerships' Action Plans, which are published in the [Futurium](#) platform¹⁴, which offers an overview and a discussion forum dedicated to the Urban Agenda of the EU process and other policies affecting EU citizens.

APPENDIX B - EU-FUNDED PROJECTS RECOMMENDATIONS AND POSITION ON THE EU URBAN AGENDA ON CULTURE AND CULTURAL HERITAGE

It summarises the feedback collected from each of the 9 analysed EU-funded projects in view of the preparation of a Position paper on the EU Urban Agenda on Culture and CH¹⁵ to be addressed to the members of the new Partnership on Culture and CH, and which was elaborated in the context of the H2020 ROCK project¹⁶. The indications and recommendations provided have been taken into consideration as valuable hints while elaborating the Action Plan for Culture and CH which has been proposed as part of the outcome of the research.

APPENDIX C – FACTSHEETS ON RELEVANT CULTURAL HERITAGE EU PROJECTS

It contains a summary description of each of the 9 analysed EU projects - I-MEDIA-CITIES, FORGET HERITAGE, ARCHES, EUCANET, CLIC, ROCK, REACH, OPEN HERITAGE, RURITAGE - in terms of partnership, duration, funding programme, main research objectives and outputs, etc., to provide additional information on the selected projects. The information has been extrapolated by the projects' official media channels and published outputs. The order in which they are presented follows the projects' starting dates.

¹⁴ European Commission. Futurium. Your voices, Our future. Retrieved from <https://ec.europa.eu/futurium/en>

¹⁵ ROCK Consortium (2019). *White paper and recommendations to the EU Urban Agenda partnership on culture and cultural heritage*. Retrieved from <https://rockproject.eu/documents-list#386>

¹⁶ H2020 ROCK (GA nr.730280) project official website. Retrieved from www.rockproject.eu

2. Reinforcing the urban dimension in EU policies: from the Leipzig Charter to the European Urban Agenda

2.1 Reinforcing the urban dimension in the European policies: an evolutionary path

Despite most recent data show that 72% of European population is living in urban areas (Pesaresi et al., 2013)¹⁷ where most of opportunities and challenges coexist and that local authorities represent the level of government closest to the citizens, playing a fundamental role in day-by-day implementation of EU legislation, providing services and contributing to the overall growth and integration process across Europe, cities have struggled to be considered as valid interlocutors of European institutions over the years and to make their voices heard (Hahn, 2014)¹⁸.

While the revision of the subsidiary principle introduced by the Article 5(3) of the Treaty on European Union (TEU)¹⁹ makes explicit reference to the sub-national levels of government in defining whether or not an action could be better pursued at the EU level, still, the national dimension remains privileged, by demanding to Member States the verification of its correct application²⁰.

If this lack of interlocution among the different levels of government is particularly evident when talking about the legislative process, this situation is also reflected when talking about the recognition of the importance of the urban dimension within the widest EU development policies, which has required a long process, which is still ongoing and not completely accomplished.

This situation has, for example, pushed cities to organize themselves and find alternative ways of mobilization, socialization and lobbying towards the EU institutions, through the setting-up of large networks representing cities 'interests, priorities and needs on the EU scene, like EUROCIITIES²¹, the United Cities and

¹⁷ Pesaresi et al. (2013). A Global Human Settlement Layer From Optical HR/VHR RS Data: Concept and First Results. IEEE Journal of Selected Topics in Applied Earth Observations and Remote Sensing 6, 2102–2131. <https://doi.org/10.1109/JSTARS.2013.2271445>. Retrieved from <https://ghsl.jrc.ec.europa.eu>

¹⁸ Hahn, J., (2014). *The voice of cities must be heard*. Speech held at the CiTIEs Forum by Commissioner Johannes Hahn. Brussels. Retrieved from https://ec.europa.eu/commission/presscorner/detail/en/SPEECH_14_134

¹⁹ Article 5(3) of the Treaty on European Union (TEU) "*Under the principle of subsidiarity, in areas which do not fall within its exclusive competence, the Union shall act only if and in so far as the objectives of the proposed action cannot be sufficiently achieved by the Member States, either at central level or at regional and local level, but can rather, by reason of the scale or effects of the proposed action, be better achieved at Union level. The institutions of the Union shall apply the principle of subsidiarity as laid down in the Protocol on the application of the principles of subsidiarity and proportionality. National Parliaments ensure compliance with the principle of subsidiarity in accordance with the procedure set out in that Protocol.*"

²⁰ M. T. Karayığit, The EU and Local Governments, Strategic Public Management Journal (SPMJ), Issue No: 4, November 2016, ISSN 2149-9543, pp.1-20

²¹ EUROCIITIES is the leading network of more than 140 major European cities, founded in 1986, working to improve the quality of urban life, putting citizens at the heart of developments towards an inclusive, prosperous and healthy cities with future-fit local governments. It has become a major interlocutor of EU institutions along time, in representation of urban areas interests. Retrieved from www.eurocities.be

Local Governments (UCLG)²², the Council of European Municipalities and Regions (CEMR)²³, ICLEI²⁴, etc, which have played and still are playing a very important role in fostering multi-level governance and cooperation among and within different institutional levels.

It was already in 1997 that the European Commission, in recognising that policy efforts addressing many of the problems affecting European cities “*have often been piecemeal, reactive and lacking in vision*”, adopted the Communication “*Towards an urban agenda: Guidelines for a European debate*”²⁵, where the need of introducing an urban perspective in European Union policies was brought forward. The Communication, which pushed for the adoption of initiatives aimed at strengthening or restoring the role of European cities as *centres of socio-cultural integration, as a source of economic prosperity and sustainable development, and as the very basis of democracy* (European Commission, 2013), represented a first step in the launch of the debate around urban issues at European scale and in the recognition of the need of adopting a cross-sectorial and multi-stakeholder approach to urban matters, by calling for the active participation not only of public authorities of all levels, but also of key actors from other sectors of society.

But it was 10 years later, in 2007, that a key step in approaching urban policies at the EU level was really marked, through the adoption, during the Informal Ministerial Meeting on Urban Development and Territorial Cohesion, of the Territorial Urban Agenda²⁶ and of the Leipzig Charter on Sustainable European Cities. These documents, which still represent valid reference frameworks at the different policy levels, brought together key concepts such as the one of territorial governance and those of spatial and integrated

²² UCLG is a worldwide network of cities and local, regional, and metropolitan governments and their associations, committed to representing, defending, and amplifying the voices of local and regional governments. Among its actions, in 2004, it has adopted the Agenda 21 for Culture, approved by cities and local governments from all over the world to enshrine their commitment to human rights, cultural diversity, sustainability, participatory democracy and creating conditions for peace. Retrieved from <https://www.uclg.org/en/organisation/about>

²³ The Council of European Municipalities and Regions (CEMR) was established in 1951, as the oldest and broadest European association of local and regional governments. It promotes the construction of a united, peaceful and democratic Europe founded on local self-government, respect for the principle of subsidiarity and the participation of citizens. Its work is organised around two main pillars, influencing European policy and legislation in all areas having an impact on municipalities and region and providing a forum for debate between local and regional governments via their national representative associations. CEMR is also the European section of the world organisation United Cities and Local Governments (UCLG). Retrieved from https://www.ccre.org/en/article/introducing_cemr

²⁴ ICLEI – Local Governments for Sustainability is a global network of more than 1.750 local and regional governments committed to sustainable urban development. Active in more than 100 countries, the network influences sustainability policy and drives local action for low emission, nature-based, equitable, resilient and circular development. Retrieved from www.iclei.org

²⁵ The European Commission's Communication on "Towards an urban agenda: Guidelines for a European debate" (COM (97) 197 final)

²⁶ Territorial Agenda of the European Union. Towards a More Competitive and Sustainable Europe of Diverse Regions. Agreed on the occasion of the Informal Ministerial Meeting on Urban Development and Territorial Cohesion in Leipzig on 24/ 25 May 2007. Retrieved from https://ec.europa.eu/regional_policy/sources/policy/what/territorial-cohesion/territorial_agenda_leipzig2007.pdf

approaches to urban development²⁷ as vehicles of territorial cohesion, which have been increasingly applied in all EU Member States, either within national programmes or as part of local strategies for a holistic development of urban areas²⁸.

LEIPZIG CHARTER on Sustainable European Cities

Integrated Urban Development: process in which the spatial, sectorial and temporal aspects of the most important areas of urban policy are coordinated

- Identify the strengths and weaknesses of cities and neighbourhoods based on an analysis of the current situation,
- Define concrete development goals for the urban area and develop a vision for the city,
- Coordinate sectoral and technical policies and projects in the different neighbourhoods and ensure that the planned investments will help to promote balanced development of the urban area,
- Coordinate and bring together in different urban spaces the use of funds from public and private sector actors,
- Be coordinated at local, and city-regional level, and involve citizens and other partners who can contribute substantially to determining the future economic, social, cultural and environmental quality of each area

Focus on «Baukultur»: to ensure quality public spaces as the sum of all cultural, economic, technological, social and ecological aspects that influence quality and the planning and construction process

Figure 01. The Leipzig Charter calls for Integrated Urban Development

Nevertheless, at the EU level, it was only after the failure of the Lisbon Strategy²⁹, and the risk that the measures adopted at European level in 2010 in the framework of the Europe 2020 Strategy would be equally ineffective, that the EU recognised the need of making a paradigm shift (European Commission, 2014)³⁰, to counter the widespread sense of mistrust of European citizens towards the institutions of Brussels and the increasing loss of competitiveness and attractiveness at global level.

It was necessary to enhance the construction of a resilient system, able to govern and not undergo scenario changes, through a series of vertical and horizontal policies, aimed at improving, in participatory terms, its system of European governance. It was particularly evident that EU policies had failed to address challenges at the level in which they were more pressing, the urban one: the complex articulation of urban phenomena and the speed of change, in a context of persistent economic crisis, had, as a matter of fact, progressively

²⁷ M.ELTGES, Leipzig Charter on Sustainable European Cities – A Work in Progress, European Spatial Research and Policy Journal, Volume 16, Number 2, 2009

²⁸ German Institute of Urban Affairs (Difu). 5 Years after the LEIPZIG CHARTER – Integrated Urban Development as a Prerequisite for a Sustainable City. Integrated Urban Development in the EU Member States and its Candidate Countries. October 2012

²⁹ The Lisbon Strategy was launched in Lisbon in 2000 by the EU Heads of State and Government, to make Europe “*the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion*”. Retrieved from https://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressData/en/ec/00100-r1.en0.htm

³⁰ European Commission (2014). *Taking stock of the Europe 2020 strategy for smart, sustainable and inclusive growth*. Communication. COM(2014) 130 final/2

contributed to multiply pressures on local governments, which had found themselves facing increasingly complex and interconnected challenges, in a framework characterized by scarcity of resources, reduction of tax revenues and difficult access to credit (European Investment Bank, 2013)³¹.

This situation called for a rethinking of the urban structure as composed of different interrelated systems requiring the adoption of integrated solutions and policies capable of promoting growth while guaranteeing social, economic and environmental sustainability: all public and private spaces, traditional and ecological and innovative infrastructure networks, buildings and neighbourhoods with reduced energy consumption (NZEB district), the integration of renewable sources for all urban needs, accurate control in the use of resources (land, materials, water, energy), sustainable mobility, the development of resilient behaviours, etc.

This complexity, interdependencies and correlations among different urban phenomena and actors contributed in focusing the debate on how to foster forms of **urban governance**, meant as the formulation and pursuit of collective goals at the local level (Pierre and Peters, 2012)³², an issue which is still open nowadays, and more relevant than ever. Indeed, it has become increasingly evident that the achievement of global targets is closely linked to cities performance at the local level which, in turn, very much depends on the ability of implementing effective governance mechanisms, capable of impacting on overall economic performance, state of the environment and climate change, citizens' well-being and, most of all, in terms of promoting human rights.

It is already in 1999 that UN HABITAT puts the topic of **improving urban governance** at the centre of one of its campaigns aimed at eradicating poverty and enhancing inclusive cities, where everybody can fully participate to the social, economic and political opportunities which cities offer. In defining the term urban governance, UN HABITAT starts by distinguishing urban governance from government, where the first includes different types of actors, like the government, the private sector and the civil society, and considering governance as a process, where the different priorities that these groups express are reconciled:

*“Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.”*³³

³¹ European Investment Bank. (2013). *Investment and Investment Finance in Europe*. Retrieved from http://www.eib.org/attachments/efs/investment_and_investment_finance_in_europe_en.pdf

³² Peters, B., G., Pierre, J. (2012). Urban Governance. *The Oxford Handbook of Urban Politics*. Edited by Peter John, Karen Mossberger, and Susan E. Clarke. Print Publication Date: Apr 2012 doi 10.1093/oxfordhb/9780195367867.013.0005

³³ UN HABITAT (1999). *Global Campaign on Urban Governance*. Retrived from <https://mirror.unhabitat.org/content.asp?cid=2095&catid=25&typeid=24&subMenuId=0>

But, in order to bring real benefits to citizens, UN HABITAT recalls the principles of **sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship and security** which should be embedded in the concept of **good urban governance**:

*Urban governance is inextricably linked to the welfare of the citizenry. Good urban governance must enable women and men to access the benefits of urban citizenship. Good urban governance, based on the principle of urban citizenship, affirms that no man, woman or child can be denied access to the necessities of urban life, including adequate shelter, security of tenure, safe water, sanitation, a clean environment, health, education and nutrition, employment and public safety and mobility. Through good urban governance, citizens are provided with the platform which will allow them to use their talents to the full to improve their social and economic conditions.*³⁴

It was within this framework and in view of the future development of the Europe 2020 strategy, that the discussion around the need of adopting an Urban Agenda for the EU was re-launched, with the organisation, in 2014, of the "[CITIES - Cities of Tomorrow: Investing in Europe](#)" Forum, through which the European Commission intended to stimulate the debate at the European level on how the urban dimension of EU policymaking could be more effectively addressed and how cities' key role in implementing policies set at all governance levels could be better taken into account.

As Johannes Hahn, the then Commissioner responsible for Regional Policy, stated "*Europe cannot tackle today's challenges without the active input of cities. It is no overstatement to say that development of our cities will determine the future economic, social and territorial development of the European Union. Cities will be pivotal in achieving the ambitions of Europe 2020. And – whether you are thinking of the environment, the economy, or social cohesion - if we can't get it right in our cities, we won't get it right at all*" (2014).³⁵

Within such context, a definition of the "*Cities of Tomorrow*" was agreed³⁶, summarising the main features a city should have when implementing a sustainable development model, which still represents a valid reference framework and which was recalled by the European Commission in 2014 in its Communication³⁷, which paved the way towards the adoption of a Urban Agenda for the EU.

³⁴ Ibid

³⁵ Issues paper for discussion in the forum "CITIES - Cities of Tomorrow: Investing in Europe", Brussels 17-18 February 2014. Retrieved from

https://ec.europa.eu/regional_policy/archive/conferences/urban2014/doc/issues_paper_final.pdf

³⁶ European Commission. Directorate General for Regional Policy. Cities of tomorrow. Challenges, visions, ways forward. October 2011. Retrieved from

http://ec.europa.eu/regional_policy/archive/conferences/citiesoftomorrow/index_en.cfm

³⁷ European Commission (2014). *The urban dimension of EU policies – key features of an EU urban agenda*. Communication. COM/2014/0490 final. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=COM:2014:490:FIN>

Definition of Cities of Tomorrow (European Commission, 2014)

Cities of Tomorrow synthesises the principles of the European sustainable urban development model

drawing upon the TFEU, the Charter of Fundamental Rights of the EU, the European Social Model, the Leipzig Charter, the Toledo Declaration³⁸ and the Territorial Agenda of the EU 2020³⁹.

European cities should be

- places of advanced social progress;
- platforms for democracy, cultural dialogue and diversity;
- places of green, ecological or environmental regeneration; and
- places of attraction and engines of economic growth.

European urban territorial development should

- reflect a sustainable development of Europe based on balanced economic growth and balanced territorial organisation with a polycentric urban structure;
- contain strong regional centres that provide good accessibility to services of general economic interest;
- be characterised by a compact settlement structure with limited urban sprawl; and
- enjoy a high level of protection and quality of environment around cities.

³⁸ The Toledo Declaration was adopted in June 2010 by the EU's Urban Development Ministers, setting out the *European Union's political commitment to defining and applying integrated urban regeneration as one of the key tools of the 2020 Strategy*. The Ministers agreed in particular on the suitability of the integrated approach in urban development policies and the importance of integrated urban regeneration and its strategic potential for a smarter, more sustainable and socially inclusive urban development in Europe. The Toledo Declaration identified 5 priority Actions to be pursued: 1) Supporting the continuation of the Marseille process and the implementation of the European Reference Framework For Sustainable Cities (RFSC); 2) Strengthening the Urban Dimension in Cohesion Policy; 3) Supporting a greater coherence between territorial and urban issues and agendas and fostering the urban dimension in the context of territorial cohesion; 4) Continuing to promote research, comparative studies and statistics, exchange of best practices and dissemination of knowledge on urban topics, and strengthening coordination of them all; 5) Promoting sustainable urban development and integrated approaches by re-enforcing and developing instruments to implement the Leipzig Charter at all levels; 6) Considering the most important challenges that European cities will face in the future: climate change and demographic changes open discussion. Retrieved from http://urban-intergroup.eu/wp-content/files_mf/es2010itoledodeclaration.pdf

³⁹ Territorial Agenda of the European Union 2020. Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions agreed at the Informal Ministerial Meeting of Ministers responsible for Spatial Planning and Territorial Development on 19th May 2011 Gödöllő, Hungary. The Territorial Agenda of the European Union 2020 identified a set of main territorial challenges requiring a coordinated approach to transform them into potentials for sustainable and harmonious territorial development. Among the challenges identified: increased exposure to globalization and growing interdependences of regions; territorially diverse demographic and social challenges, segregation of vulnerable groups; climate change and environmental risks; energy challenges; loss of biodiversity, vulnerable natural, landscape and Cultural Heritage, also in terms of preserving the quality of the built environment. On the other side, it suggested a set of 6 territorial priorities for the successful implementation of the Europe 2020 Strategy, which required the adoption of vertical and horizontal coordination mechanisms between decision-making bodies at different levels and sector-related policies: 1) promotion of polycentric and balanced territorial development; 2) encouraging integrated development in cities, rural and specific regions; 3) promotion of territorial integration in cross-border and transnational functional regions; 4) ensuring global competitiveness of the regions based on strong local economies; 5) improving territorial connectivity for individuals, communities and enterprises; 6) managing and connecting ecological, landscape and cultural values of regions

Retrieved from https://ec.europa.eu/regional_policy/sources/policy/what/territorial-cohesion/territorial_agenda_2020.pdf

2.2 The European Urban Agenda (EUA): fostering Better Regulation, Better Funding and Better Knowledge through multi-level Thematic Partnerships

It is in this context that the signing, in May 2016, by the Heads of State and Government of the Member States, of the Amsterdam Pact is inserted, with which Europe has recognized the need to equip itself with a "European Urban Agenda". It followed the considerations collected in the above mentioned Communication of the European Commission "*The urban dimension of EU policies - Founding elements of an EU Urban Agenda*"⁴⁰ (2014), which strongly stressed the need to strengthen the commitment and participation of cities in European policies and to better understand urban development processes in order to fully exploit their potential for growth, innovation and competitiveness.

The Amsterdam Pact therefore proposes a **new joint working method, based on the European Partnership instrument**, bringing together Member States, the European Commission, cities and other stakeholders around a series of thematic priorities, in order to stimulate growth, liveability and innovation in Europe's cities and successfully address major societal challenges.

The objective of the Partnerships is to strengthen the urban dimension in EU policies through the definition and implementation of a series of Action Plans in order to:

1. to improve the development, implementation and evaluation of European legislation ("*Better Regulation*")⁴¹;
2. ensure better access to and use of European funds ("*Better Funding*")⁴²
3. improve the EU urban knowledge base ("*Acquis urbain*") by stimulating the sharing of best practices and cooperation between cities ("*Better Knowledge*")⁴³;

⁴⁰ Ibid.

⁴¹ The Pact of Amsterdam, Article 5.1, defines Better Regulation as follows: "*The Urban Agenda for the EU focuses on a more effective and coherent implementation of existing EU policies, legislation and instruments. Drawing on the general principles of better regulation, EU legislation should be designed so that it achieves the objectives at minimum cost without imposing unnecessary legislative burdens. In this sense the Urban Agenda for the EU will contribute to the Better Regulation Agenda. The Urban Agenda for the EU will not initiate new regulation, but will be regarded as an informal contribution to the design of future and revision of existing EU regulation, in order for it to better reflect urban needs, practices and responsibilities. It recognises the need to avoid potential bottlenecks and minimise administrative burdens for Urban Authorities.*"

⁴² The Pact of Amsterdam, Article 5.2, defines Better Funding as follows: "*The Urban Agenda for the EU will contribute to identifying, supporting, integrating and improving traditional, innovative and user-friendly sources of funding for Urban areas at the relevant institutional level, including from European structural and investment funds (ESIF) (in accordance with the legal and institutional structures already in place) in view of achieving effective implementation of interventions in Urban areas. The Urban Agenda for the EU will not create new or increased EU funding aimed at higher allocations for Urban Authorities. However, it will draw from and convey lessons learned on how to improve funding opportunities for Urban Authorities across all EU policies and instruments, including Cohesion Policy.*"

⁴³ The Pact of Amsterdam, Article 5.3, defines Better Knowledge as follows: "*The Urban Agenda for the EU will contribute to enhancing the knowledge base on urban issues and exchange of best practices and knowledge. Reliable data is important for portraying the diversity of structures and tasks of Urban Authorities, for evidence-based urban policy making, as well as for providing tailor-made solutions to major challenges.*"

With regard to Better Funding, although the new Programming of Community funds for 2014-2020 has allocated a significant share of resources to sustainable urban development, both within the framework of Cohesion Policy and within sectoral programmes, such as Horizon 2020 (H2020), access to resources is still complex and the measures financed are often fragmentary and insufficient, requiring a reflection on the need to develop and promote different funding schemes that better respond to the real needs of territories, as set out in the Amsterdam Pact itself.

Precisely for this reason, the Urban Agenda for the EU aims to identify, support, integrate and improve access to sources of funding for urban areas, including the European Structural and Investment Funds (ESIF), in order to achieve effective implementation of interventions in urban areas.

The Figure below shows the 14 Partnerships corresponding to 14 major challenges that have been set-up so far.



Figure 02. Urban Agenda for the EU Partnerships.

Source: Urban Agenda for the EU. Multi-level governance in Action (European Commission, 2019, p.11) ⁴⁴

Knowledge on how Urban areas evolve is fragmented and successful experiences can be better exploited. Initiatives taken in this context will be in accordance with the relevant EU legislation on data protection, the reuse of public sector information and the promotion of big, linked and open data."

⁴⁴ Graphic adapted from European Commission (2019). *Urban Agenda for the EU. Multi-level governance in Action*, p. 11. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_en.pdf

In 2016, the first four Partnerships, known as the Amsterdam Partnerships or Urban Agenda for the EU (UAEU) Partnerships, were established, dealing with:

- Urban poverty,
- Inclusion of migrant and refugees,
- Air quality and
- Housing.

A year later, in 2017, they were followed by the Bratislava partnerships, around:

- Digital transition,
- Urban mobility,
- Jobs and skills in the local economy and
- Circular economy.

The Malta partnerships, which followed in the second half of 2017, are about:

- Sustainable use of land and nature-based solutions,
- Climate adaptation,
- Public procurement and
- Energy transition.

At the beginning of 2019, two new partnerships, known as the Vienna partnerships, were launched to face two new pressing challenges:

- **Culture and Cultural Heritage** and
- Security in Public Spaces.

Despite focusing and providing recommendations on the specific thematic challenges listed above, the Partnerships also address a set of **11 complex and inter-linked cross-cutting issues**, that have been identified in the Pact of Amsterdam, since *“the complexity of urban challenges requires integrating different policy aspects to avoid conflicting consequences and make interventions in cities more effective”*⁴⁵, which are:

1. Effective **urban governance**, including **citizens’ participation and new models of governance**;
2. **Governance across administrative boundaries** and inter-municipal cooperation;

⁴⁵ Urban Agenda for the EU. Pact of Amsterdam (2016). p. 7. Retrieved from https://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf

3. **Sound and strategic urban planning** (link with regional planning, **including** “Research and Innovation Smart Specialisation Strategies” (**RIS3**), and balanced territorial development), with a **place-based and people-based approach**;
4. **Integrated and participatory approach**;
5. Innovative approaches, including **Smart Cities**;
6. Impact on **societal change**, including behavioral change, promoting, among other things, equal access to information, gender equality and women empowerment;
7. Challenges and opportunities of small and medium-sized Urban Areas and **polycentric development**;
8. **Urban regeneration**, including social, economic, environmental, spatial and cultural aspects, also linked to the brownfield redevelopment with the objective of limiting greenfield consumption;
9. Adaptation to **demographic change and in and out migration**;
10. Provision of adequate **public services of general interest**;
11. **International dimension**.



Figure 03. Pact of Amsterdam’s cross-cutting issues.

Source: Urban Agenda for the EU. Multi-level governance in Action. (European Commission, 2019, p.19)

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The last cross-cutting issue, the international dimension, is particularly relevant for EU Urban Agenda, since meeting the targets set in international agreements – like the [UN 2030 Agenda’s Sustainable Development Goals \(SDGs\)](#), the [New Urban Agenda](#), and the [Paris Agreement on Climate Change](#) - requires the adoption of effective policies not only at the Member States level, but mostly at the urban one.

⁴⁶ Graphic adapted from European Commission (2019). Urban Agenda for the EU. Multi-level governance in Action, p. 19. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

While the first four pilot Partnerships (Amsterdam Partnerships) were launched during the Luxembourg Presidency of the EU at the end of 2015, through an informal procedure that involved, in the evaluation, some organizations and networks active at European level, including Eurocities and the European Council of European Municipalities and Regions (CEMR), the next Partnerships were selected following a more structured selection phase.

At the end of the process, the Partnerships brought together a total of 262 partners: 23 Member States (16%), 96 cities and/or metropolitan regions (52%), 10 regional governments (5%), European Institutions (10%), like the EU Commission, the Committee of the Regions and the European Investment Bank, Commission, and other participants (17%), ranging from European umbrella organizations, programs and networks and, in very limited circumstances, civil society organizations and private companies⁴⁷.

As the research will highlight, whereas the Pact of Amsterdam has allowed urban authorities to enter into a direct dialogue with EU institutions, with the aim of influencing future policy making, easing the application of EU regulations locally also through an increased exchange of knowledge, on the other side this composition is representing a major obstacle in making the work of the Partnerships really effective and impactful, since **the participation of institutional subjects prevails to the detriment of other key stakeholders, starting from the scientific and research community.**

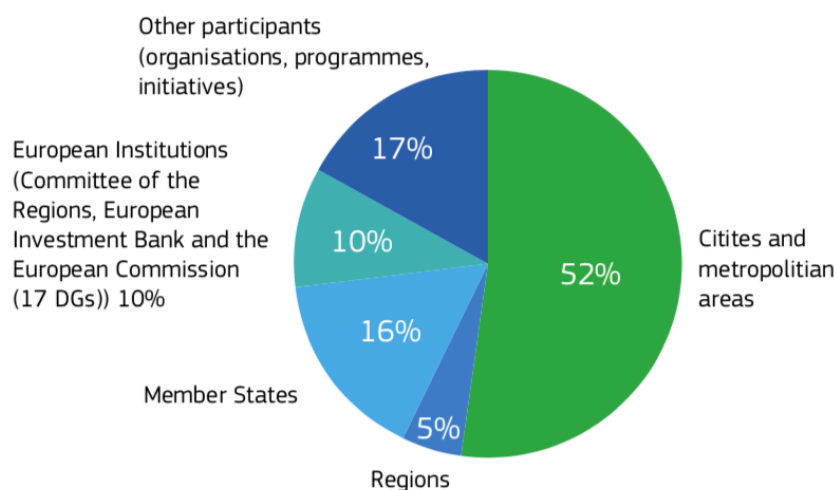


Figure 04. Urban Agenda for the EU. Partnerships participants.

Source: Urban Agenda for the EU. Multi-level governance in Action (European Commission, 2019) ⁴⁸

⁴⁷ Graphic from “Urban Agenda for the EU. Multi-level governance in Action”. European Commission. Directorate–General for Regional and Urban Policy. © European Union, 2019. ISBN 978-92-76-03666-1- doi: 10.2776/14095. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

⁴⁸ Source: ibid

2.3 From the identification of bottlenecks to the adoption and implementation of concrete Action Plans to face main urban challenges

Each of the Thematic Partnerships (TPs) works to deliver an **Action Plan**, which identifies a set of actions to be implemented by the participants either at the local level, or at the higher national and European levels - when actions are addressed to national and/or EU institutions - to respond to the major bottlenecks and challenges that the Partnership members have identified in the first phases, which are aimed at better defining the focus of the Partnerships' work, its priorities and major fields of investigation and analysis.

The work of the Partnerships goes, in fact, through a process, which usually runs for a 3 years period, and which includes the following steps:

1. **Orientation phase**, which consists of an initial brainstorming and exchange on main issues and challenges, leading to the elaboration of an Orientation Paper, which forms the basis for future work;
2. **Stocktaking phase**, which includes an analytical and research work, bringing to a preliminary identification of Actions;
3. **Selection of Actions** and drafting the Action Plan, which includes the definition of objectives and outputs per Action as well as the drafting of the Action Plan;
4. **Collection of feedback** on the Action Plan through a public consultation;
5. **Implementation phase**, during which participants implement the identified actions;
6. **Monitoring**, throughout the implementation of the actions by each Partnership;
7. **Evaluation of the Partnership** by the EC services to provide input and suggestions for future Partnerships.

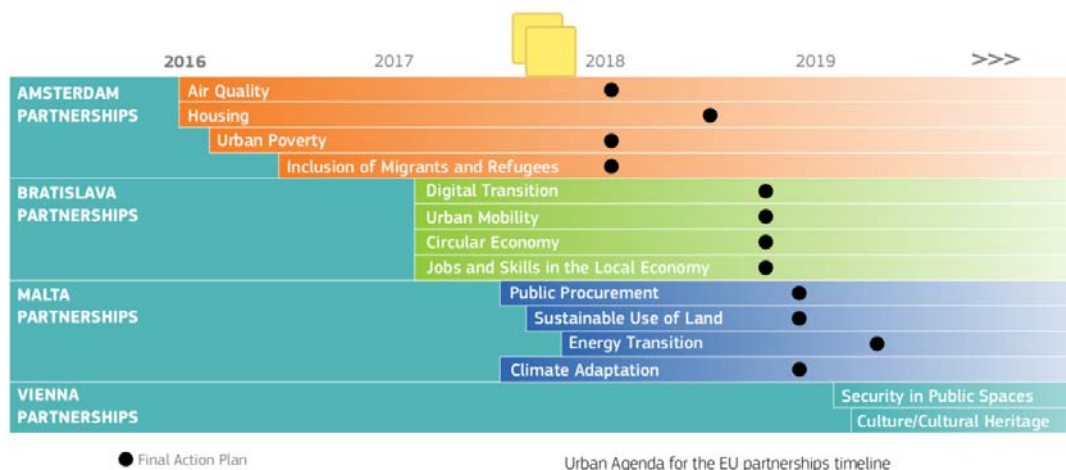


Figure 05. State of play of the EU Partnerships. Source: European Commission, 2019⁴⁹

⁴⁹ Graphic from "Urban Agenda for the EU. Multi-level governance in Action". European Commission. Directorate-General for Regional and Urban Policy. © European Union, 2019. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

As shown in the Figure above, the first 12 Action Plans have been adopted in-between 2018 and 2019 and are now in their implementation phase, whereas as regards the last two Partnerships, Cultural Heritage and Security in Public Spaces Culture, they are now in their preliminary Orientation phase.

One of the themes which is under discussion relates to the Partnerships' duration, which is under re-evaluation, since a 3 years period had demonstrated to be too tight to allow the effective implementation of all the foreseen Action, as well as their proper monitoring and evaluation.

Within this research, it has been possible to analyse all the 12 Action Plans which are now under implementation, to extrapolate the major problems and bottlenecks addressed, the typology of proposed actions and the expected contribution to the Urban Agenda for the EU in terms of Better Knowledge, Better Funding and Better Regulation.

Regarding the latter, in terms of possible contribution to the Urban Agenda process, data⁵⁰ show that:

- the 49% of the proposed actions contribute to Better knowledge,
- the 27% to Better regulation and
- the 24% to Better funding.

On the other side, in terms of type of actions and interventions that have been proposed, they mainly consist in:

- Policy recommendations;
- Guidance documents and handbooks;
- Data and indicators;
- Toolkits;
- Strategies/Plans/Roadmaps;
- New governance body/structure;
- Modification to existing legislation;
- Policy preparation/Impact assessment.

In **APPENDIX A**, a summary table has been elaborated synthetizing, for each Partnership's Action Plan, the following content:

1. Name of the Action;

⁵⁰ European Commission (2019). *Urban Agenda for the EU. Multi-level governance in Action*. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

2. Brief description;
3. Problem addressed;
4. Actions needed;
5. Bottleneck addressed;
6. Main contribution (Better Knowledge/Funding/Regulation)

This analysis has been fundamental to identify the possible cross-relations among the work and the specific actions identified by each of the Partnerships and the Action Plan for Culture and Cultural Heritage which is proposed in Chapter 6.

2.4 First evaluations on the implementation of the Pact of Amsterdam

In July 2017, the European Urban Knowledge Network (EUKN) published a first report, entitled *One Year Pact of Amsterdam*⁵¹, which carried out a first evaluation 12 months after the start of the Partnership and produced a first list of 12 recommendations.

As a matter of fact, despite having improved horizontal and inter-institutional cooperation, as well as vertical collaboration between the different levels of government on urban policies, thus contributing reinforcing the cities role in EU policy development, the report highlighted a set of key conditions to make the Partnerships' work effective and sustainable in the long term.

The report highlighted a number of other **criticalities** that were identified by the participants in the working groups, due to the voluntary character of the Partnerships and the lack of resources, both human and financial, made available by the EU services for the implementation phase, as well as an insufficient strategy on interrelations among Partnerships and cross-cutting themes, including issues ranging from governance in the urban environment, to integrated, participatory and innovative approaches related to strategic planning and urban regeneration, requiring a serious and structured multi-stakeholder involvement to *avoid that partnerships become "closed containers"* (EUKN, 2017).

Despite the choice of the members of the Partnerships was made on the basis of a series of criteria aimed at ensuring both a balance from a geographical point of view, as well as the skills, expertise and ability to network and work on the challenges identified on a European scale, nevertheless the report highlighted the *absence of partner universities and businesses, for which no clear outreach strategy has been defined* (EUKN, 2017)⁵².

This aspect could indeed represent a major shortcoming in achieving the Partnerships' aims. From the analysis of the different Action Plans conducted within this research, it emerges, in fact, that one of the most frequent bottleneck identified by the Partnerships is strictly connected to the **lack of specific knowledge, skills and expertise on the different topics and sectorial policies** by those that have to deal with such policies. The implementation of the foreseen measures could therefore have been more effective if the Partnerships could have involved other stakeholders, in particular the research and academic institutions, as well as the business operators and other key practitioners and urban actors, to be considered as key

⁵¹ European Urban Knowledge Network (EUKN), One Year Pact of Amsterdam Report, UPDATED VERSION SEPTEMBER 2017. Retrieved from https://www.eukn.eu/fileadmin/Files/Publications/2017_One_year_Pact_of_Amsterdam/FINAL_Report_One_Year_Pact_Amsterdam_EUKN_Sept2017.pdf

⁵² Ibid. P.29.

partners/stakeholders to be involved in the elaboration of effective Action Plans in response to the challenges at stake.

One example of fruitful involvement in of one academic partner based on the initiative of one of the participants is, for example, represented by the **Partnership on Sustainable Use of Land and NBS**⁵³, where the city of Bologna, as one of the Partnerships' coordinators, decided to involve the Department of Architecture of the University of Bologna to support the Municipality in steering the work of the Partnership, also capitalising on the outcomes of previous research works and findings, and supporting the identification of future research areas to be proposed to the attention of EU institutions. Moreover, the participation of the University has allowed an in-depth and comparative analysis of regulations, as well as the elaboration of data and the production of projections and simulations, which require specific scientific expertise. Needless to say, it would have been difficult for the Municipality to properly lead the Partnership without availing of the University support, due to scarcity of available human resources, linguistic barriers and specific knowledge of some of the issues at stake. On the other side, working with the local administration offered researchers the opportunity to identify new fields of investigation, influencing the forthcoming researches, while assessing the validity of precedent research products on the ground. The engagement of the University followed the subscription of a specific non onerous agreement between the Department of Architecture and the Municipality of Bologna, creating a fruitful collaboration and exchange between city officials and researchers.

In terms of **synergies with the cross-cutting issues**, concerning the first 12 running Partnerships that have been here analysed, all of them declare close connections with most if not all of the cross-cutting issues listed above, as well as among the different Partnerships, reflecting the complexity of the issues at stake, which would require a much more integrated approach to be effectively tackled.

The Figure below, which is part of a report published by the European Commission in 2019, clearly shows the contribution of each of the EAEU Partnerships' Action Plans to meeting the **UN Sustainable Development Goals**. Whereas it is evident that each Partnership affects different targets, as regards the newly established Partnership on Culture and Cultural Heritage, it has been associated only to Goal 11, Sustainable Cities and Communities, since data is still not available, as it also happens for the Security in Public Spaces one.

In Chapter 6, each of the proposed actions has been also analysed also in terms of their possible contribution to meeting one or more of the 17 UN Sustainable Development Goals, to highlight the multi-fold and interrelated benefits CH might bring to urban settings and societies, at the widest international context.

⁵³ An example of results obtained by the collaborative work carried out by the joint effort of the Municipality and the University within the framework of the Partnership can be found at <https://site.unibo.it/planningandregeneration/en/international-projects/sustainable-land-use>

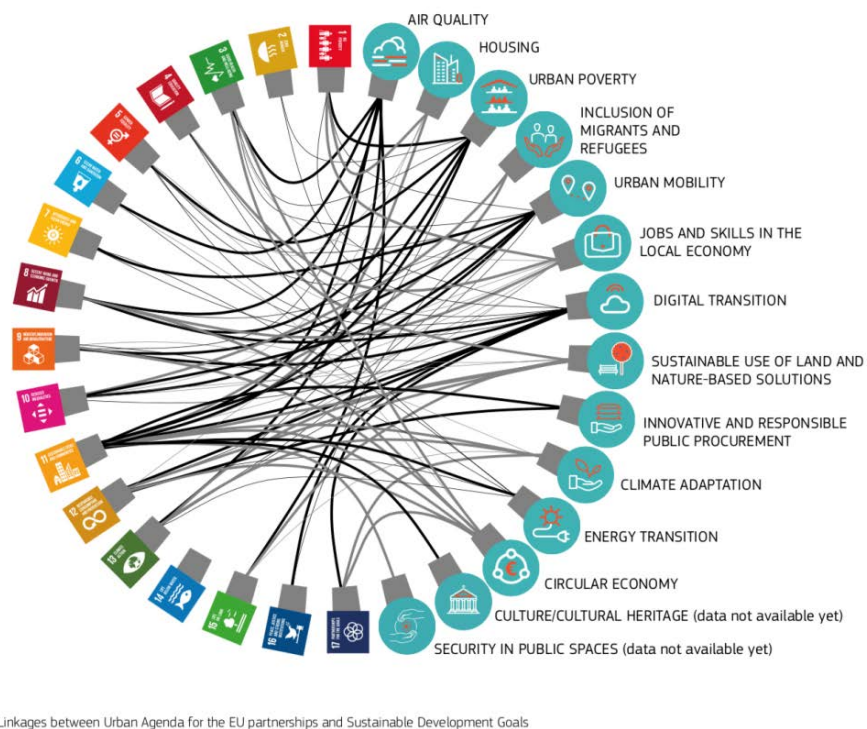


Figure 06. Linkages between Urban Agenda for the EU partnerships and Sustainable Development Goals.
Source: Urban Agenda for the EU. Multi-level governance in Action (European Commission, 2019, p.23)⁵⁴

⁵⁴ Graphic adapted from European Commission (2019). *Urban Agenda for the EU. Multi-level governance in Action*, p. 23. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

3. Towards an integrated approach to Cultural Heritage in EU development policies

3.1 European Union's initiatives supporting Cultural Heritage. Introduction.

Despite Cultural Heritage and its preservation remains in the responsibilities of single Member States and of their regional and local authorities, the EU has been reinforcing its complementary role over the years, in virtue of the **subsidiarity principle** and Article 3.3 of the Lisbon Treaty which states that: *"The Union shall respect its rich cultural and linguistic diversity, and [...] ensure that Europe's Cultural Heritage is safeguarded and enhanced"*⁵⁵. Following the provisions of art. 167 of the Treaty on the Functioning of the European Union (TFEU), the European Commission are given specific tasks of supporting culture in the Member States, *"while respecting their national and regional diversity and bringing the common Cultural Heritage to the fore"*.

Since the adoption of the European Agenda for Culture in 2007⁵⁶, heritage has been a priority for the EU and a series of related programs, funding and initiatives have been launched and/or reinforced to promote, support, valorise and give visibility to the rich and diverse Union's Cultural Heritage, such as the [European Heritage Days](#)⁵⁷, the [European Heritage Awards](#)⁵⁸, and the [European Heritage Label](#)⁵⁹. The same European Capitals of Culture initiative, despite it does not foresee specific requirements in terms of CH, represents *a unique opportunity to highlight the wealth, diversity and common features of Cultural Heritage across Europe*

⁵⁵ The Treaty of the EU states that the signatories draw "inspiration from the cultural, religious and humanist inheritance of Europe". In specific, Art. 3.3 requires the EU to ensure that Europe's Cultural Heritage is safeguarded and enhanced. Article 167 of the Treaty on the Functioning of the European Union (TFEU) says: The Union shall contribute to the flowering of the cultures of the Member States, while respecting their national and regional diversity and at the same time bringing common Cultural Heritage to the fore. The TFEU also recognises the specificity of heritage for preserving cultural diversity, and the need to ensure its protection in the single market

⁵⁶ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European agenda for culture in a globalizing world. COM(2007)242 final

⁵⁷ The European Heritage Days (EHD) is an initiative which was launched in 1985 by the Council of Europe. Nowadays, it is jointly promoted by the European Commission and the Council of Europe. The EHD initiative usually takes place in September, *opening the doors of numerous monuments and sites, allowing Europe's citizens to enjoy free visits and learn about their shared Cultural Heritage and encouraging them to become actively involved in the safeguard and enhancement of this heritage for present and future generations*. Source: <http://www.europeanheritagedays.com/EHD-Programme/About/About-Us/>

⁵⁸ Launched in 2002 by the European Commission, the European Heritage Awards/Europa Nostra Awards have been then organised by Europa Nostra, the leading citizens' movement to protect and celebrate Europe's cultural and natural heritage (www.europanostra.org). The Awards promote best practices related to heritage conservation, management, research, education and communication. The aim is to contribute to a stronger public recognition of Cultural Heritage as a strategic resource for Europe's society and economy. Retrieved from <http://www.europeanheritageawards.eu/>

⁵⁹ The European Heritage Label is awarded to monument and sites which played a significant role in the history, culture and development of the European Union and highlight their European dimension through information and educational activities. To know more: https://ec.europa.eu/programmes/creative-europe/actions/heritage-label/info_en

(European Commission, 2017)⁶⁰ demonstrating, over time, its valuable contribution in regenerating cities and in supporting their promotion both within and outside their territory, boosting tourism and increasing cities' image among their inhabitants⁶¹.

Most of these initiatives are part of the [Creative Europe program](#), which represents the major EU program supporting cultural action and transnational cooperation at the EU level, with a total amount of € 1.46 billion, out of which the 30% allocated to the Culture Sub-program and 13% to a new strand, the Cross-sectoral one, which has been operational since 2016. Through this strand, a series of initiatives and projects have been supported among which the setting-up of specific Desks providing information and guidance on the Program (Creative Europe Desks) and the establishment of a Guarantee Facility addressed to Cultural and Creative Industries (CCIs) to allow an easier access to credit.

Despite the Program has been supporting transnational cooperation projects mainly addressed to traditional cultural sectors, for example favoring the circulation of artists, cultural productions and operators, the Program has been over the years expanded its focus, to include transnational policy development, peer-learning and cooperation projects requiring a cross-sectoral approach, also addressed to support CH-related projects. Examples of this new approach range from the launch of calls for proposals aimed at selecting projects for the integration of refugees through cultural activities, as well as ones aimed at bridging culture and audio-visual content through digital means⁶², overcoming the traditional program's sectoral structure.

⁶⁰ European Commission (2017). Mapping of Cultural Heritage actions in European Union policies, programmes and activities. Retrieved from https://ec.europa.eu/culture/sites/culture/files/2014-heritage-mapping-version-2017_en.pdf

⁶¹ European Commission, Creative Europe official website, European Capitals of Culture. Retrieved from https://ec.europa.eu/programmes/creative-europe/actions/capitals-culture_en

⁶² The list of calls for proposals and selected projects is retrieved from https://eacea.ec.europa.eu/creative-europe/actions/cross-sectoral_en

3.2 Towards an integrated and participatory approach to Cultural Heritage for Europe

The progressive centrality of CH within the EU development policies is also reflected in the increasing number of official documents and recommendations adopted by the main EU institutions which put CH at the core. As a matter of fact, if, on the one side, the focus of Cultural Heritage policy has been gradually shifting towards balancing the protection of specific objects, collections, monuments and sites with increasing their value to society, thus calling for the adoption of integrated and trans-sectoral approaches to its conservation, valorisation and enhancement, on the other side the active engagement of communities has been recognized as contributing to unlocking its potential for sustainable development and its enhanced quality of life. Indeed, over the years, the sphere of Cultural Heritage policy has been increasingly **broadening its scope, to embrace tangible, intangible and digital dimensions, cutting across different policy areas and calling for different expertise to protect and safeguard, manage and give access to such diverse resources.**

The EU Council, in its conclusions of May 2014⁶³, affirms that Cultural Heritage represents a **strategic resource for a sustainable Europe**. In particular, it states that, for current and future challenges and solutions, European societies must be able to use a broad spectrum of resources inherited from the past. These resources should be *“in all forms and aspects – tangible, intangible and digital (born digital and digitised), including monuments, sites, landscapes, skills, practices, knowledge and expressions of human creativity, as well as collections conserved and managed by public and private bodies such as museums, libraries and archives”*.

Similarly, in July 2014, in its Communication *“Towards an integrated approach to Cultural Heritage for Europe”*, the European Commission calls for a **reinforced position of Europe in the heritage field**, which could be achieved by making the valorisation and preservation of heritage as part of broader long-term development plans, and not of one-off and isolated interventions.

As a matter of fact, data reported in the Communication on the **revenues generated by the heritage sector**⁶⁴ show that heritage produces positive impacts and spill over effects on other economic sectors, thus

⁶³ Council conclusions of 21 May 2014 on Cultural Heritage as a strategic resource for a sustainable Europe (2014/C 183/08)

⁶⁴ According to the European Construction Industry Federation, in 2013 renovation and maintenance represented 27.5% of the value of Europe's construction industry. In France in 2011 heritage generated €8.1 billion, and UK studies have shown that the historic environment can offer a high return on investment: each £1 invested generating up to £1.60 of additional economic activity over ten years. Moreover, heritage has spill-over effects in other economic sectors. For instance, tourism is estimated to contribute €415 billion to the EU GDP and 3.4 million tourism enterprises account for 15.2 million jobs— many linked to heritage, directly or indirectly. 27% of EU travellers indicate that Cultural Heritage is a key factor in choosing a travel destination. In 2013, 52% of EU citizens visited at least one historical monument or site and 37% a museum or gallery in their respective countries, while 19% visited a historical monument or site in another EU country. Heritage can therefore help brand cities and regions, attracting talent and tourism.

contributing to meeting the objectives of the EU 2020 strategy in terms of smart, sustainable and inclusive growth.

In order to fully exploit such potentials, the European Commission highlights the need of making a step ahead in the “*progress towards a more integrated approach to heritage conservation, promotion and valorisation at national and EU level, making Europe a laboratory for heritage-based innovation*”⁶⁵, by:

- **modernizing the heritage sector**, also through raising awareness and audience development activities;
- applying a **strategic approach to research and innovation, knowledge sharing and smart specialization**;
- better exploiting the opportunities offered by **digitization** also in terms of reaching new audiences and younger generations;
- identifying **skills and training needs** to improve the heritage professionals’ capabilities and
- adopting **new and participatory governance models** capable of enhancing the civil society participation and the involvement of private stakeholders through **public-private partnerships**.

The recognition the value of Cultural Heritage, with its cultural, physical, digital, environmental, human and social dimensions, goes hand in hand with the debate around the topic of what should be considered as commons, also at the urban level. Indeed, the global challenges posed by climate change, and the resulting risks in terms of loss of biodiversity and depletion of essential natural resources, starting with water, had helped to relaunch the debate on the concept of the common good, or commons in its Anglo-Saxon meaning⁶⁶. The term, of which there is still no unambiguous definition, has, however, gradually expanded to include not only those tangible resources or material goods, including archaeological, cultural and environmental ones, whose public enjoyment must be guaranteed, but also those intangible or intangible goods, which are also considered to be to be protected and valued, such as social capital and digital goods. Obviously, in considering an asset as a common heritage or resource responding to a general interest to be protected and whose public enjoyment must be preserved, the debate extended to the issue not only of how to guarantee, from the normative and regulatory point of view, a collective enjoyment of the asset, but also of **how to favour the activation of forms of civic participation and bottom-up initiatives**.

Since *heritage sites become public spaces that produce both social and environmental capital* (European Commission, 2014)⁶⁷, they enhance social and community interaction and turn into centres of knowledge, creativity and culture. In addition to that, as a shared resource and a common good, CH should be considered

⁶⁵ Communication from the Commission to the European Parliament, the Council, the European economic and social committee and the Committee of the Regions. *Towards an integrated approach to Cultural Heritage for Europe*. COM(2014) 477 final

⁶⁶ Nespor S. (2013), *L’irresistibile ascesa dei beni comuni*. Federalismi.it (7/2013)

⁶⁷ Communication from the Commission to the European Parliament, the Council, the European economic and social committee and the Committee of the Regions. *Towards an integrated approach to Cultural Heritage for Europe*. COM(2014) 477 final

as a responsibility of all, since *“Europe’s Cultural Heritage, both tangible and intangible, is our common wealth – our inheritance from previous generations of Europeans and our legacy for those to come. It is an irreplaceable repository of knowledge and a valuable resource for economic growth, employment and social cohesion. It enriches the individual lives of hundreds of millions of people, is a source of inspiration for thinkers and artists.”* (European Commission, 2014) ⁶⁸

⁶⁸ Communication from the Commission to the European Parliament, the Council, the European economic and social committee and the Committee of the Regions. Towards an integrated approach to Cultural Heritage for Europe. COM(2014) 477 final

3.3 A working group on participatory governance of Cultural Heritage

At the policy level, the cooperation among Member States at European level has been advanced also thanks to the work carried out through the so-called [Open Method of Coordination](#) (OMC)⁶⁹, aimed at fostering the exchange of expertise among Member States on specific topics requiring supra-national cooperation.

Within the framework of the [Work Plan for Culture 2015-2018](#) and following a series of reflections and the publication of several documents at the international and EU level⁷⁰ a working group composed by the 26 Member States and Norway was set up as part of the OMC, to identify innovative approaches to the multilevel governance of tangible, intangible and digital heritage which involve the public sector, private stakeholders and the civil society.

In particular, the working group responded to the Recommendations provided by the Council of the European Union in its *Conclusions on the Participatory Governance of Cultural Heritage* (2014)⁷¹, which called for increased cooperation among EU Member States in order to identify and disseminate best practices on bottom-up approaches for joint inclusive management of Cultural Heritage, as well as for the involvement of the public and private sectors at all levels of decision-making, inviting the Commission to promote a participatory approach to the governance of Cultural Heritage. In that occasion, Members States were invited to *“develop multilevel and multi-stakeholder governance frameworks which recognise Cultural Heritage as a shared resource by strengthening the links between the local, regional, national and European levels of governance of Cultural Heritage, with due respect to the principle of subsidiarity, so that benefits for people are envisaged at all levels”* (Council of the European Union, 2014).

Thanks to a process that was carried out between April 2015 and October 2016 and which saw the involvement of numerous stakeholders, among which the single Member States, Universities, enterprises and companies, the working group on participatory governance of Cultural Heritage elaborated a set of recommendations for both the policy-makers and the various stakeholders, based on its main findings regarding the status of implementation of participatory governance of Cultural Heritage at the Member States and EU level. These recommendations were elaborated after having analysed a set of case studies and following a survey which was aimed at better understanding how the issue of participatory governance was

⁶⁹ The Open Method of Coordination (OMC), a voluntary form of cooperation among EU Member States, sharing their practice and experiences through expert’s working groups. This working method has been used in the field of Culture since 2017, in the framework of the European Agenda for Culture. The priorities and topics to be dealt are set out by the Council, through Multi-annual Work Plans.

⁷⁰ Among them, the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (FARO Convention, 2005), the Conclusions of the Council of the European Union on Cultural Heritage as a Strategic Resource for a Sustainable Europe, the report Towards an integrated approach to Cultural Heritage, and the Conclusions on Participatory Governance of Cultural Heritage

⁷¹ Council of the European Union (2014). *Conclusions on Participatory Governance of Cultural Heritage* (2014/C 463/01)

handled by Member States as well as its level of implementation, with a focus both on private actors' involvement and cultural goods' management⁷².

In an interview by Maria Elena Santagati (2017)⁷³, Rosaria Mencarelli, Italian representative of the Ministry of Cultural Heritage and Tourism and member of the OMC working group "Participatory governance of cultural heritage", stated that a wide range of examples were taken into consideration when conducting the analysis, due to the *heterogeneous interpretations* of the "**participatory governance**" concept, very much linked to each community and social context.

In her understanding, Cultural Heritage "*should be considered more and more as a common good rather than as a public good*" and public administrations, instead of practicing it, should promote participatory governance by motivating the involved actors and encouraging them to be as participatory as possible, despite the lack of trust among actors, both public and private, often represents a cause of resistance, as well as the lack of norms, know-how and tools hampers a real and diffused implementation of participatory practices. As a result, "*the processes of participatory governance are still in the hands of the good will of individuals, and in many cases the territory with its practices seems to be ahead of policy-makers*".

As a matter of fact, the concept of participatory governance applied to the CH field has evolved and expanded over time, *which has included the vital role of host communities as contributory identifiers and custodians (...) and the importance of sustainable use for society – the human factor – including in terms of human development and quality of life has been positioned as a goal* (Ripp, Rodwell, 2017). And it is not a case that the concept of *good governance* included in the 2010 Toledo Declaration has been over time conceived as a key element to support integrated urban planning policies and practices (Ripp, Rodwell, 2016)⁷⁴, as well as in guaranteeing sound management also of heritage sites (Ripp, Rodwell, 2017)⁷⁵.

Indeed, the Toledo Declaration, in affirming the strategic importance of integrated urban regeneration to achieve a smarter, more sustainable and inclusive urban development, defines **good governance** as bringing multi-fold benefits in terms of public policies implementation and citizens' empowerment and well-being:

"Good governance, based on the principles of openness, participation, accountability, effectiveness, coherence and subsidiarity, is required in order to assure the successful implementation of public policies, a more efficient and effective allocation of public resources and to increase citizen's direct participation,

⁷² Towards European recommendations for the participatory governance of Cultural Heritage by Maria Elena Santagati | May 26, 2017 | The Urban Media Lab. Interview by Maria Elena Santagati with Rosaria Mencarelli, Italian representative of the Ministry of Cultural Heritage and Tourism, in the OMC working group "Participatory governance of Cultural Heritage", created within the Work Plan for Culture 2015-2018. Preliminary considerations with a view to the forthcoming final report publication. Retrieved from <http://labgov.city/author/santagati/page/3/>

⁷³ Ibid.

⁷⁴ Ripp, M. and Rodwell, D. (2016). "The governance of urban heritage". In *The Historic Environment: Policy & Practice*, 6(3), 240-276.

⁷⁵ Ripp, M. and Rodwell, D. (2017). *Governance in UNESCO World Heritage Sites: Reframing the Role of Management Plans as a Tool to Improve Community Engagement*. Aspects of Management Planning for Cultural World Heritage Sites: Principles, Approaches and Practices, Simon Makuva, Springer International Publishing, 241-253

involvement, engagement and empowerment, considering that citizens' satisfaction and well-being is also key for the success of urban policies. Good governance has acquired even greater importance in the current financial crisis, which makes it particularly significant to achieve the maximum optimisation of resources and efforts by stressing cooperation and synergies, multilevel governance and the integrated approach" (European Council, 2010)⁷⁶.

This aspect has been also highlighted by the UN 2030 Agenda for Sustainable Development, adopted in 2015, which recognises that global citizenship, cultural diversity and intercultural dialogue represent overarching principles of sustainable development, as recalled in Goal 11 (when it comes to cities-heritage), Goal 4 (with reference to education), Goal 8 (sustainable growth) and Goal 12 (consumption patterns) in relation to tourism.

⁷⁶ *Toledo Declaration*, adopted by the EU's Urban Development Ministers in June 2010. P. 12.

3.4 Participatory governance of Cultural Heritage. Findings of the OMC working group

It is in April 2018 that the OMC's working group on participatory governance of Cultural Heritage published its main findings⁷⁷. It is a handbook addressed to Cultural Heritage professionals and institutions to provide practical advice on how to progress *from abstract notions to concrete actions*, that is to say, how to concretely and effectively recur to participation in the everyday governance of Cultural Heritage. It is based on the outcomes of the analysis of 47 case studies, analysed against 5 main criteria (initiator, motivation, obstacles/barriers, consequences and lessons learned), which brought to a first reflection on the difficulty in transferring practices from a situation to another, due to the specific identity character of each place. Nevertheless, it was possible to formulate a series of recommendations.

If, traditionally, the governance of Cultural Heritage has been often resulting from a top-down approach, that is from institutions, conceived as the experts on the matter, to the wider public, the concept of participatory **governance of CH combines a knowledge on the needs of the Cultural Heritage assets (collections, staff competence, etc.) with the real interests and needs of society**⁷⁸.

In putting **people and human values at the centre** of an enlarged and trans-sectorial concept of Cultural Heritage, this approach considers Cultural Heritage as a shared resource and commons, whose care is a everybody's responsibility, for the enjoyment of future generations.

Therefore, the protection and safeguarding, management and promotion of Cultural Heritage requires an effective multilevel governance and good cross-sectoral cooperation, which the involvement of all stakeholders, from public authorities and professionals to private actors, civil society organisations, non-governmental organisations (NGOs) and the voluntary sector⁷⁹.

All these aspects were taken into consideration by the working group while agreeing on a definition of Cultural Heritage. Starting from the premise that concept is evolving in relation to institutional practices and that each Member State defines it differently within its own legislation, the OMC group decided to adopt a definition of Cultural Heritage that was as broad as possible, including tangible, intangible and digital resources. At the same time, the definition of CH provided within the FARO Convention⁸⁰ was considered particularly important since, in establishing rights and responsibilities to and for Cultural Heritage, it connects CH resources to the concept of commons.

⁷⁷ For what concerns the Italian case, four examples were included: the national strategy "[Aree interne](#)" (Internal areas), the initiative "[Monumenti Aperti](#)" (Open monuments), the Sicilian case of "[Officine culturali](#)" (Cultural workshops), and the Co-Roma process promoted by LabGov.

⁷⁸ Ibid.

⁷⁹ Council conclusions on participatory governance of cultural heritage (OJ C 463, 23.12.2014, p. 1).

⁸⁰ Council of Europe Framework Convention on the Value of Cultural Heritage for Society (FARO Convention, 2005)

Considering CH as “a group of resources inherited from the past which people identify, **independently of ownership**, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions” (Faro Convention, 2015), they require a developed framework of collective governance (operating on multiple levels and involving multiple stakeholders), where all actors are actively involved in the maintenance, management and development of common heritage.

“Participatory governance is about strengthening the relationship between Cultural Heritage institutions and professionals, and everyone interested or engaged in Cultural Heritage – civil society, the public, owners, caretakers, businesses, etc. Participatory governance affects the professional role because it demands both knowledge of Cultural Heritage, and knowledge of the relevance of Cultural Heritage in society and of the relations between people and Cultural Heritage. Governance is a word used to express the movement from governing towards involving stakeholders in processes commonly reserved for and run by experts, officials and politicians” (OMC, 2018)⁸¹.

The Report identifies **participatory governance as an innovative approach and creative process**, which has demonstrated to be sustainable in the long term, allowing the experimentation and testing of different solutions in real and different contexts. Nevertheless, the Report highlighted how such an approach is more **still remains an ambition either than a diffused and ordinary practice**, thus requiring the adoption of a set of concrete key recommendations to enhance its take-up, suggesting a list of questions to be answered to evaluate the real intention and attitude to start and get engaged in such a process, for example evaluating the readiness to change shown by the institutions and professionals, as well as the willingness to cooperate by the citizens and other stakeholders.

Form the analysis, it also emerged that projects’ initiators were mainly governmental, national or regional authorities, whereas **grassroots or bottom-up initiatives were just a few**.

The Report identified a series of **lessons learnt**, which highlighted the need of:

- boosting public interest and building relationships;
- guaranteeing flexibility and support for projects;
- improving staff competences and training;
- considering the process as important and as part of the result;
- combining bottom-up and top-down approaches;
- guaranteeing participation and transparency throughout the whole process;
- considering tangible, intangible and digital heritage as connected elements.

⁸¹ OMC (Open Method Of Coordination) Working Group of Member States’ Experts. (2018). *Participatory governance of Cultural Heritage*. Retrieved from http://ec.europa.eu/culture/library/index_en.htm

A set of **steps to be followed** are then formulated to concretely start and implement a participatory process:

- 1) **create the pre-conditions** by providing information on legal conditions and opportunities, identifying stakeholders, developing a common vision, allocating resources, and creating an environment or opportunity where knowledge can be shared and participants can learn from each other;
- 2) **support the process** by fostering communication and transparency, attracting interest and interaction between the history of Cultural Heritage and the personal stories of stakeholders, highlighting that common good means common responsibility, affirming the professionals' role in public opinion, and paying attention to agendas and the need for compromise;
- 3) **ensure sustainability** by monitoring and evaluating the process, strengthening intrinsic motivation to adopt this approach, promoting the benefits for the community.

Taking in consideration both the Council conclusions on Participatory Governance of Cultural Heritage⁸² and the work carried out by the OMC group, the Report identifies **two factors** deemed essential to **improve policy-making in the field**, which consist in:

- *the need for in-depth, comprehensive research on the impact of participatory processes;*
- *the importance of a collaborative, cross-sectoral approach in developing policies for Cultural Heritage⁸³.*

Finally, in concluding that *no participatory governance of culture model that provides a one-size-fits-all solution*, the Report formulates a set of recommendations to policy makers at the different government levels, highlighting the following needs:

- to adopt actions towards making **cultural governance more open, participatory, effective and coherent**;
- to **promote research** on the topic of participatory governance of CH at the different levels through concerted research actions and scientific networks, like the JPICH, where it should be considered as a priority in its Strategic Research Agenda;
- to **improve strategic planning**, also in terms of funding, through the collection, assessment and use of **quantitative and qualitative statistical data** on the long-term impacts of participatory governance of CH processes on heritage, communities and the economy;

⁸² Council of the European Union (2014). Conclusions on Participatory Governance of Cultural Heritage. OJ 2014/C 463/01. Retrieved from <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52014XG1223%2801%29>

⁸³ Report of the OMC (Open Method Of Coordination) Working Group of Member States' Experts. (2018). *Participatory governance of Cultural Heritage*. p. 57.

- to **share professional knowledge** with the general public, in particular younger generations through different training methods;
- to make the most out of the European Year of Cultural Heritage 2018 to **promote innovative models of participatory governance and management of CH.**

3.4 The European Year of Cultural Heritage and the European Framework for Action on Cultural Heritage

2018 has been designated by the EU as European Year of Cultural Heritage (EYCH), *“to encourage the sharing and appreciation of Europe's Cultural Heritage as a shared resource, to raise awareness of common history and values, and to reinforce a sense of belonging to a common European space”*⁸⁴.

The EYCH has offered an extraordinary impulse in the progress towards the recognition of the multi-faced values of CH for Europe and its society, fostering the debate and the exchange of knowledge, experiences and best practices around key topics, ranging from more traditional conservation issues to the promotion of **people-centred, cross-sectoral and inclusive approaches to Cultural Heritage**, as well as to enhancing the **uptake of research and innovation** in the field to encouraging synergies between Cultural Heritage and environmental policies.

Along 2018, the EYCH has enhanced a wide range of initiatives across Europe to promote the role of Europe's Cultural Heritage, particularly in:

- **fostering cultural diversity and intercultural dialogue**, also through the implementation of a set of measures aimed at the audience development;
- **generating**, either directly and indirectly, **economic benefits** and the creation of job and business opportunities, like in the cultural and creative sectors and in the tourism field;
- establishing **relationships on a global scale**.

To make sure the legacy of the EYCH would not get lost, a range of 10 long-term initiatives have also been implemented with the involvement not only of the European Commission, but also of the Council of Europe, UNESCO, and other international partners, around 4 main pillars:

1. **Engagement pillar**, aiming at involving a wide audience in CH-related activities, especially targeting young people also within the educational setting, and improving accessibility to CH, for example by dedicating a special prize within the Access City Awards 2019 to those cities that have ensured accessibility to all to CH, including disabled people;
2. **Sustainability pillar**, with the adoption of two main declarations, namely the **Leeuwarden Declaration**⁸⁵ on the adaptive re-use of built heritage and the **Barcelona Declaration**⁸⁶ on tourism and Cultural Heritage;

⁸⁴ Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018), OJ L 131, 20.5.2017, p. 1–9

⁸⁵ Leeuwarden Declaration on Adaptive re-use of the built heritage: preserving and enhancing the values of our built heritage for future generations, Adopted on 23 November 2018 in Leeuwarden

⁸⁶ Barcelona Declaration of tourism and Cultural Heritage: “Better places to live, better places to visit”

3. **Protection pillar**, with a set of actions aimed at safeguarding Cultural Heritage, also from illicit trafficking of cultural property;
4. **Innovation pillar**, which investigated three main topics, respectively dealing with heritage-related skills, participatory governance of CH and innovation in Cultural Heritage research (Sonkoly, Vahtikari, 2018).⁸⁷

To scale-up the success of the 2018 European Year of Cultural Heritage, which saw over 6.2 million people participating in more than 11.700 events organized across 37 countries and 10 main initiatives launched by the EU, the European Commission adopted, at the end of 2018, a **European Framework for Action on Cultural Heritage**, which follows the adoption of a new European Agenda for Culture in May 2018.

- 2018 - European Year of Cultural Heritage⁸⁸
- May 2018 - European Agenda for Culture⁸⁹
- June 2018 - First European Cultural Heritage Forum Summit⁹⁰
- 2019 - European Framework for Action on Cultural Heritage⁹¹

Articulated into **5 thematic areas around 4 main guiding principles**, it foresees the implementation of 60 concrete actions aimed at promoting and protecting Cultural Heritage, being capable of “*boosting economic growth, building strong communities and strengthen our relationship with our partners across the globe*”, as Tibor Navracsics, Commissioner for Education, Culture, Youth and Sport, stated, in occasion of the launch of the initiative, which also includes the setting-up of a Cultural Heritage Forum, which first gathered in June 2018, as a consultation and exchange platform on sustainable and participatory Cultural Heritage policies in Europe.

The growing relevance of CH within the main EU programs and initiatives, also following the impulse of the EYCH, is also witnessed by the introduction of a new strand within the Creative Europe program, as specified in the 2018 Work Program, which allocates EUR 1,5 million to a new action under the Cross-sectorial strand

⁸⁷ Sonkoly, G., Vahtikari, T.(2018). *Innovation in Cultural Heritage research. For an integrated European research policy*. (Report produced for the European Commission, Directorate-General for Research and Innovation). Luxembourg: Publications Office of the EU. ISBN 978-92-79-78019-6. Retrieved from <https://op.europa.eu/en/publication-detail/-/publication/1dd62bd1-2216-11e8-ac73-01aa75ed71a1>

⁸⁸ Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018), OJ L 131, 20.5.2017, p. 1–9

⁸⁹ European Commission (2018). *Strategic framework - European Agenda for Culture*. Retrieved from https://ec.europa.eu/culture/policy/strategic-framework_en

⁹⁰ European Commission (2018). *European cultural heritage summit: Sharing heritage - sharing values*. Retrieved from https://europa.eu/cultural-heritage/european-cultural-heritage-summit-sharing-heritage-sharing-values_en.html

⁹¹ European Commission (2018). *European Framework for Action on Cultural Heritage*. Retrieved from https://ec.europa.eu/culture/content/european-framework-action-cultural-heritage_en

for 2018-2020, to provide support to cultural and creative spaces as well as other actors, in particular at local level. Specific topics of investigation are identified, among which: the wider context of creative hubs, cultural centers and the local context; better use of public spaces for social regeneration through culture; connecting urban development, social inclusion, job creation, skills development as well as innovation policies better; to create a space for policy experimentation, support new approaches and to test ideas on culture and the creative economy in the context of the collaborative economy.

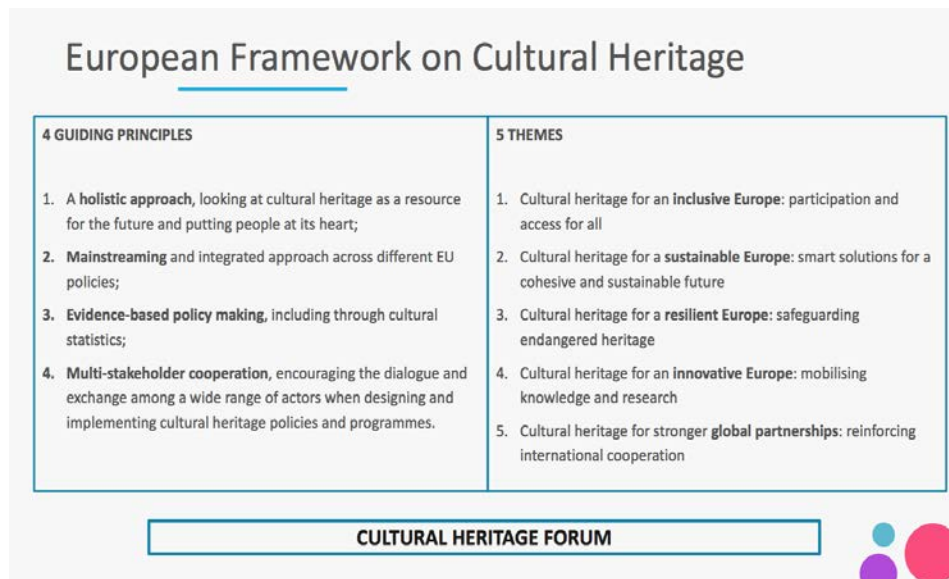


Figure 07. The European Framework on CH. Principles and themes

The European Framework for CH is recalled in the last [Urban Innovative Actions](#) call for proposals, launched in 2019, which has included, for the first time, the topic of Culture and CH, defining cities as *laboratories for culture-based innovation*, where to adopt of innovative, integrated, people-centred approaches, based on open governance models, able to improve access to and participation to culture, “opening doors” to *non-traditional audiences* and promoting social cohesion through *access to cultural and recreational services, in particular to “third places” (widely understood physical places where people can connect with each other, ranging from cultural centres or museums to recreational centres, urban gardens or public libraries)*⁹².

The call invited proponents to propose project dealing with, inter-alia, culture and CH as means of promoting local employment, sustainable tourism, intercultural dialogue and social and physical well-being.

With respect to the 4 topics proposed within this last UIA call (air quality, circular economy, culture and cultural heritage and demographic change), it emerges that Culture and Cultural Heritage has attracted almost the 50% of total applications, with 105 proposals submitted out of the overall 222 received, thus demonstrating the relevance of the topic and the interest of experimenting with Culture and CH at the urban

⁹² Source: <https://www.uia-initiative.eu/en/culture-and-cultural-heritage>

level, to disclose its innovation potential. This is also proved by the fact that applications covered the widest territorial area, with proposals submitted by urban authorities from 21 different Member States, especially from South and East Europe.

In terms of partnerships, data also show a strong involvement of the private sector (33% mainly representing large enterprises and SMEs), education and research bodies (25%) and other actors, like NGOs (13%) that projects⁹³.

The outcomes of the selection process are soon expected. The hope is that the work carried out within the framework of these projects will provide input to the work of the Partnership on Culture and CH, despite the different timing of implementation foreseen by the Partnership and by the selected projects, might hamper a full integration of the work carried out by the two initiatives.

The auspice is that some structured exchange mechanism will be put in place, to allow selected projects to join the work of the Partnership on Culture and CH, for example through the participation to the main meetings organised by the Partnership, actively contributing to the elaboration of the final Action Plan, offering an additional ground of experimentation, and favoring a continuous exchange and cross-fertilization among these EU-funded projects and the Partnership's work.

⁹³ Source: <https://www.uia-initiative.eu/en/news/5th-call-proposals-222-applications-received>

4. The new UAEU Partnership on Culture and Cultural Heritage: Cultural Heritage as a social, ecological and economic resource

4.1 Preliminary indications from the Partnership Background note

Starting from the concepts underpinning the European Year of Cultural Heritage, whose aim was to “encourage more people to discover and engage with Europe’s Cultural Heritage, and to reinforce a sense of belonging to a common European space”⁹⁴, the new Partnership on Culture and Cultural Heritage⁹⁵ which was set-up in 2019 is working towards the identification of a common understanding and a common framework for actions, to better foster the implementation of appropriate projects in the Cultural and Cultural Heritage fields, with reference to the three pillars of better regulation, better funding and better knowledge.

In view of its kick-off meeting, which was held in Brussels in February 2019, a Background note was prepared by the Partnership’s coordinators,⁹⁶ which provided a set of initial key issues and indications as guidelines for initial discussion and brainstorming, highlighting a particular emphasis on the need of preserving the quality of the built environment, characterizing the *Baukultur* approach⁹⁷, at the core of the previously cited *Davor Declaration*, which adopted this term as alternative to the *architectural quality* one (Davor Declaration, 2018), to encompass also the process of creation of the built environment.

⁹⁴European Union. The European Year of Cultural Heritage 2018. Official page. Retrieved from https://europa.eu/cultural-heritage/about_en.html

⁹⁵ The UAEU Partnership on Culture and Cultural Heritage brings together a wide range of members: EU Governmental Bodies (European Commission with several DGs and EASME, the Executive Agency for Small and Medium-sized Enterprises), 5 Member States (Federal Ministry of the Interior, Building and Community (DE), Italy (Ministry of Cultural Heritage and Cultural Activities jointly with Italian Agency for the Territorial Cohesion) (IT), Ministry of Interior (CY), Ministry of Development and Public Work (ES), Ministry of Culture (FR)), Regional and supramunicipal bodies (Regional Development Agency of the Ljubljana Urban Region (SI), Intermunicipal Community of the Coimbra Region (PT), Kazanlak Municipality (BG), Flanders Heritage, Flemish Region (BE), Marshal’s Office of the Silesian Voivodeship (PL), Canary Island Government, Ministry of Tourism, Culture and Sport (ES)), 10 Cities (Dutch Federation of Cultural Heritage Cities (NL), Katowice City Hall (PL), Alba Iulia Municipality (RO), Municipality of Nagykanizsa (HU), City of Berlin (DE), Bordeaux Metropole (FR), City of Espoo (FI), Jurmala City Council (LV), Úbeda City Council (ES), City of Florence (IT)) and other members (European Committee of the Regions, European Investment Bank, ICLEI Local Governments for Sustainability, Joint Programming Initiative on Cultural Heritage, Eurocities, URBACT)

⁹⁶ The Partnership is coordinated by Germany (Federal Ministry of the Interior, Building and Community) and by Italy (Ministry of Cultural Heritage and Cultural Activities jointly with Italian Agency for the Territorial Cohesion).

⁹⁷ The Davos declaration defines the *Baukultur* as follows: Three central aspects define the overall concept of *Baukultur* underlying the conference and declaration: 1) *The existing construction, including cultural heritage assets, and contemporary creation must be understood as a single entity. The existing construction provides an important Baukultur reference for the future design of our built environment.* 2) *All activities with an impact on the built environment, from detailed craftsmanship to the planning and execution of infrastructure projects that have an impact on the landscape, are expressions of Baukultur.* 3) *Baukultur not only refers to the built environment but also to the processes involved in its creation.*

Retrieved from <https://davosdeclaration2018.ch/context/>

Indeed, the following key issues were brought forward:

- Challenges, changes and transformations cities face, like urbanization vs depopulation, migration, demographic change, climate change, increasing mobility and growing tourism, have an impact also on the natural and the built environment heritage;
- The sense of belonging to a common European area and the urban identity are also threatened by a widespread decline of the built environment and open landscapes in urban and peri-urban areas

Starting from these premises, the document recognized that the preservation of the quality of landscape and built environment heritage at local level contributes to:

- the achievement of **social, ecological and economic goals** and the promotion of a sound long-term and sustainable local urban development, including more sustainable and inclusive societies, social equity and cohesion, individual and community well-being, stronger economic performance and higher quality of life;
- the promotion of our **common values and identities**.

This requires the adoption of a systematic and integrated approach that considers:

- **both the physical tangible heritage**, like listed and protected buildings by law, meaningful urban structures, significant urban landscapes, etc., **as well as the intangible heritage**, represented by local know-how and cultural identities;
- cities and towns as cultural resources requiring **both preservation and further development**;
- heritage as an **ecological resource**, as a **social resource**, as a **resource for economic development**, and its interdependencies with transversal issues, such as the **multilevel governance**.

Regarding this last aspect, a series of indications and hints in terms of possible areas of investigation have been provided by the Background note to define the meaning of CH as an ecological, social, economic and governance/planning resource, which will be taken into consideration when formulating the Proposal of Action Plan for Culture and Cultural Heritage.

Cultural Heritage as an ecological resource	
<p>Strategic to promote green/brown reconversion of urban areas taking into consideration the urban fabric, the urban landscape, the physical morphology of an urban area, the appropriate rehabilitation of run-down neighbourhood, the appropriate relationship between the urban areas and their rural and peri-urban surroundings and a new social pact for civil cohabitation with the objective of recognizing, promoting or creating the identities of the urban milieu.</p>	
Challenges	Possible areas of investigation
<ul style="list-style-type: none"> • Strengthening the value of the natural heritage within urban areas, without creating mechanism of gentrification • Fragmented experiences of participatory processes to foster ecological requalification of urban spaces • Sound integrated operations to re/create natural urban ecological areas are expensive and experimental/need to mobilize resources and actors • Requalification of suburban areas still challenging 	<ul style="list-style-type: none"> • Urban ecological networks: elements and tools that allow urban authorities to interpret the natural open spaces and all the resulting open spaces as an opportunity, planning them as a whole “urban ecological network”, creating identity-making areas to increase both the ecological response and the resilience of those urban areas, as well as their social inclusion and economic development • Smart use of existing stock, considering that material and energy resources have gone into both the buildings and infrastructure of our cities
Cultural Heritage as a social resource	
<p>People identify with the Cultural Heritage of a city and their sense of belonging to a place is based not only around tangible but also intangible elements, ranging from historical architectural buildings and the urban environment and fabric of a place, to immaterial elements of a social milieu.</p>	
Possible areas of investigation	
<ul style="list-style-type: none"> • Public Cultural Heritage management and quality condition of neighborhoods, taking into consideration both the condition (tangible heritage) and quality (intangible ones, such as the offer of cultural events) of neighbourhoods, which also impact on security, criminality, social behaviour, etc. • Urban design governance and multilevel/collective governance for the identity-making rehabilitations of spaces or buildings: the planning and the design of cities are essential to their social sustainability impacting also on the movement of diverse groups of urban citizen 	

(in or out) from and to different neighbourhoods. Ways to foster inclusive processes to define Cultural Heritage and the identities of a place in a collective and participatory manner should be investigated since experiences are still fragmented (e.g. definition and the rehabilitation of common goods for social and cultural activities/identification by citizens of public spaces or buildings that are not used, but that constitute a common value for their community or identity of an urban area/introduction of self-regulatory and multilevel governance mechanisms)

Cultural Heritage as an economic resource

Starting from the UNESCO definition of Urban Heritage⁹⁸, fostering a new approach in city and heritage management, the document recognizes the **role of Urban Cultural Heritage in supporting community growth, wellbeing and local development.**

Possible areas of investigation

- **Collaborative approaches** to develop products, to accelerate markets, to identify synergies, widen and expand industrial interest and private investments
- Creativity & smart specialization based on the **enhancement of the local know how** (the local way of producing, building, living)
- **Fostering public and private investments** characterized by long-lasting value retention
- **Promotion of jobs/professions in the field**

Cultural Heritage as a governance and planning resource

Planning regards both the technical and political spheres. Discussions are going on at national level on how to rehabilitate/improve the quality of built environment (i.e. redefining European criteria for Cultural Heritage interventions, fostering adaptive reuse, capacity building and financial mechanisms to ensure the quality of spaces, etc.) using both regulatory and soft tools.

Possible areas of investigation

- The role of the Public in the **planning** management of urban/territorial changes;
- The presence of public sectors and public welfare;
- The expectation of the citizens from the Public sectors and the State;
- The share of common social and cultural principles;
- The attention to the historical places and to the *milieu*

⁹⁸ Urban Heritage is "the historical stratification of cultural and natural values, which extends beyond the notion of 'historical centre' or 'ensemble' to include the broader urban context and its geographical location". UNESCO, Recommendation on the Historic Urban Landscape, including a glossary of definitions, 2011

Moreover, a set of guidelines were provided, as requirements characterizing the Actions to be selected:

- **Urban relevance;**
- **EU demonstrated need** and visible impact on legislative, financial and factual issues;
- **European relevance: a general scope, not depending on a single national administration;**
- **Added value: more effective and efficient if carried out with a multilevel governance process at European level;**
- **A real feasibility: operational and enforceable; a novelty character; not only historical or declared heritage** (e.g. consider inclusive process of new identities creation);
- **Integration** between physical preservation, culture promotion, economic development, sustainability and social innovation.

As regards the **definitions**⁹⁹, the following ones were provided:

Physical tangible

Built heritage (i.e. the fabric of human settlements as well as the historical buildings, Townscapes, Archaeological remains, etc.);

Natural heritage (i.e. the landscapes, coasts and shorelines, agricultural heritage, etc.);

Immaterial intangible

Local know-how (i.e. the way to produce and live, the innovative smart specialisation strategies and all the elements representative of a specific community in a recognizable place).

Moreover, a set of additional indications were provided, to circumstantiate the intervention area, in terms of:

- **Localization** - focus on the urban (and peri-urban) settlements and their spatial identities to avoid actions outside the urban spaces scope;
- **Time** - not only historical heritage, since urban identity is made also by stratifications of more recent and contemporary elements; urban spaces without identity could even be improved by starting an inclusive process of new identities creation;
- **Thematic** - different material and immaterial elements should be considered since enhancing urban heritage should not be intended (only) as the preservation of a monument or a group of relevant objects, but a process of strengthening the relationship between local and broad-scale communities with their own urban space.

⁹⁹ Partnership on Cultural Heritage, "BACKGROUND Note as first reference form the coordinators to be discussed", Annex 2

Within this overall framework, during the kick-off meeting held in Berlin in February 2019, the following possible topics of interest were presented by the two Partnership's coordinators, Germany, represented by the Federal Ministry of the Interior, Building and Community and Italy, represented by the Ministry of Cultural Heritage and Cultural Activities and the Italian Agency for Territorial Cohesion.

Topics of interest, Germany¹⁰⁰:

- Support of **low-resource management of existing stock and reduction of use of material flows**
- **Conversion potential** in public infrastructure and other structures e.g. cultural programs, creative industry, affordable housing (common goods)
- Relevance of Cultural Heritage for **branding**, strengthening locations and relocation projects
- Sustainable reinforcement of a **systematic, integrated approach of urban planning** on local level which includes officially listed and protected buildings and building groups as well as structures and buildings particularly meriting preservation
- Possibilities to **test out and anchor participatory processes** in the urban society and in neighborhood development focused on existing stock
- **Sustainable maintenance-concepts** after investments/interventions

Topics of interest, Italy (Agency for Territorial Cohesion)

- **Cultural Heritage as an ecological resource**, strategic to promote green/brown reconversion of urban areas taking into consideration: the urban fabric, the urban landscape, the physical morphology of an urban area, the appropriate rehabilitation of run-down neighbourhood, the appropriate relationship between the urban areas and their rural and peri-urban surroundings and a new social pact for civil cohabitation with the objective of recognising - promoting or creating the identities of the urban milieu
- **Cultural Heritage as a social resource**, since sustainable regeneration is only achieved by rebuilding communities
- **Urban Cultural Heritage as an economic resource** for local development, where creativity and smart specialization may help to build open, inclusive and pluralistic local urban economies based on knowledge and local know-how

¹⁰⁰ These topics were presented by the Coordinators during the Partnership kick-off meeting and are linked to the renewal of the Leipzig Charter

Based on the overall framework and preliminary indications and on the initial list of topics of interest put forward by the Partnership's coordinators, a first list of possible topics to be further investigated was put ahead:

1. Common Goods - shared management heritage

Citizen outline abandoned public spaces or buildings that constitute a common value for a community or that are recognized being part of the identity of an urban area (the so-called "common goods"). PA allows citizen associations to preserve and take care of deprived buildings and open spaces promoting their common use fostering culture and socio-economic activities.

Bottlenecks/Issues raised

- Lack of public funding to rehabilitate historical buildings/open spaces;
- Shared management with local associations;
- Promotion of socio-cultural activities fall under the state-aid rules (even if no-profit);
- Operations generating net revenues are difficult to be calculated beforehand.

2. Heritages networking, urban scale, regional scale, transnational network

Networking should aim at implementing innovative models in the field of heritage management developed in a participatory way in order to make cities attractive places to live, work and visit.

Bottlenecks/Issues raised

- Territorial eligibility
- New forms of management and governance
- Enhance tourism of minor heritage sites

3. Historical building stocks enhancement

The sense of belonging for a place can be based around historical architectural buildings as well as around the urban environment and fabric of a place or around other immaterial elements of a social milieu.

Bottlenecks/Issues raised

- Gentrification
- Sustainable tourism

4. Ecological and natural urban networks and green infrastructures as urban heritage

Green open spaces and green infrastructures to increase the quality and the identities of urban areas and to enhance urban resilience capacity, to enlarge the sustainable mobility systems and the services to citizen

5. Socio-economic efficient management of heritage

- Enhancement of the local know-how, such as arts crafts, traditional economic chains, labor skills linked to heritage management and preservation
- Public and Private joint management of urban historical heritage
- Management plan of UNESCO sites
- Creative and cultural industries
- Sustainable Tourism

This initial framework clearly shows the **variegated and multi-fold possible fields of investigation** which are connected to the Cultural Heritage domain, encompassing its different dimensions and intrinsic potential in terms of impacting in both the built environment, enhancing the quality of the public space, but also in terms of enhancing the valorisation of CH as a social, ecologic, economic and planning resource. Obviously, to be feasible, a selection of actions will have to be done, focusing on priorities and most pressing challenges cities have to face, but also basing the choice on the expertise on which the Partnership can count and, most of all, on the available resources to effectively implement the identified actions and put policies and regulations into practice.

Again, despite the presence of important networks representing urban areas across Europe, like Eurocities and ICLEI, which are also involved as Partners in several EU-funded projects themselves, the recommendation would be either to enlarge the Partnership, so as to include research organisations, the business environment, but also representatives of other stakeholders and community organisations, or to find mechanisms to allow a structured and continuous dialogue and exchange among the different initiatives, projects and actors.

4.2 White paper and recommendations to the EU Urban Agenda partnership on Culture and Cultural Heritage

The “White paper and recommendations to the EU Urban Agenda Partnership on Culture and Cultural Heritage”¹⁰¹ was delivered within the H2020 ROCK project, which is one of the EU-funded transnational projects carrying out CH-related research that have been herewith analysed.

As highlighted in the previous section, in the Background note circulated by the German coordinator, much emphasis was posed on the built heritage, raising concerns regarding the possible consequences in terms of detriment of other forms of culture and cultural and natural heritage.

Indeed, as stated by the White paper, *“Buildings can only have cultural worth by virtue of evolving intangible factors, such as shared memory, dialogue and social meaning, that spin a heteroglossic web from the past into the future”*, thus underlying the need of considering the cultural value of the built environment as a reflection of the different meanings, concepts, identity values that people recognize in them along time.

Without disregarding the importance of built environment, the auspice was to focus CH in a broader sense, including tangible, intangible and natural heritage and to consider that sustainable urban development is also a matter of balancing of social, environmental, cultural and economic values, and a culture of cooperation and synergy with nature.

The document is the result of a **consultation and exchange process involving 9 EU-funded projects** dealing with CH with which the ROCK project has been networking, bringing together 26 European cities and 20 regions, including relevant city networks such as Eurocities and ICLEI.

The projects’ representatives gathered in Brussels, during one exchange workshop organized by the ROCK project on the 16th of October 2018, in occasion of the European Fair of Innovators, which was promoted by the European Commission as one of the events of the EYCH. The exchange workshop was organized with the specific aim of influencing its future work and to make it focus on cities and rural areas actual and future challenges, and in response to the Scoping paper issued by the German Federal Ministry of the Interior, Building and Community¹⁰² in June 2018.

The White paper reflects on two main elements, the notion and understanding of Cultural Heritage and its role for enhancing sustainable and creative urban and rural environments.

Then, it provides a series of recommendations for the new European Urban Agenda Partnership, based on the outcomes of a survey aimed at collecting observations and recommendations from each of the 9

¹⁰¹ Concept drafted by ICLEI & EUROCITIES within the H2020 ROCK project (730280) with contributions from EU-funded projects ARCHES, CLIC, EUCANET, Forget Heritage, I-Media-Cities, Open Heritage, REACH, ROCK, RURITAGE (30/01/19)

¹⁰² One of the two coordinators of the Partnership, together with the Italian Agency for Territorial Cohesion, jointly with the Italian Ministry of Cultural Heritage, Cultural Activities and Tourism

EU projects, which have been are **summarized in APPENDIX B** - EU-funded projects recommendations and position on the EU Urban Agenda on Culture and Cultural Heritage.

As regards the **notion of Culture and Cultural Heritage (CH)**, there was an intense debate among participants, reflecting the lack of a univocal definition and understanding of its meaning. Similarly, concerning Culture, participants convened that it is not easy to find a definition of the term, due to its multiple meanings and understandings¹⁰³.

On the other side, there was a general agreement on the need of **including Culture** in the name of the Partnership – which was initially omitted – being Culture and CH two strictly interconnected concepts, when considering heritage in its wider meaning, going beyond its material components.

At the EU level, for example, the Work Plan for Culture for the period 2019-22¹⁰⁴ which was adopted by the European Council in November 2018, considers sustainability in Cultural Heritage as one of the five priorities for European cooperation in cultural policy-making¹⁰⁵, thus identifying heritage as part of the wider Cultural sphere.

To highlight the strict interrelation among the two concepts, particularly in terms of supporting the promotion of sustainable and just urban policies, the White Paper recalls those principles listed in the reports published by UNESCO in recent years, particularly the one of 2016¹⁰⁶, which identifies a set of strategies - linking sustainable development and Cultural Heritage - to be pursued at the city level to support the progress in the field, based on the **recognition of Culture as a key resource in making cities and rural areas more inclusive, compact, resilient and sustainable**.

¹⁰³ Spencer-Oatey (2012). What is culture? A compilation of quotations. *GlobalPAD Core Concepts*. Retrieved from <http://www.warwick.ac.uk/globalpadintercultural>

¹⁰⁴ Council of the European Union (2018). Draft Council conclusions on the Work Plan for Culture 2019-2022. 13948/18 CULT 132. Retrieved from <http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf#http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf>

¹⁰⁵ The other four priorities are: cohesion and well-being; an ecosystem supporting artists, cultural and creative professionals and European content; gender equality and international cultural relations.

¹⁰⁶ UNESCO (2016). Culture: urban future; global report on culture for sustainable urban development. Available at <https://unesdoc.unesco.org/ark:/48223/pf0000245999>

1. People-centred cities are culture-centred spaces

1.1. Enhance the liveability of cities and safeguard their identities: the conservation and safeguarding of urban Cultural Heritage in all its forms should be integrated into people-centred urban regeneration strategies to enhance the liveability of cities while respecting their identities.

1.2. Ensure social inclusion in cities through culture: in light of the evolving identities of cities, decision-makers should adopt proactive policies to recognize and promote cultural diversity as an asset for social inclusion in cities.

1.3. Promote creativity and innovation in urban development through culture: creativity and innovation, including digital technologies, should be fostered as resources for sustainable urban development and to improve local livelihoods.

1.4. Build on culture for dialogue and peace-building initiatives: culture should be a core component of urban initiatives to facilitate social cohesion and mutual understanding, to counter urban violence and contribute to peace building.

2. Quality urban environments are shaped by culture

2.1. Foster human scale and mixed-use cities by drawing on lessons learnt from urban conservation practices: urban heritage offers examples of human scale and mixed-use urban ensembles that can inform sustainable urban development models through integrating cultural and natural resources. Local authorities should review their urban development strategies by enhancing knowledge of the historic cultural assets.

2.2. Promote a liveable built and natural environment: urban cultural and natural heritage should be safeguarded to allow people and communities to connect with their urban environment.

2.3. Enhance the quality of public spaces through culture: the planning, design and use of public spaces should integrate a cultural approach, based on heritage and cultural and creative activities, to foster social inclusion.

2.4. Improve urban resilience through culture-based solutions: local authorities should integrate heritage and traditional knowledge into urban strategies to address environmental concerns.

3. Sustainable cities need integrated policy-making that builds on culture

3.1. Regenerate cities and rural-urban linkages by integrating culture at the core of urban planning: safeguarding Cultural Heritage and promoting creativity should be integral to urban strategies, from planning to implementation. The tangible and intangible cultural resources of small settlements should be safeguarded to enhance economic and social benefits in the broader regional context.

3.2. Build on culture as a sustainable resource for inclusive economic and social development: decision-makers should lever culture to contribute to local economic and social development and provide equitable benefits for communities and individuals. National and local authorities should further develop indicators and data collection on the impact of culture at local level to refine policy-making.

3.3. Promote participatory processes through culture and enhance the role of communities in local governance: culture-based urban governance entails the commitment, collaboration, coordination and synergy between different stakeholders at all levels. Stronger regional cooperation and partnership should be promoted between cities to continue prospering together.

3.4. Develop innovative and sustainable financial models for culture: local authorities should ensure that appropriate financial support is dedicated to culture as a means of contributing to economic and social development, as well as urban liveability.

Similarly, participants put forward the need of **considering natural heritage as part of the wider concept of cultural heritage** as well as considering not only urban settings, since *rural areas, small cities and peri-urban areas can strongly benefit from heritage-led regeneration strategies, and their linkages within the city should be further investigated and formalized*¹⁰⁷.

Starting from the definitions given by UNESCO (Convention for the Safeguarding of the Intangible Cultural Heritage, 2003)¹⁰⁸ and the Council of Europe (Faro Convention, 2005)¹⁰⁹, the White paper provided its own vision of CH, reflecting the different but also overlapping approaches and meanings adopted by the projects participating in the drafting of the paper.

¹⁰⁷ H2020 RURITAGE Consortium (2018). Observations collected from project coordinator following the survey launched by the H2020 ROCK project through ICLEI

¹⁰⁸ UNESCO (2003), Convention for the Safeguarding of the Intangible Cultural Heritage, 32nd session of the General Conference (Paris, 29 September-17 October 2003). Retrieved from <https://ich.unesco.org/en/convention>

¹⁰⁹ Council of Europe (2005), Framework Convention on the Value of Cultural Heritage for Society, European Treaty Series 199. Retrieved from <https://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/199>

Convention for the Safeguarding of the Intangible Cultural Heritage, UNESCO, 2003

Article 2. Definitions

1. The “intangible Cultural Heritage” means the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their Cultural Heritage. This intangible Cultural Heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity. For the purposes of this Convention, consideration will be given solely to such intangible Cultural Heritage as is compatible with existing international human rights instruments, as well as with the requirements of mutual respect among communities, groups and individuals, and of sustainable development.

2. The “intangible Cultural Heritage”, as defined in paragraph 1 above, is manifested inter alia in the following domains:

- (a) oral traditions and expressions, including language as a vehicle of the intangible Cultural Heritage;
- (b) performing arts;
- (c) social practices, rituals and festive events;
- (d) knowledge and practices concerning nature and the universe;
- (e) traditional craftsmanship.

Framework Convention on the Value of Cultural Heritage for Society, Council of Europe, 2005 (FARO Convention)

Article 2 – Definitions

For the purposes of this Convention,

- a) Cultural Heritage is a **group of resources inherited from the past which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions.** It includes all aspects of the environment **resulting from the interaction between people and places through time;**
- b) a **heritage community** consists of people who **value specific aspects of Cultural Heritage which they wish, within the framework of public action, to sustain and transmit to future generations.**

White paper and recommendations to the EU Urban Agenda partnership on culture and Cultural Heritage

Cultural Heritage is not static, **it evolves to incorporate new ideas and values**; nor is it monolithic, it has different, though intertwining, meanings and expressions for different people. In both cases it at once incorporates and **enriches contemporary social values**. In its variety of tangible and intangible forms, Cultural Heritage **generates new social, economic and sustainable processes and is a powerful driver of local regeneration. At the same time, it strengthens a sense of place, builds community and empowers vulnerable groups.**

Recognizing the contribution of conservation and regeneration of tangible and intangible Cultural Heritage to the United Nations Sustainable Development Goals dedicated to Sustainable Cities and Communities¹¹⁰ and to the UN New Urban Agenda 2030¹¹¹, the White paper highlights the contribution of culture and Cultural Heritage to sustainable, creative, and circular cities:

“The conservation, regeneration and adaptive reuse of Cultural Heritage spaces ensures use, maintenance and valorisation of existing assets, which generates positive economic, social and environmental impacts. Such spaces, and the events and people that gather there enhance relationships and common identity, creating a “connective infrastructure”, or commons, that binds communities, providing a means of communication to improve social resilience. By offering a context in which creative people from different background, lifestyles, knowledge and disciplines can meet, culture and Cultural Heritage fulfil the preconditions for innovation towards a more sustainable future. As a store of collective memory Cultural Heritage can also provide contemporary societies with answers from the past on how to tackle adversity and remain resilient, both in terms of conceptualisation of problems and of offering practical solutions.”

¹¹⁰United Nations (2015). Sustainable Development Goals. Retrieved from <https://www.un.org/sustainabledevelopment/cities/>

¹¹¹United Nations (2016). New Urban Agenda 2030. Retrieved from <http://habitat3.org/wp-content/uploads/NUA-English.pdf>

The overall recommendations on Culture and Cultural Heritage expressed within the White paper raise a series of issues / questions around which the new EU Partnership should reflect and keep into account while elaborating its Action Plan, which have been summarized in the table below.

Recommendations	Open issues
<p>The enormous value of Culture and Cultural Heritage in regenerating and developing localities should be recognized and exploited. However, culture should not be treated in a purely utilitarian fashion.</p>	<p>How to make exploitation of cultural assets sustainable and responsible preserving their intrinsic value in addition to the instrumental values?</p>
<p>Abandoned / underused Cultural Heritage sites should be made available for adaptive reuse, in a way that safeguards their historic meaning, but also allows this to pollinate new cultural meanings and remain relevant to and generative of net positive impacts for local communities, and self-regenerative through continuous reinterpretation and reuses.</p>	<p>How can adaptive re-use preserve original meanings and values while generating new ones adapting to current needs?</p>
<p>Innovative circular business, financing and governance models should be developed and experimented, to promote sustainable development through heritage. Cultural Heritage becomes a key element for the identification of a “new humanism” in technological era.</p>	<p>How to introduce the concept of circularity into business, financing and governance models?</p>
<p>Bottom up and participatory approaches to policy in culture and Cultural Heritage must be developed. Citizens and other stakeholders’ engagement should be a priority. Special effort should be made to make these processes maximally inclusive and accessible. Local knowledge is the most</p>	<p>How to make CH governance models participatory and inclusive, making the most out of local knowledge?</p>

<p>important asset in culture and Cultural Heritage.</p>	
<p>New governance models should treat Cultural Heritage as a crosscutting area that is relevant and useful to the work of many different societal sectors.</p>	<p>How to include different societal sectors and actors within new governance models?</p>
<p>Culture should not be regarded as resting exclusively in the past, especially not in previous centuries. Culture is a dialogue between the past, present and future, one that is always expressing itself in new, tangible and intangible ways.</p>	<p>How to make more evident that CH is the result of a continuous process, connecting past, present and future tangible and intangible expressions?</p>
<p>Culture and Cultural Heritage should be valued for the contribution they make to community cohesion and wellbeing, especially in diverse societies where they can serve as a meeting point and a sharing ground or ‘trading zone’ for the outlooks people of different backgrounds, religions and so forth. Culture should never be treated as the exclusive purview of a single or limited set of cultural groups.</p>	<p>How to make the most out of the capacity of culture and CH in making diverse society more cohesive?</p>

4.3 The Orientation Paper of the Partnership on Culture and Cultural Heritage

At the end of 2019, the Partnership on Culture and Cultural Heritage published its **Orientation Paper**¹¹².

In terms of built environment, the Orientation Paper specifies that the preservation of the quality of the landscape and of the built environment heritage is not an end per se, but that it should be conceived as a vehicle for reaching wider social, ecological and economic objectives and, together with the intangible CH, it becomes a vehicle for regenerating the urban identity.

The Orientation Paper has been conceived to provide guiding principles for the identification of those actions necessary to tackle the problems that cities meet while implementing their projects relating to the protection, promotion and preservation of Cultural Heritage as a mean for enhancing sound, sustainable and qualitative urban processes, as well as regarding the role of culture and cultural services in the development of more inclusive and cohesive cities.

The Orientation Paper confirms the principles and approach highlighted in the previous Chapter 4.1, in particular as regards the recognition of **CH as an ecological, social, economic and planning/governance resource**.

Despite the content of the Orientation Paper has not been analysed prior to the identification of the set of Actions proposed in the following Chapter, due to its late publication compared to the timeframe of the research undertaken, it is worth here to mention some the major elements which characterize the Orientation Paper, which might be taken into consideration while elaborating final considerations.

In particular, it is worth to mention the recall that the document does to the actions related to the urban culture and heritage foreseen by the **New Urban Agenda** in the field, and namely:

- fostering a territorial approach to urban development through **culture-based strategic planning**;
- learning from **innovative practices in historic areas** to plan **more compact cities** based on mixed urban development;
- stimulating **urban regeneration through cultural and creative sectors**, events and institutions;
- improving the **quality of, and access to, public spaces** through culture;
- increasing the culture-led competitiveness of cities through **investments in cultural infrastructure and sectors, capacity-building programmes and new technologies**;

¹¹² Urban Agenda for the EU Partnership on Culture and Cultural Heritage (2019). Orientation Paper. Retrieved from <https://ec.europa.eu/futurium/en/culturecultural-heritage/culture-and-cultural-heritage-orientation-paper>

- fostering **sustainable cultural tourism to the benefit of local communities** and individuals, to encourage the renewal and revival of cultural heritage;
- building on culture as a **factor of identity and dialogue** among communities for education and social cohesion, and in the fight against inequalities;
- ensuring **cultural rights** for all and respect for cultural diversity to promote inclusive cities;
- putting **culture at the core of urban resilience strategies**;
- developing follow-up **tools and indicators to assess and quantify** the contribution of culture to urban development¹¹³.

Seven are the main topics identified by the Orientation Paper that should then steer the identification of the specific measures to be included in the Action Plan that will be delivered along 2020, dealing with:

1. **Cultural tourism:** promotion of sustainable tourism and smart destinations, which combine local population needs and heritage preservation;
2. **Creative and cultural sectors:** meant as means of jobs creation and talents attraction, availing of digital services, creative use of spaces, innovative promotion of arts and culture and of local know-how;
3. **Transformation, adaptive reuse and urban reconversion:** where all aspects of transformation, revitalisation and reconversion of urban spaces are considered;
4. **Financial sustainability and funding:** dealing with all aspects connected to the conservation and enhancement of buildings, monuments or structures, the setting up of “cultural infrastructures”, and the rehabilitation of public spaces;
5. **Resilience of cultural and natural heritage:** recognizing that heritage, in its social, ecological and economic dimensions, can contribute to city resilience, meant the capability of the system to prevent, recover from and adjust to external or internal changes and events like natural or manmade hazards
6. **Integrated and interdisciplinary approaches for governance:** considering participatory practices as requirements for embedding culture and cultural heritage dimensions in the early stages of the urban planning and development programmes;
7. **Cultural services and culture for inclusive cities:** focusing on fostering the participation of all social groups, by overcoming barriers to culture for all.

¹¹³ Ibid. p. 7

Whereas the Partnership had originally agreed on the first 6 topics, the last one (Cultural services and culture for inclusive cities) has been added prior to publication based on a specific request of the German coordinator, demonstrating a change in the approach to the topic compared to the initial one, very much based on the built environment concept, which had raised a series of concerns as previously described. This might be linked to the ongoing process of revision, which is conducted by the German Government, of the Leipzig Charter, which has identified in the **Just city**, together with the Green and the Productive City, the three key city dimensions, capable of enhancing the transformative power of cities, as it will be explained in the Conclusions (Chapter 8).¹¹⁴

¹¹⁴ Information retrieved from the speech given by Anne Katrin Bohle, State Secretary of the German Federal Ministry of the Interior, Building and Community, illustrating the major elements characterising the revision of Leipzig Charter process, done in occasion of the Cities Forum held in Porto on the 30th and 31st of January 2020.

5. European policies and research supporting innovation in the Cultural Heritage field

5.1 European initiatives supporting sustainable urban development policies and research

At European level, the reflection on the urban dimension of European policies has gone hand in hand with the completion of the European Research Area (ERA)¹¹⁵ and the implementation of a series of "flagship initiatives"¹¹⁶ in support of the Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth¹¹⁷, adopted in 2010 as way to counter the persistent economic crisis and the risk of Europe's decline on the global scene. Within the Europe 2020 strategy, knowledge and innovation have been recognised as main pillars of future smart growth, bringing to the launch of a specific flagship initiative, namely the "Innovation Union"¹¹⁸ one, of which the Horizon 2020 Programme for Research and Innovation (H2020) represents the main financial instrument and which started the season of the so-called *Innovation Partnerships* between local, regional, national and European operators, to pool resources and expertise to find solutions to societal challenges and to build competitive advantage in key markets.

Among these Innovation Partnerships¹¹⁹, the "*Smart Cities and Communities European Innovation Partnership*" (EIP SCC) has been specifically conceived to support the process of transforming cities into smart communities, through a roadmap that focused on the identification of innovative, scalable and transferable solutions for the environmental sustainability of cities, combining ICT with energy and transport management systems. Over the years, the EIP SCC has established strategic partnerships bringing together a broad range of actors, like cities, industries, SMEs, investors, researchers and other smart city stakeholders,

¹¹⁵ The European Research Area is at the heart of the Europe 2020 strategy and it is defined as "*a unified research area open to the world based on the Internal Market, in which researchers, scientific knowledge and technology circulate freely and through which the Union and its Member States strengthen their scientific and technological bases, their competitiveness and their capacity to collectively address grand challenges*". Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A Reinforced European Research Area Partnership for Excellence and Growth. COM(2012) 392 final

¹¹⁶ Seven are the flagship initiatives launched by the European Commission to commit both the EU and Members States towards catalyzing the progress within each priority topic (1) "Innovation Union; (2) "Youth on the move"; (3) "A digital agenda for Europe"; (4) "Resource efficient Europe"; (5) "An industrial policy for the globalization era"; (6) "An agenda for new skills and jobs"; (7) "European platform against poverty"

¹¹⁷ Communication from the Commission (COM (2010) 2020). EUROPE 2020. A strategy for smart, sustainable and inclusive growth. Brussels, 3.3.2010

¹¹⁸ Europe 2020 Flagship Initiative Innovation Union. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. SEC(2010) 1161. Retrieved from https://ec.europa.eu/research/innovation-union/pdf/innovation-union-communication-brochure_en.pdf

¹¹⁹ The European Innovation Partnerships established so far are the following ones: (1) Active and Healthy Ageing; (2) Agricultural Sustainability and productivity; (3) Smart cities and Communities; (4) Water and (5) Raw Materials

adopting an integrated and multi-partner approach to the smart city and to the development of tomorrow's urban systems and infrastructures.

In order to strengthen the cooperation between Member States in the definition, development and implementation of common Strategic Research Agendas (SRAs), the EU has also launched a series of *Joint Programming Initiatives* (JPI)¹²⁰, promoted under art. 185 (ex 169) of the Treaty on the Functioning of the European Union (TFEU)¹²¹.

This type of programming aims at increasing and improving the cross-border collaboration, coordination and integration of publicly-funded research programmes of the Member States in a limited number of policy areas, in order to increase the efficiency of public research funding in Europe to address major societal challenges in a more effective way, based on a common vision.

Among them, particularly relevant is the [JPI Urban Europe](#), conceived as a hub for urban research and created in 2010 with the aim of promoting intra and interdisciplinary research on a transnational scale on the city system in a unified key identifying, among its strategic objectives, the transformation of urban areas into centres of innovation and technology, the promotion of social cohesion, the implementation of interurban transport systems and environmentally friendly logistics systems and the reduction of environmental impact. In January 2019, JPI Urban Europe published its Strategic Research and Innovation Agenda (SRIA) 2.0¹²² defining its long-term vision and objectives until 2026, with the aim of contributing to reach the 2030 Sustainable Development targets, in particular Goal 11 on Sustainable Cities and Communities. The SRIA 2.0 adopts a **“dilemma-driven¹²³” approach to urban research and innovation**, as a way to identify, through the involvement of the *“urban development community”* of city authorities, civil society, business and academic actors, effective, integrated and sustainable solutions to urban challenges and by creating synergies among the plurality of goals, strategies and actions that characterise the urban settings. In particular, the strategy

¹²⁰ The JPI are initiatives that combine national resources by implementing joint research programs in thematic areas identified by a group of high-level experts appointed by the European Commission and the Member States. Nine are the JPIs established so far: (1) Alzheimer and Neurodegenerative Diseases (JPND); (2) Agriculture, Food Security and Climate Change (FACCE); (3) Healthy Diet for a Healthy Life (HDHL); (4) Cultural Heritage and Global Change: a new Challenge for Europe (CH); (5) Climate; (6) More Years, Better Lives, The Potential and Challenges of Demographic Change; (6) Antimicrobial Resistance (AMR); (7) Water Challenges for a Changing World (Water); (8) Healthy and Productive Seas and Oceans (OCEANS); (9) Urban Europe.

¹²¹ Art. 185 of the TFEU states that *“In implementing the multiannual framework program, the Union may make provision, in agreement with the Member States concerned, for participation in research and development programs undertaken by several Member States, including participation in the structures created for the execution of those programmes.”* Consolidated version of the Treaty on the Functioning of the European Union. OJ C 326, 26.10.2012, p. 47–390. Retrieved from http://data.europa.eu/eli/treaty/tfeu_2012/oj

¹²² Bylund, J., Riegler, J., Noll, M. (2019). Strategic Research and Innovation Agenda 2.0. JPI Urban Europe. Retrieved from <https://jpi-urbaneurope.eu/app/uploads/2019/02/SRIA2.0.pdf>

¹²³ Within the JPI Urban Europe SRIA 2.0, an urban dilemma is defined as *“two or more competing goals, such as stakeholder interests and related strategies which potentially fail to achieve their aims as implementing one strategy hampers or prevents the achievement of another. Identifying and tackling such dilemmas is thus key for sustainable urban development”*. Source: Bylund, J., Riegler, J., Noll, M. (2019). Strategic Research and Innovation Agenda 2.0. JPI Urban Europe, p. 14.

identifies four major intervention areas, around the following topics: digital transitions in urban governance, urban robustness, urban infrastructures and inclusive public spaces, all calling for increased communities' involvement and enlarged strategic partnerships.

These themes are also at the core of the EU Cohesion Policy¹²⁴ for the programming period 2014-2020, that has foreseen concrete measures directly tailored to urban areas, inter alia by allocating at least the 5% of the European Regional Development Fund (ERDF) to support “[...] *sustainable urban development through strategies that set out integrated actions to tackle the economic, environmental, climate, demographic and social challenges affecting urban areas [...]*”¹²⁵. Moreover, during the 2014-2020 programming period, new opportunities were offered within the European Structural and Investment Funds to support sustainable urban development and other territorial strategies, particularly through the instrument of the Integrated Territorial Investments (ITIs), which turned out as being very effective tools of the Cohesion policy (Ferry, 2019)¹²⁶, fostering the implementation of area-based strategies relying on investments across different fields and pushing towards the introduction of more collaborative governance models and integrated place-based approaches and strategies at the different territorial scales (Van der Zwet et al, 2017)¹²⁷.

The provision of allocating at least the 5% of the ERDF to support urban sustainable development initiatives has been applied in different ways by Member States and regional authorities, which have adopted different National and Regional Operational Programmes based on the allocation of intervention areas and resources established in the Partnership Agreements agreed between Member States and the European Commission. This has, for example, resulted in the adoption, as regards Italy, of a [National Operational Programme specifically addressed to Metropolitan areas](#)¹²⁸, managed by the Italian Cohesion Agency, set up at the

¹²⁴ The Cohesion policy is the European Union's strategy to promote and support the harmonious development of its Member States and regions, reducing disparities and imbalances, as foreseen by the Article 174 of the Treaty (TFEU): “In order to promote its overall harmonious development, the Union shall develop and pursue its actions leading to the strengthening of its economic, social and territorial cohesion. In particular, the Union shall aim at reducing disparities between the levels of development of the various regions and the backwardness of the least favored regions. Among the regions concerned, particular attention shall be paid to rural areas, areas affected by industrial transition, and regions which suffer from severe and permanent natural or demographic handicaps such as the northernmost regions with very low population density and island, cross-border and mountain regions.”

¹²⁵ Art. 7 of the Regulation (EU) No 1301/2013 of the European Parliament and of the Council of 17 December 2013 on the European Regional Development Fund and on specific provisions concerning the Investment for growth and jobs goal and repealing Regulation (EC) No 1080/2006

¹²⁶ Ferry, M. (2019) Study on Integrated Territorial Investments as an Effective Tool of the Cohesion Policy : Report to BUDG Committee, European Parliament. Retrieved from https://strathprints.strath.ac.uk/69928/1/Ferry_2019_Integrated_territorial_investments_as_an_effective_tool_of_the_cohesion_policy.pdf

¹²⁷ Van der Zwet et al (2017). Integrated territorial and urban strategies: how are ESIF adding value in 2014-2020? Final Report to the European Policies Research Centre of the European Commission. Retrieved from https://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/integrated_strategies/integrated_strategies_en.pdf

¹²⁸ Commissione europea (2015). DECISIONE DI ESECUZIONE DELLA COMMISSIONE del 14.7.2015 che approva determinati elementi del programma operativo "PON Città metropolitane" per il sostegno del Fondo europeo di sviluppo

national level, but where beneficiary cities are given the role of Urban Authorities, meant as intermediate management bodies, which have been actively involved in the definition of measures and allocation of resources since the initial programming phase. Nevertheless, this represents the sole case across Europe, thus demonstrating the still predominant reluctance of national and regional authorities to give up part of their authority both in terms of Operational Programmes' management in favour of urban authorities and in the definition of priorities.

In order to facilitate the promotion of an integrated approach and the exchange of experiences among urban areas regarding the implementation of urban development measures supported by the ERDF during in the 2014-2020 period, the European Commission has established the [Urban Development Network](#), which is now bringing together more than 500 European urban areas. As a matter of fact, the 2019 strategic report on the implementation of the European Structural and Investment Funds states that *"Of the €81 billion invested in urban areas by the end of 2018, cities have chosen projects worth around €10.8 billion, to be implemented through more than 900 integrated urban strategies"* (European Commission, 2019)¹²⁹.



Figure 08. European initiatives supporting urban development policies

regionale e del Fondo sociale europeo nell'ambito dell'obiettivo "Investimenti a favore della crescita e dell'occupazione" in Italia. CCI 2014IT16M2OP004. Retrieved from <http://www.ponmetro.it/home/documenti/versioni-del-programma/>
¹²⁹ European Commission (2019, p. 9). Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Strategic report 2019 on the implementation of the European Structural and Investment Funds. Strategic report 2019 on the implementation of the European Structural and Investment Funds. COM(2019) 627 final. Retrieved from https://ec.europa.eu/regional_policy/sources/docoffic/official/reports/asr2019/esif_asr2019_en.pdf

Among the aims of the Urban Development Network, particularly relevant is the mainstreaming of innovative approaches to urban development, also through an exchange of experiences among projects funded by ERDF, like URBACT¹³⁰, and the [Urban Innovative Actions initiative](#), which has financed 75 innovative projects in 18 countries across Europe, around 12 topics of the UAEU Partnerships, launching in 2019 a 5th call, which, for the first time, included the topic of Culture and Cultural Heritage.

Whereas programs like URBACT and the Urban Innovative Actions Initiative are funded through the European Structural and Investment Funds (ESIF)¹³¹, a whole range of other sectoral programs, mostly directly managed by the European Commission and its Executive Agencies¹³², have been adopted to fund initiatives and projects in support of urban development and related policies. Despite each of these programmes mainly focuses on one policy field (like LIFE¹³³, COSME¹³⁴, Europe for Citizens¹³⁵, EaSI¹³⁶, Creative Europe¹³⁷, H2020 program for Research and Innovation¹³⁸, etc.), experience show that their effectiveness very much depends on their capacity of adopting cross-sectoral and integrated approaches to the resolution of specific problems, bringing together different disciplines, overcoming the traditional silos approach and thus supporting the adoption of successful public policies, which should be based on a *systemic thinking* (OECD, 2019)¹³⁹.

¹³⁰ The URBACT program supports projects allowing cities to find sustainable and integrated solutions on urban topics. The official website is Retrieved from <https://urbact.eu/>

¹³¹ The ESIF include the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund. Mainly managed by the European Commission, the Member States and/or other Managing Authorities like Regional administrations, they support research and innovation, digital technologies, the low-carbon economy, the sustainable management of natural resources and small businesses. To know more: https://ec.europa.eu/info/funding-tenders/funding-opportunities/funding-programmes/overview-funding-programmes/european-structural-and-investment-funds_en

¹³² More than 40 Agencies have been established at the EU level, among which six European Commission's executive agencies, supporting the implementation of specific tasks, like the management and implementation of specific funding programs on behalf of the EC.

¹³³ LIFE is the EU funding instrument for the environment and climate action, whose official website is Retrieved from <https://ec.europa.eu/easme/en/life>

¹³⁴ COSME is Europe's programme for small and medium-sized enterprises. Retrieved from https://ec.europa.eu/growth/smes/cosme_en

¹³⁵ The aim of the Europe for Citizens program is to *contribute to citizens' understanding of the EU, its history and diversity and to encourage the democratic participation of citizens at EU level* (European Commission, EACEA). Retrieved from https://eacea.ec.europa.eu/europe-for-citizens_en

¹³⁶ EU programme for employment and social innovation (EaSI). Retrieved from <https://ec.europa.eu/social/main.jsp?catId=1081&langId=en>

¹³⁷ Creative Europe is the EU program supporting the cultural and creative sectors. Retrieved from https://eacea.ec.europa.eu/creative-europe_en

¹³⁸ The H2020 of the European Union program for research and innovation official website is Retrieved from <https://ec.europa.eu/programmes/horizon2020/en>

¹³⁹ Organisation for Economic Co-operation and Development (OECD), 2019. Systemic Thinking for Policy Making: The potential of systems analysis for addressing global policy challenges in the 21st century. Edited by Ramos, G., Hynes, G., Müller, J. and Lees, M. SG/NAEC(2019)4. Retrieved from [https://www.oecd.org/naec/averting-systemic-collapse/SG-NAEC\(2019\)4_IASA-OECD_Systems_Thinking_Report.pdf](https://www.oecd.org/naec/averting-systemic-collapse/SG-NAEC(2019)4_IASA-OECD_Systems_Thinking_Report.pdf)

To complement the allocation of grants and subsidies with other types of financial products capable of improving the deployment of EU budgetary resources and boost investments, a set of innovative financial instruments - ranging from risk capital funds, to risk-sharing and guarantees funds - have also been introduced within some of these EU programs, like H2020, EaSI and Creative Europe. Similarly, as part of the Investment Plan for Europe¹⁴⁰, also known as the Juncker Plan, a European Fund for Strategic Investments (EFSI) has been set-up in collaboration with the European Investment Bank (EIB) Group, providing an EU guarantee to mobilise private investment, with positive impacts on jobs, growth and investments across Europe (European Commission, 2019)¹⁴¹.

Some of these schemes brought to the creation of Urban Development Funds (UDF) investing *in public-private partnerships and other projects included in an integrated plan for sustainable urban development* (European Investment Bank)¹⁴², whose uptake remains residual across Members States and whose potentials could be further exploited also towards CH-led interventions, since main partnerships have been addressed to support investments in the energy efficiency sector.

One outstanding example is represented by the London Green Fund, the first JESSICA Holding fund in the UK, made up of £60 million from the London ERDF Programme, £32 million from the Greater London Authority (GLA), £18 million from the London Waste and Recycling Board (LWARB), and £10 million from private funding at project level, providing funding for three UDFs investing in waste, energy efficiency, decentralised energy and social housing projects.

The funds allow money invested in one project to be repaid and then reinvested in other projects. Data referring to 2015 show that the Fund had invested in 18 projects valued over £500 million¹⁴³.

¹⁴⁰ The Investment Plan for Europe is aimed at fostering investments, also providing technical assistance to investment projects and making better use of financial resources.

¹⁴¹ European Commission (2019). The Juncker's Plan impact on jobs and growth. Retrieved from https://ec.europa.eu/commission/sites/beta-political/files/juncker-plan-impact-jobs-growth_en.pdf

¹⁴² A UDF can be a separate legal entity or be established as a "separate block of finance" within an existing financial institution. UDFs can be established at either a national, regional or local/city level in response to integrated urban development plans, project pipelines and investor interests. Source: <http://www.eib.org/products/blending/jessica/funds/index.htm>

¹⁴³ The London Green Fund. London official website. Retrieved from <https://www.london.gov.uk/what-we-do/funding/european-regional-development-fund/london-green-fund>

European funding supporting urban development policies

Sectoral programmes

These include directly managed funding programmes, the main one being Horizon 2020 (H2020), which allows for the funding of large-scale research and demonstration projects with high potential for innovation and replication.

European Structural and Investment Funds (ESI)

European Structural and Investment Funds to support Cohesion Policy. The ERDF (art. 7 of the Regulation) allocates 5% to strategies that provide for integrated actions to meet the economic, environmental, climatic, demographic and social challenges of urban areas. The latter also finances transnational projects within the framework of the European Territorial Cooperation (ETC), which includes URBACT and Urban Innovative Actions (UIA).

Innovative financial instruments and financing schemes

They allow public support to be provided in the form of loans, guarantees and equity investments. They are generally of a revolving nature and have the potential to give public funds a multiplier effect (Jessica, Jaspers, Energy Efficiency Fund, etc.). They can support the creation of Urban Development Funds: these are funds that invest in public-private partnerships and other projects included in integrated plans for sustainable urban development.



Figure 09. European funding supporting urban development policies

5.3 Promoting research and innovation at the EU level in the Cultural Heritage field

Over the years, the EU has supported research and innovation mainly through its Research Framework Programs, the last of which is Horizon 2020, the Research and Innovation Framework Programme 2014-2020¹⁴⁴, with a total budget of € 80 billion allocated to fund projects and initiatives in different research domains responding to major societal challenges.

As regards heritage-related research, this has been supported since 1986, with around 180 € within the Seventh Framework Programme for Research and Development (FP7) for the period 2007-2013, that have been destined to support projects dealing with various aspects of tangible, intangible and digital CH¹⁴⁵.

In order to coordinate research efforts among Member States and with the research and innovation programs managed by the EU, a specific Joint Programming Initiative in the CH field has been established in 2010, namely the [JPI Cultural Heritage and Global Change \(JPI CH\)](#).

Bringing together 18 Member Countries plus 7 Observer Countries, the **JPI CH** has adopted its [Strategic Research Agenda](#), following an holistic and integrated approach to CH, considered in its tangible, intangible and digital dimensions, which has identified the following four research priorities and related research areas:

1. **developing a reflective society**, focusing on the changes that the world is facing and its emerging needs and addressing the research in particular to issues such as those of the **identity, values and ethics** connected to CH;
2. **connecting people with heritage**, to make communities closer to heritage, promoting research on how to foster heritage protection through its use, improving security, investigating sustainability issues, as well as **improving accessibility**, also to digital Cultural Heritage;
3. **creating knowledge**, by linking information coming from different sources, by improving knowledge on damages linked to change, also through new measurements, testing and risk assessment methods to **improve heritage management**;
4. **safeguarding our Cultural Heritage resource**, through improved and **innovative preservation, adaptation and mitigation means**¹⁴⁶.

¹⁴⁴ European Commission (2011). Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Horizon 2020 - The Framework Programme for Research and Innovation. COM/2011/0808 final. Retrieved from <https://ec.europa.eu/programmes/horizon2020/en>

¹⁴⁵ European Commission (2017). Mapping of Cultural Heritage actions in European Union policies, programmes and activities, p. 19. Retrieved from https://ec.europa.eu/assets/eac/culture/library/reports/2014-heritage-mapping_en.pdf

¹⁴⁶ JPI Cultural Heritage and Global Change (2014). Strategic Research Agenda. Retrieved from <http://jpi-ch.eu/wp-content/uploads/SRA-2014-06.pdf>

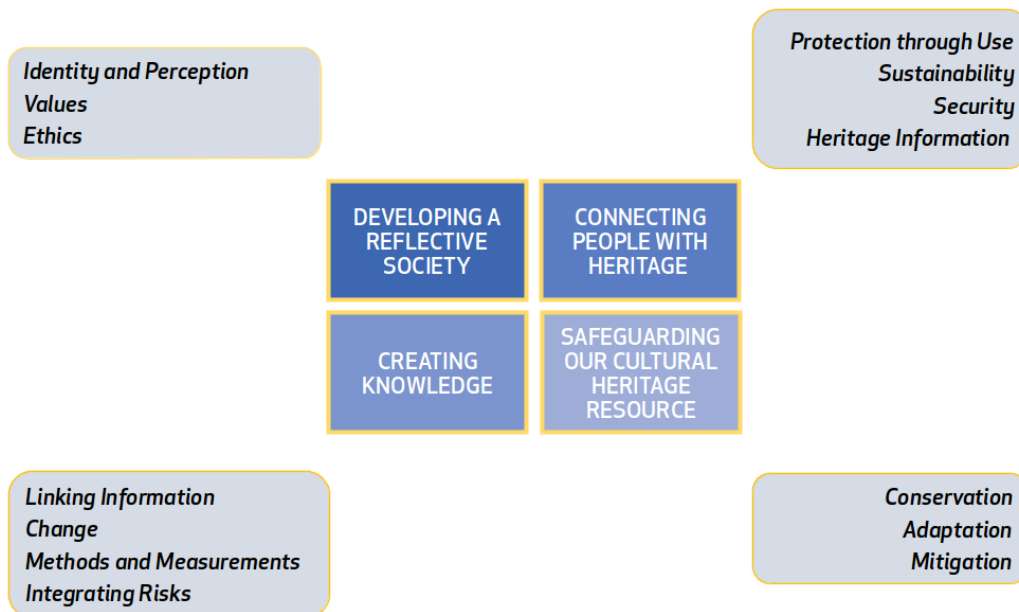


Figure 10. Research priorities identified in the JPI Cultural Heritage and Global Change (JPI CH)’s Strategic Research Agenda. Source: <http://jpi-ch.eu/about-us-2/strategic-research-agenda/#sra-02>

At the European Union level, most of these topics have also been addressed within the actual and past research framework programs.

In specific, within the **H2020 programme**, whereas some frontier research was supported as part of the Excellent Science pillar and a few projects proposing innovative solutions and advanced materials for the protection and conservation of CH within the Industrial Leadership pillar, grants for CH-related research have been mainly allocated within the Societal Challenges pillar of the program, in particular within **Challenge 5 “Climate action, environment, resource efficiency and raw materials”** to sustain conservation and valorization projects at the urban and rural scale as well as large scale and multi-stakeholders heritage-led demonstration projects, and **Challenge 6 “Europe in a changing world: Inclusive, Innovative and Reflective Societies”**, more focused on the cultural literacy and identity, collections, controversies around European past, etc.

One significant example of projects financed within Challenge 6 is represented by [CULTURALBASE](https://culturalbase.eu/), the Social Platform on Cultural Heritage and European Identities, which has conducted its analysis on the *main debates and controversies around culture, in particular in relation to Heritage and European Identities*¹⁴⁷.

Nevertheless, no Societal Challenge was specifically addressed to the CH topic, despite the high number of projects funded conducting Cultural Heritage research and innovation.

¹⁴⁷ Source: <https://culturalbase.eu/>

In order to give wider visibility to the EU action in the field and to the multiple projects that have been supported over the years, one of the aims of the European Year of Cultural Heritage (EYCH) proclaimed in 2018 was to *“promote research and innovation in relation to Cultural Heritage, facilitate the uptake and exploitation of research results by all stakeholders, in particular public authorities and the private sector, and facilitate the dissemination of research results to a broader audience”*¹⁴⁸.

This objective has led to a series of initiatives specifically addressed to promote the recognition of the innovation potential of CH at the urban level and its capacity of generating multiple benefits for society at large.

Among the actions that were launched during the EYCH to meet this objective, a specific online platform has been set-up, namely the **innovatorinculturalheritage.eu** one, to favor the creation of a community of innovators in the Cultural Heritage field, under the auspices of the European Commission and with the active involvement of two H2020 funded projects, the Marina (Marine Knowledge Sharing Platform for Federating Responsible Research and Innovation Communities) project¹⁴⁹ and the ROCK (Regeneration and Optimisation of Cultural Heritage in creative and Knowledge cities) project¹⁵⁰. Whereas, on the one side, the Marina project put at disposal the tool developed during the project implementation, in specific the functionalities and structure of a platform capable of collecting, organizing and federating existing networks, communities and other platforms, on the other side, the ROCK project was selected as being one of the most relevant H2020-funded projects bringing together a wide range of partners developing innovations in CH field and experimenting, with a 10 million euros budget, a whole set of heritage-led demonstration actions in several European cities.

The Community of Innovators in Cultural Heritage has been set-up with the aim of **showcasing main innovations related to the CH field**, mainly realized thanks to EU funding and in particular within research and innovation (R&I) programs and initiatives and conceived as a **virtual arena** for discussion, knowledge sharing and the further take-up and exploitation of major innovations and solutions, targeting three main categories of actors:

1. **Innovators and researchers;**
2. **Investors and businesses;**
3. **End-users of innovations** (like public authorities, cultural institutions and operators, etc.)

¹⁴⁸ Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018), OJ L 131, 20.5.2017, p. 1–9. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32017D0864>

¹⁴⁹ The H2020 Marina (Marine Knowledge Sharing Platform for Federating Responsible Research and Innovation Communities) project website is available at: <https://www.marinaproject.eu/>

¹⁵⁰ The H2020 ROCK Regeneration and Optimisation of Cultural Heritage in creative and Knowledge cities) project website is Retrieved from www.rockproject.eu

The Community and the online platform were officially launched in November 2018, during the “[Fair of European Innovators in Cultural Heritage](#)”, organized in the framework of the EYCH to display major CH-related innovations developed within projects and initiatives supported by the EU, following a survey which had involved over 200 projects from the 5th Framework program of research (FP5) to the H2020 R&I one.

The 36 projects that were showcased during the Fair were grouped into 4 major clusters, following the same structure in which the [innovatorsinculturalheritage.eu](#) platform is articulated - “**Circular, creative and Sustainable cities**”, “**Heritage at risk**”, “**Shared Management of Cultural Heritage**” and “**Advanced and Future Technologies for Heritage and Arts**”¹⁵¹ - representing both the main topics at stake in the CH R&I agenda, but also demonstrating the **trans-sectoral dimension of the identified solutions**, capable of being transferred to other domains other than the CH one.

As a matter of fact, the idea behind the establishment of a Community of innovators in CH is to **bridge the gap between research, society and market, and open up to the “change-makers” in the field**, as stated by Jean Eric Paquet, Director General for Research, Science and Innovation of the EC¹⁵².

The **need of creating a bridge between the scientific community and society** is not a novelty. It has indeed been recognized at the EU level since 2010, with the launch of the “**Science with and for Society**” initiative, which has introduced the concept of and set the framework for what is known as **Responsible Research and Innovation (RRI)**, allowing “*all societal actors (researchers, citizens, policy makers, business, third sector organisations, etc.) to work together during the whole research and innovation process in order to better align both the process and its outcomes with the values, needs and expectations of European society*”¹⁵³. At the core of RRI, we find a series of guiding principles, among which public engagement, results sharing, society and young people involvement in the co-creation of fresh new ideas, consideration of ethical issues concerns, like gender balance, etc.¹⁵⁴

¹⁵¹ European Commission (2018). Innovative solutions for Cultural Heritage. From EU funded R&I projects. ISBN: 978-92-79-96742-9. Retrieved from <https://op.europa.eu/en/publication-detail/-/publication/2a7477b0-e988-11e8-b690-01aa75ed71a1/language-en/format-PDF/source-106384052>

¹⁵² European Commission (2018). Innovative solutions for Cultural Heritage. From EU funded R&I projects. Foreword, p. 7. ISBN: 978-92-79-96742-9. Retrieved from <https://op.europa.eu/en/publication-detail/-/publication/2a7477b0-e988-11e8-b690-01aa75ed71a1/language-en/format-PDF/source-106384052>

¹⁵³ Source: European Commission, Horizon 2020, Science with and for society website. Retrieved from <https://ec.europa.eu/programmes/horizon2020/en/h2020-section/science-and-society>

¹⁵⁴ Source. H2020 Marina project. Retrieved from <https://www.marinaproject.eu/index.php/about-rri/>

5.3 Which Action plans from EU funded projects on CH?

For the scope of this research, an ensemble of recently funded EU CH- related projects has been selected, in order to explore their fields of investigation, action plans and main findings, to support the identification of the most urgent measures and actions that might be included in the proposal for an Action Plan for Culture and CH to be implemented at the local and wider EU scale in response to major challenges identified.

These projects are the ones that have been also involved in the elaboration of the “*White paper and recommendations to the EU Urban Agenda Partnership on Culture and Cultural Heritage*”¹⁵⁵ described in Chapter 4.2 and whose summary description can be found in **APPENDIX C – FACTSHEET ON RELEVANT CULTURAL HERITAGE EU PROJECTS**.

The tables below summarize the main actions that have been or are being implemented by the list of selected projects. These **42 actions** have been described applying the same structure given to the proposal of Action Plan for Culture and CH, providing the following information:

- **Title**
- **Short description**
- **Problems/needs addressed**
- **Actions foreseen**
- **Action type (e.g. report, demonstration action, networking activity, training, etc.)**
- **Contribution (to the Urban Agenda for the EU in terms of Better knowledge, Better regulation, Better funding)**

¹⁵⁵ Concept drafted by ICLEI & EUROCITIES within the H2020 ROCK project (730280) with contributions from EU-funded projects ARCHES, CLIC, EUCANET, Forget Heritage, I-Media-Cities, Open Heritage, REACH, ROCK, RURITAGE (30/01/19)

1. I-MEDIA-CITIES

The project is a collaboration between archives, large digital experts' centers and research institutions in eight European countries which aims to provide digital access to primarily moving image material relating to the history of nine European cities: Athens, Barcelona, Bologna, Brussels, Copenhagen, Frankfurt, Stockholm, Turin and Vienna. Through an interactive website the aim is to provide users with advanced search functions, including tools for automatic video analysis, such as automatic detection of shots and camera movements and recognition of buildings and people.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Online platform for accessing historically unique digital films and photos of European cities	Development of a cross-border, cross-language platform for the study of the history and urban development of large EU cities through large media collections, which were previously not accessible.	<p>There is a huge quantity of fictional and non-fictional AV works (from the end of the 19th century onwards) that archives own in their collections describing cities in all aspects, including physical transformation and social dynamics.</p> <p>Most of the time, this material is not available.</p> <p>There is a need:</p> <ul style="list-style-type: none"> - to push interoperability among archives and generate new e-environments to be used by researchers and innovators for research and other creative purposes; - to discover new approaches to perform research on this digital content, improving overall accessibility of 	<p>Development of the I media cities platform (www.imediacities.eu) has implemented several innovative tools and digital technical solutions in order to improve the way all our visitors find, watch and interact with the films and images on the platform.</p> <p>Through the platform, it is possible to:</p> <ul style="list-style-type: none"> - Search for unique films and images - Add your own tags, geotags and personal notes - Visit 3D virtual exhibitions on different subjects <p>The project has been built on three key digital strategies, aimed at maximising impact and helping users, which are Open Source; Machine learning</p>	<p>Peer-learning/Knowledge sharing</p> <p>Toolkit/ Platform development</p>	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
		<p>European Cultural Heritage, and stimulating collaborations between archives and researchers;</p> <ul style="list-style-type: none"> - to study the history of media through the way they depicted urban spaces; - to look to the future through the archive of the past to researchers and citizens to enable a look to the future through the archive of the past; - to allow new approaches to research in social sciences and unleash creativity, in new forms of delivery and consumption of that content which the creative industry would be able to propose for instance in tourism or in the cultural economy. 	and Linked Open Data		

2. FORGET HERITAGE

The purpose of the project is to improve the capacity of the public and private sector in the sustainable use of Cultural Heritage in Italy, Slovenia, Germany, Poland, Croatia, the Czech Republic and Hungary. These countries have been chosen since they are characterized by the presence of unused historic buildings (former factories, hospitals, schools, garrison towns) that have marked the history of the local community and that are currently in a state of neglect and whose historical memory must be reactivated giving them a new positive connotation. In a transnational perspective and through the creation of new creative and cultural enterprises, the project wants to find an innovative and sustainable solution for the protection and enhancement of the Cultural Heritage in Central Europe. Towards this aim, public bodies will search partnerships with private actors for increasing the economic value of these unused historic buildings.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Identification of Public Private Cooperation management models	The action is aimed at identifying innovative, replicable and sustainable Public Private Cooperation management models of the historical sites by valorising them through Cultural and Creative Industries	<p>Most cities are characterized by the presence of historical buildings in a state of neglect, such as former factories, hospitals, schools, garrison towns, consequently, their historical memory is being forgotten and they have a negative impact on the surrounding areas by turning into "urban voids".</p> <p>There is a lack of knowledge on innovative and sustainable Public-Private management models, which need the provision of adequate guidance and training, also in terms of citizens' involvement.</p>	<p>Collection and analysis of best practices to identify transferable elements/scientific evaluations of bottom-up valorisation projects</p> <p>Elaboration of Manuals:</p> <ul style="list-style-type: none"> - Policy Handbook for the Revitalization of Ghost Buildings in Central Europe Cities" - Creation of "Transnational Training Model for Historical Sites Management" Manual - Creation of "Guidelines for the Citizens Involvement in Historical Sites" Manual 	<p>Guidance docs/Handbooks</p> <p>Policy recommendations</p> <p>Peer-learning/Knowledge sharing</p>	BETTER KNOWLEDGE / BETTER FUNDING / BETTER REGULATION

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Cooperative CH revitalisation pilot projects implementation</p>	<p>Implementation of cooperative Cultural Heritage revalorization projects in pilot cities</p>	<p>There is a need to facilitate a good balance between the preservation of Cultural Heritage and sustainable long-term socio-economic development of regions in order to strengthen their attractiveness and competitiveness.</p> <p>At the same time, there is the necessity of managing conflicting usage interests and capitalise the potential of Cultural Heritage assets for economic, social and cultural activities.</p>	<p>Conduction of cooperative CH revitalisation pilot projects in:</p> <ul style="list-style-type: none"> - Genoa - Ljubljana - Nürnberg - Bydgoszcz - Rijeka - Usti nad Labem - Milan -North Praga District 	<p>Demonstration actions</p>	<p>BETTER KNOWLEDGE</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Recommendations on how to enhance the hidden potential of the Cultural Heritage in favour of citizens and the CCI</p>	<p>Recommendations for other cities on how to enhance the hidden potential of the Cultural Heritage to influence the quality of life of the citizens and cultural creative industry operators who will have new working opportunities and boost their managerial skills.</p>	<p>The implementation of cooperative Cultural Heritage revalorization projects requires the consideration of a wider set of goals: provide affordable space for creative initiatives and crafts, conduct urban future experiments or improve the socio-cultural liveliness of town districts, to name only a few. In addition to these administrative and bottom-up goals, the aspect of heritage preservation shows strong potential for generating cultural identity, opportunities for tourism and inspiration for ideas for modern re-use</p>	<p>Assessment of pilot implementation actions for the production of Recommendations on how to enhance the hidden potential of the Cultural Heritage in favour of citizens and the CCI</p>	<p>Policy recommendations</p>	<p>BETTER KNOWLEDGE</p>

3. ARCHES

The project brings together an interdisciplinary consortium – involving academia, SMEs, research centres and museums – to develop online resources, software applications and multisensory technologies to enable access to Cultural Heritage Sites, working in a participatory manner with people with differences and difficulties associated with communication, cognition, memory and perception.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Participatory research	Setting-up of participatory research groups and research and evaluation of the use of mainstream technologies to enable inclusion of people with such disabilities as museums visitors and consumers of art.	<p>The popularisation of digitisation techniques has boosted the generation of digital Cultural Heritage assets in recent years. However, such techniques should not be regarded as an end in and of themselves, but as a means for enabling European citizens to engage with Cultural Heritage more closely and in different ways.</p> <p>There is a need to create more inclusive cultural environments particularly for those with differences and difficulties associated with perception, memory, cognition and communication.</p>	<p>Setting up of participatory research groups composed of people with differences and difficulties associated with perception, memory, cognition and communication, to work with the Cultural Heritage sites and the developers of software platforms, applications for handheld devices and multisensory activities.</p> <p>Development and evaluation of the use of mainstream technologies to enable inclusion of people with such disabilities as museums visitors and consumers of art.</p> <p>Identification of sources – Internet, internal archives, libraries, etc. –providing digital cultural resources to integrate content into innovative tools, applications and functionalities.</p>	Participatory research Analysis	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Tools and software development and testing for experiencing CH	Tools and software development for people with differences and difficulties associated with communication, cognition, memory and perception	<p>People with differences and difficulties associated with communication, cognition, memory and perception encounter difficulties in accessing and enjoying cultural assets</p> <p>There is a need to develop customised tools to improve CH accessibility for all</p>	<p>In-depth research analysis and development of innovative applications, functionalities and experiences based on the reuse and redevelopment of digital resources.</p> <p>Development of tools: Serious games; Sign to language conversion and avatars; Software platform; Common functionalities to all Cultural Heritage museums; Specific functionalities for museums; Reliefs of paintings; relief printer prototype.</p> <p>Improve context-sensitive tactile audio guide</p> <p>Design and implementation of attractive and user-friendly interfaces for handheld devices targeting people with differences and difficulties associated with perception, memory, cognition and communication</p> <p>Piloting and validation of the technological outcomes in operational environments based on a participatory research methodology consisting of three pilot exercises in museums</p> <p>Identification of opportunities in sectors such as Cultural Heritage, education and tourism, to define market strategies in the different niche markets.</p>	<p>Research and analysis</p> <p>SW and tool development</p> <p>Piloting and validation in demo sites</p> <p>Market strategy</p>	BETTER KNOWLEDGE

4. EUCANET

Inspired by the Pact of Amsterdam, EUCANET, the “EUropean City Agencies NETWORK for citizenship, inclusion, involvement and empowerment of communities through the urban transformation process”, explores how the urban political process can contribute to tighten the connection between the local and EU level, reframing the interaction between Urban Authorities (UA), local communities, civil society, business and knowledge institutions.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Network development	Network development between Urban Authorities (UA) and City Agencies (CA)	<p>There is a need to:</p> <ul style="list-style-type: none"> - strengthen CA's capability to cross different levels, issues and policy areas, using the discourse on EU urban space as a “trading zone” between different instances; - exploit CA as collectors of shared common EU values, blending knowledge and resources to set urban issues; - explore how CA can boost local socioeconomic development, urban commons and services generation, committing citizens and stakeholders to space-oriented policies; - explore how CA could help Cities and Member States raise the standard of democratic participation, by an enlargement in scope of spatial policies. 	<p>Organisation of workshops, study-visits, networking activities aimed at creating a network between Urban Authorities and City Agencies</p> <p>Development of an online Eucanet portal</p>	<p>Peer-learning/Knowledge sharing and networking</p> <p>Online platform development</p>	<p>BETTER KNOWLEDGE – BETTER REGULATION</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Reflection, exchange of knowledge and best-practices collection	This action is aimed at exchange and disseminating knowledge on issues at stake, including the collection of best practices	Need to improve knowledge and understanding on: - how EU citizens can better acknowledge their common EU urban identity, contributing to define the priorities of the cities they live in; - how, and with which tools, they can get effectively involved in the problem-setting, policy-making and planning processes concerning cityscape and land use; - how their contributions can become useful for other urban contexts, proactively fuelling the framing of better urban policies for EU cities.	Collection and analysis of best practices and development of an online repository of best practices / Publications Organisation of: - Thematic Seminars: exploring existing front initiatives bearing on the involvement and empowerment of communities in the urban transformation process, focusing on the role and the scope of CA as local facilitators and devices for the enlargement of the cooperation at neighbourhood, city and territorial level. - Policy Workshops: working together on “testing grounds”, taking advantage of open and crowdsourced data platforms, map-based interfaces and innovative engagement tools (i.e. gamification) to achieve a better understanding of how CA can favor and stimulate the structuring of innovative urban policies, capable to enhance governance and communities’ empowerment.	Best practice collection and analysis Seminars and workshops Policy recommendations	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Fostering the role of City Agencies in the EU Urban Agenda	The action is aimed at analysing the role of City Agencies in contributing to reaching the goals set by the Pact of Amsterdam	<p>It is still not evident how City Agencies contribute to the realisation of the EU Urban Agenda</p> <p>There is a need to provide evidence and collect practices and experiences turning into final shared</p> <p>Recommendations/Position papers</p>	<p>Call for best practices aimed at exploring the Pact of Amsterdam, in order to investigate which kind of relationship is existing at the moment between the EU Urban Agenda contents, the City Agencies current role and the potential future development of these organizations.</p> <p>Publication of a call for paper “Discussing the role of City Agencies” in the framework of the EU Urban Agenda</p> <p>Production of a position paper on the Role of City Agencies in the EU Urban Agenda</p>	<p>Online DB of best practices</p> <p>Policy recommendations</p> <p>Publications</p>	BETTER KNOWLEDGE

5. ROCK

Focussing on historic city centres and by adopting a circular, participatory and systemic approach to Cultural Heritage, ROCK is aimed at demonstrating how Cultural Heritage can act as a powerful engine of urban regeneration, environmental sustainability, social inclusion and economic growth. ROCK is an innovative action experimenting a repertoire of CH-led initiatives and solutions, based on a mentoring and exchange process among Replicator and Role model cities, also availing of innovative technologies developed by technological partners. Actions have been implemented along three main axes which have been identified as particularly relevant by the involved participants, also by means of a living lab: accessibility, sustainability and new collaborations to support new cultural productions.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Mentoring, peer-learning, knowledge exchange and mentoring processes	The action consists in a series of mentoring and work-shadowing visits as well as cluster meetings and exchange workshops on specific themes of common interest	Need to favour the exchange of experiences among cities in facing complex urban challenges Need to set-up a proper and effective exchange model Need to favour peer learning among practitioners on topics of common interest	Elaboration of guidelines for conducting mentoring and work-shadowing visits Mentoring and work-shadowing visits and exchange workshops among role model and replicator cities Support in the definition of roadmaps at city level on CH-led urban regeneration initiative in demo areas Creation of clusters around topics of common interest	Guidelines Training and knowledge exchange	BETTER KNOWLEDGE
Creating CH communities of practice/ participatory processes and living labs	Setting-up of communities of stakeholders in the CH field and launch of living labs	Need to foster the creation of local communities of practices with the involvement of a wide range of stakeholders to promote place-based strategies focused on regeneration, resilience, CH and urban sustainable growth	Easy-to-use guide with practical advices and tools to build, step by step, a bottom-up local ecosystem to stimulate co-design activities, involve more efficiently a wider audience and engage different kind of local Stakeholders Setting-up of Living Labs able to actively involve local communities and innovators Support to the creation of a	Guidelines Living-labs set-up	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
			"Community of innovators in CH" at the EU level		
Guidelines for the adaptive re-use of CH	The action is aimed at fostering the adoption of CH adaptive re-use practices by providing guidance on the process to be followed	If, on the one side, there are many obsolete or misused containers (building, infrastructure, place, area) that could be adapted to new uses, on the other side, it is necessary to preserve their value and identity. Adaptive re-use of CH is a long-term process, which requires guidance in order to guarantee that sustainability concerns are properly taken into account together with economic, environmental, community and cultural elements, fostering urban regeneration in a circular perspective.	Mapping activities Work-shadowing and mentoring visits Business Models preparation Literature review	Guidelines	BETTER KNOWLEDGE BETTER REGULATION
Testing innovative technologies for improving CH fruition and experience	The action is aimed at testing a series of new technologies that allow a better accessibility to and fruition/experience of CH	New technologies offer great potentials in the CH field that are not always known by cultural institutions and other cultural operators. On the other side, tools' providers need to test these new devices in real settings either to fine tune them and to make them known by potential users	Testing and implementation of applications in demo sites and within living labs allowing: -better, dynamic and interactive access to CH and related content (e.g augmented and virtual reality, gaming, etc) -mapping and collection of data allowing a better planning of the cultural offer (e.g. people flow sensors, sentiment analyses tools, etc.) -the collection of environmental parameters	Testing Exhibitions	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
			<p>Organisation of roadshows and business matching events between technologies 'providers and cultural operators</p>		
Implementation of demonstration actions in demo areas	<p>The action consists in carrying out a series of demo actions in both replicator and role model cities</p>	<p>There is a need to experiment the "circular urban system" associated to CH in real environments to evaluate and refine the model, in a research-action logic</p>	<p>Definition on an initial roadmap for implementation, also following the Living Labs initial findings Testing/Experimenting of actions aimed at improving accessibility, fostering environmental sustainability and enhancing collaborations within the CH domain Evaluation and Refinement Upscaling</p>	<p>Testing/Experimentation/Pilot execution</p>	BETTER KNOWLEDGE
Innovative Branding schemes	<p>Production of a toolkit for innovative city branding</p>	<p>Despite several examples exist at the EU level, CH offers great opportunities in terms of city marketing and promotion that are still not fully exploited. At the same time, there is a need to avoid the consequences of mass tourism. City officials, tourism operators and other stakeholders need to be trained on how to elaborate and communicate effective city branding strategies based on cities' CH assets, which are coherent with the concepts of sustainability</p>	<p>Collection of best practices on successful city branding strategies at EU level Organisation of training seminars on innovative city branding Elaboration of an online toolkit</p>	<p>Best practices collection Training Guidelines and Online Toolkit</p>	BETTER KNOWLEDGE
Strengthening CH in smart	<p>The action is aimed at</p>	<p>CH is still neglected within RIS3 and just a few Regions across</p>	<p>Setting-up of a Board composed of regional representatives to</p>	<p>Peer-learning activities/work</p>	BETTER FUNDING

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
specialisation strategies	favouring the recognition of CH as one of the key drivers in regional smart specialisation strategies	Europe have considered CH as one of their leverages of development. Regions-city relationships are also not enough developed and consolidated and should be enhanced	involve in the debate Analysis of Smart Specialisation Strategies in selected regions for the identification of gaps Promotion of awareness raising activities among city and regional representatives Elaboration of guidelines on how to favour the Entrepreneurial Discovery Process at the local level	shops/ round-tables Survey Guidelines	
KPI, data collection and impact assessment framework	The action aims at defining a framework against which to monitor the performance and assess the impact of CH-related implemented activities	Need to define a framework within to monitor and assess the impact of the actions implemented on the different audiences also inters of behavioural change and on the different layers in a circular perspective	Definition of a framework for performance and impact assessment, including: - KPI Matrix - Identification of available data - Collection of data through questionnaires, sensors and other tools - Analysis of data collected Display of data	Data collection Impact assessment Guidelines Online platform	BETTER KNOWLEDGE BETTER REGULATION
CH circular model definition	Conceptualisation of the circular, systemic and participatory approach to CH	Transfer of the circular economy model to the urban historic environment, where CH is conceived as a product to which the same principles of saving and reuse can be applied. CH should be seen as a living engine in which several issues are interlinked with the purpose to compare the effects of each decision in framing	This action consists in the description of this approach clarifying the components, the sub- systems, their interrelations and the phases of application, as well as the scenario composition. The transfer of a circular economy model to the urban historic environment starts	Guidelines	BETTER REGULATION BETTER FUNDING

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
		<p>different regeneration scenarios. “ROCK circle” connects and moves sub-systems of actors, processes and technologies in several domains, assuming historical centres CH transformation, adaptation and reuse into Creative and Sustainable Districts. The aim is to encourage virtuous flows within the system and create the conditions to ensure safer, healthier and more suitable places for the communities to live and work. In ROCK approach, Cultural Heritage at its highest utility and value, is maintained and reinforced, and progressively enhanced with the addition of new components that develop on the old ones, while attracting new resources and partnerships.</p>	<p>considering Cultural Heritage (CH) as a product to which the same principles of saving and reuse can be applied.</p>		
Elaboration of a Business Model Toolkit	<p>Elaboration of canvas tailored to the needs of the different players involved in CH-led regeneration initiatives</p>	<p>Need to define a replicable methodology for the design of business models and financial schemes useful to place-based strategies of CH-led regeneration processes fostering economic growth and social inclusion and with the aim of helping public and private players reach sounder strategic decisions as they intervene on historical city centres.</p>	<p>Elaboration of business canvas tailored to the needs of the different players (institutions, for-profit organisations and not-for-profit organisations) involved in CH-led regeneration initiatives with the aim of helping such players reach sounder strategic decisions as they intervene on historical city centres</p>	<p>Toolkit</p>	<p>BETTER KNOWLEDGE</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Elaboration of CH Integrated Management Plans (IMP) for historical urban settings	Elaboration of IMPs to be adopted by Replicator cities	There is a need to guide cities in the development of strategic plans for managing CH assets and related actions following a circular, systemic and integrated approach	<p>Elaboration of the IMP initial hypothesis and scenarios matrix (actions, actors, enablers, tools, barriers, threads, timing, targets, KPI, verification means, other policies' and plans' integration, etc.)</p> <p>Training of city officials on matrix compilation</p> <p>Definition of the scenarios and testing of the matrix</p> <p>Revision and fine-tuning</p> <p>IMP compilation</p>	Action Plan Guidelines	BETTER REGULATION

6. REACH

The REACH project aims at unlocking the potential of people to engage in culture and CH in order to foster creativity and innovation and, thereby, to empower citizens to face the immense and rapid changes taking place in Europe and beyond. Across three years, the REACH project will establish a social platform as a sustainable space for meeting, discussion and collaboration by a wide-ranging network of development bodies, tourism, education, creative industries, CH professionals, academic experts, arts practitioners, professionals in archives and galleries, associations and interest groups representative of non-professionals and local societies, and policy-makers – all those with a stake in the field of culture and CH.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Toolkit for participation	Elaboration of a toolkit of participation that promotes maximum use and involvement, and refines and generalizes the initial model	There is a need to foster the adoption of participatory approaches to Cultural Heritage across Europe as a means to trigger social innovation processes.	<p>Construction of a participatory model.</p> <p>Production of draft recommendations, tools, procedures and common protocols to be validated in the experimental pilots.</p> <p>Elaboration of a report on the way community building activities and stakeholder consultation shall be carried out.</p>	Toolkit/ Guidelines/Recommendations	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Critical collection of best and bad practices	Critical collection and analysis of 36 national and international projects	The notion of Cultural Heritage has become an essential part of social sciences and humanities discourse in recent years, shifting from conservation or an object-centred approach to one that considers continuous time, spatial categories and perceptions of local communities. There is a need to increase knowledge in the field by analysing case studies from social aspects and considering the cultural rights and perspectives of these encounters in the light of adoption of participatory approaches	Mapping of 36 national and international projects to understand their findings. To quantify and benchmark this process, several categories have been used: - spatial aspects: integrity and territorial cohesion, including landscape and convergence of central and Eastern European heritage - temporalities: resilience, sustainability, including management of risks and changes and digital heritage - heritage communities: identity and participatory governance including enhancing European identification, local community as a reference place for identification, cultural diversity, marginalised communities and participatory heritage governance	Best practice collection and analysis	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
REACH Social Platform development	Development of the REACH Social Platform to provide tools and instruments, accessible through the REACH portal, to trigger the debate on how participatory approaches can contribute to develop a common horizon of understanding and trigger social innovation processes	<p>Need to map and provide analysis of research results achieved in previous programmes, to identify current and emerging research trends, and to offer authoritative new knowledge of the CH field to the European Commission and policy-makers</p> <p>Need to offer benefits to its participants, expanding knowledge of complementary research and practice domains, and of new methodologies, generating opportunities for cooperation, offering pathways to wider user-engagement with research and practitioner outputs</p>	<ul style="list-style-type: none"> - Development of a sustainable REACH network aggregating the widest range of stakeholders and audiences, and offering concrete participatory experiences through the REACH pilots; - Implementation of a rich programme of public encounters (workshops, conferences and meeting with local stakeholders) focusing on participatory approaches to preservation, use/reuse, and management of CH; - Publication of the REACH online portal (made of reach-culture.eu and open-heritage.eu websites) to give access to open spaces for debate, dialogue, interaction and experimentation, and to a repository of resources and data to be exploited in research activities; - Implementation of the online portal and the online platform at open-heritage.eu 	Online platform Networking activities	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
“Resilient European Culture Heritage” Proposal	Elaboration of a proposal for a “Resilient European Culture Heritage” based on three main pillars: - milieu - resilience - participation	The notion of Cultural Heritage has become an essential part of social sciences and humanities discourse in recent years, shifting from conservation or an object-centred approach to one that considers continuous time, spatial categories and perceptions of local communities.	Definition of the conceptual framework to consider a number of aspects of Cultural Heritage, including: - the concept of resilience in natural and social sciences - resilient Cultural Heritage and communities, and community of heritage - European identification - local communities’ cultural diversity	Recommendations	BETTER KNOWLEDGE – BETTER REGULATION

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Pilot implementation	Implementation of pilot actions to validate and improve the models of participation elaborated demonstrating in practice the advantages and possible difficulties that may arise. The pilots deal with: - Minority Heritage - Institutional Heritage, - Rural Heritage - Small Towns Heritage	Need to advocate the socio-economic value of civic participation in preservation, use and management of CH, by exemplifying best practices in the development of resilient policies in community and territorial preservation, education, data management, protection of intellectual rights, etc. Need to demonstrate successful cases of job creation and economic growth based on CH use and re-use, innovation in cultural tourism, and examples of improved public services for CH management.	Implementation of pilot actions in 4 settings: 1) <u>Minority Heritage</u> in Hungary and Czech Republic -focusing in particular on marginalized minorities; 2) <u>Institutional Heritage</u> in Germany and Central Europe - comparing participatory approaches in the case of big CH institution with international audiences and small institutions targeting local users; 3) <u>Rural Heritage</u> in Sierra Nevada (Spain) and Carpathian regions - promoting participation in cultural and environmental protected areas as a way to solve conflicts between safeguarding, preservation, reuse, and economical activities; 4) <u>Small Towns Heritage</u> in Czech Republic and Central Italy - analysing the representations and (re-)valorisation of local heritage in the small centres.	Pilot implementation	BETTER KNOWLEDGE

7. CLIC

The CLIC project carries out scientific research on innovative financing, business and governance models that can promote and enable the re-use of Cultural Heritage in European cities and cultural landscapes, in the perspective of circular economy as a model of sustainable development. In this project abandoned and underused heritage are adapted as resource that can enhance territorial multidimensional productivity, producing economic, social and environmental value.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Common framework to support the adaptive reuse of CH	Creation of a common framework to support the adaptive reuse of Cultural Heritage, by collecting, analysing and classifying existing successful tools currently implemented to support for adaptive reuse of Cultural Heritage	Cities face cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for Cultural Heritage systemic adaptive reuse There is not enough knowledge also at policy level on how to overcome them	Need to synthesize existing knowledge on best practices of Cultural Heritage adaptive reuse making it accessible to researchers, policy makers, entrepreneurs and civil society organizations, also through a direct dialogue with their promoters: a. Best practices selection and analysis b. Identification of cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for adaptive reuse of Cultural Heritage at city, regional, national and EU level c. Assessment and analysis of barriers to implementation	Research, analysis and assessment Policy guidelines	BETTER KNOWLEDGE AND BETTER REGULATION
Tools for impact assessment and indicators	Evaluation and comparison of the impacts of adaptive systemic reuse in the economic, social,	Need to provide a holistic ex-post evaluation of the economic, social, cultural and environmental impacts of Cultural Heritage adaptive reuse, stressing on the importance of appropriate conservation and maintenance	a. Development of methods and tools for the assessment of the spillover effects of Cultural Heritage adaptive reuse on local economy b. Development of methods and	Impact assessment and indicators development	BETTER KNOWLEDGE AND BETTER FUNDING

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
	environmental and cultural dimension, through the identification of specific criteria and indicators in the perspective of the circular economy	<p>approaches able to highlight the integrity and authenticity of heritage.</p> <p>Need to re-connect fragmented landscapes, through functions, infrastructures, visual relations at macro and micro scale.</p> <p>Need to operationalize the management change of the cultural landscape also by implementing the UNESCO Recommendation on Historic Urban Landscape.</p>	<p>tools for the assessment of the social and cultural impacts of Cultural Heritage adaptive reuse</p> <p>c. Development of methods and tools for the assessment of the environmental impacts of Cultural Heritage adaptive reuse</p> <p>d. Development of the multidimensional impact indicator set for the assessment of adaptive reuse circular models</p>		
Decision Support System (DSS)	Development of a Decision Support System (DSS)	<p>Need to support decision-makers in identifying the most effective mix of functions for adaptive reuse design considering estimated costs, technological/cultural constraints, estimated cash flows of each function, spatial localization and other influencing factors.</p> <p>Need to develop and test innovative governance models and a set of evidence-based, participative, usable, scalable and replicable decision support evaluation tools to improve policy and management options/choices on Cultural</p>	<p>Integration into a systemic tool of a set of specific planning, design, economic and multi-criteria analysis tools able to support decision-makers in adaptive reuse management choices and design choices</p> <p>Design and implementation of a stakeholders-oriented Knowledge and Information Hub for integration and smart visualization of sectorial databases to make tools and information accessible, useful and usable and test them with policy-makers, entrepreneurs, investment funds and civil society organizations.</p>	Tool/DB development	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
		Heritage systemic adaptive reuse, in the perspective of the circular economy			
Common framework for the identification of innovative circular financing, business and governance models for Cultural Heritage systemic adaptive reuse	<p>Development of circular financing and business models, supporting impact investment and circular economics in the adaptation of Cultural Heritage assets</p> <p>Development of a Circular Governance Report on adaptive reuse of Cultural Heritage</p>	Need to analyse hybrid financing and business models as well as governance models that promote circularity through shared value creation, and assess their feasibility, bankability and robustness for Cultural Heritage adaptive reuse.	Collection and analyses of relevant financing and business models	Research and analysis	BETTER FUNDING

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Testing and validation in real settings of innovative financing, business and governance models	Testing and validation in pilot cities and regions of the innovative financing, business and governance models developed during the previous stages through direct involvement of end-users (policy-makers, social entrepreneurs and investors, community foundations and associations)	Need to validate the circular financing, business and governance practical tools in European cities/territories representative of different geographic, historic, cultural and political contexts.	Actions a. Assessment of Heritage Commons in pilot cities b. Setting Heritage Innovation Partnerships (HIPs) made up of one local authority and one academic/research partner, including the organization of events like HIP dialogue and open days c. Strategies for mobilizing new investments	Testing and validation	BETTER REGULATION AND BETTER FUNDING

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Organise networking, dissemination and training activities	The action is aimed at transferring the models and approaches developed to other contexts and to stimulate the creation of new jobs and skills in the field	<p>Need to foster activities aimed at transferring heritage cities/landscapes across Europe the models and approaches developed.</p> <p>Need to stimulate the creation of new jobs and skills in the circular economy through Cultural Heritage adaptive reuse</p>	<ul style="list-style-type: none"> - Start-up creative and innovative initiatives competition (European start-up competition open to actors of the third sector aimed at the selection of 5 best innovative ideas that will access mentoring and coaching support to enhance skills and stimulate the creation of new jobs in Cultural Heritage adaptive reuse) – Mentorship activities for Start-up creative and innovative initiatives competition – Maximisation of communication and dissemination activities – Preparation of further exploitation of project results and Education, training and continuous professional development 	Communication, networking and training	BETTER KNOWLEDGE

8. OPEN HERITAGE

The project promotes the re-use of neglected, non-touristic heritage sites by providing a replicable and adaptable management model and building heritage communities around them. Four objectives guide this international aim: to combine concerns of social inclusion, community building and heritage protection; to overcome the gap between listed and non-listed heritage attending with an open definition of heritage; to support cooperation between communities, policy makers, academia and various stakeholders; to create tools that support the sustainable management of heritage assets in the project and beyond.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Collecting good practice	Collection of good practices on “Heritage Reuse. Old Buildings with New Life”	Need to develop a state-of-the-art understanding and typology of the institutional and regulatory context, as well as of the funding and economic landscape of adaptive re-use practices.	<p>Online collection of successful examples for built heritage re-use, to produce a macro-level overview and evaluation of current heritage re-use practices in Europe.</p> <p>Examples of adaptive heritage reuse are collected by interested people from all over the world.</p>	Collection/analyses of practices Online DB	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Observatory Cases	Understanding of good practices in 16 different sites (Observatory Cases)	Need to analyse in-depth adaptive innovative re-use projects in terms of their community and stakeholder involvement, financial management, as well as their regional embeddedness.	<p>Analysis of current policies of heritage management and of good practices on a local level, encompassing 16 cases from around Europe</p> <p>An online database will be available displaying the results of the overview of the European policies of heritage re-use and analysis of the Observatory Cases. The database will serve as a repository of ideas and will be freely available, with the aim to support knowledge sharing under various circumstances and policy development and to compare the legal and institutional environments with the actual practice of adaptive reuse.</p> <p>The selected sites vary in their original function (industrial, ecclesiastical, royal, administrative, military, residential, etc.) and they are dispersed all over Europe. The work done at the sites will be documented in written reports, video footages, and podcasts made accessible to a wider public.</p>	<p>Best practice collection/Analysis</p> <p>Online DB</p>	BETTER KNOWLEDGE – BETTER REGULATION

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Cooperative Heritage Labs (CHL)</p>	<p>Setting-up of six Cooperative Heritage Labs (CHL) where to test the Management Model. The areas of intervention are: policy; building decay; accessibility; environment; funding employment.</p>	<p>Need to experiment Open-Heritage tools and practices to promote the sustainable re-use of heritage assets.</p> <p>Each CHL is of important heritage value, but in need of an appropriate function, facing diverse problems of economic, social and environmental nature. Work in the CHLs promotes engaging citizens into the discussion about the future of the heritage assets, helping them understand and redefine the heritage value, and involving them into the long-term operation of the sites.</p>	<p>Setting up/running of 6 Cooperative Heritage Labs (CHL):</p> <ul style="list-style-type: none"> -Sunderland, United Kingdom. The three buildings addressed are an opportunity to address the unemployment and social challenges. -Prötzel, Germany. Old manor house where today 24 adults and 12 children run activities. -Warsaw, Poland. Area with clashes between the existing population, with high unemployment, and the incoming middle class -Pomáz, Hungary. Test area with fragmented ownership pattern and difficulties in organising a sustainable economic model. - Rome, Italy. The Centocelle Archeological Park, with many parts not open to public and in bad condition. The local population, with high unemployment rate, was involved in activities on site. - Lisbon, Portugal. Site in the oriental suburbs was an historical palace in decay marginally used by the local community. <p>A multi-purpose website is set-up and serve for crowdfunding and crowdsourcing campaigns</p>	<p>Heritage Labs set-up</p> <p>Collaborative website</p>	<p>BETTER KNOWLEDGE – BETTER REGULATION</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Inclusive governance and management model for adaptive heritage re-use	Development of an inclusive governance and management model for adaptive heritage re-use	<p>Sites that are not listed or incorporated into the official heritage discourse are often complex buildings with a symbolic or practical significance for local and trans-local communities.</p> <p>There is a need to develop a model based on the recognition that heritage preservation and management efforts are often inefficient and unsustainable without the integrated application of interdisciplinary knowledge, multi-stakeholder cooperation, and community involvement.</p> <p>Need for: 1. Community and stakeholders' involvement - the concepts of heritage community and participatory culture are applied, identifying</p>	<p>Elaboration of an inclusive governance and management model for adaptive heritage re-use based on surveying, analysis and testing</p> <p>Toolbox implementation</p>	<p>Management model</p> <p>Online DB/Toolbox</p>	<p>BETTER KNOWLEDGE – BETTER FUNDING – BETTER REGULATION</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
		<p>various approaches, and ensuring sustainable involvement.</p> <p>2. Resource integration - innovative financial and business solution are tested to overcome resource scarcity and to encourage the financial involvement of local stakeholder.</p> <p>3. Regional embeddedness - The re-use processes are part of broader territorial development initiatives. They consider the regional social, environmental, administrative, and economic contexts of the heritage sites</p>			

9. RURITAGE

RURITAGE establishes a new heritage-led rural regeneration paradigm able to transform rural areas in sustainable development demonstration ‘laboratories’, through the enhancement of their unique Cultural and Natural Heritage potential. Based on past research and experiences, RURITAGE identifies 6 Systemic Innovation Areas (SIAs) (1. Pilgrimage; 2. Sustainable Local Food Production; 3. Migration for Rural Regeneration; 4. Art and festivals; 5. Resilience; 6. Integrated Landscape management) and 11 Cross-cutting Themes transversal to every SIA which represent the ways in which Cultural Heritage acts as driver for regeneration of a rural area and its economic, social and environmental development.

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Best practices analysis and codification</p>	<p>Extraction and codification of best practices both in Role Models and worldwide</p>	<p>Around Europe and at international level, numerous examples of good practices show how Cultural and Natural Heritage is emerging as a driver of development and competitiveness through the introduction of sustainable and environmentally innovative solutions and the application of novel business models. Past research shows that Cultural Heritage acts as driver for regeneration of a rural area and its economic, social and environmental development in several ways and areas.</p> <p>Based on this, RURITAGE has identified a set of 6 “Systemic Innovation Areas” (SIAs) covering the following topics: 1. Pilgrimage; 2. Sustainable Local Food Production; 3. Migration for Rural Regeneration; 4. Art and festivals; 5. Resilience; 6. Integrated Landscape management).</p> <p>Additionally, a set of 11 transversal and cross-cutting themes have been identified as relevant for each of the</p>	<p>Extraction of knowledge from successful heritage-led regeneration schemes in Role Models in order to codify Practices and Lessons Learned to be replicated in the Replicators</p> <p>Analysis of practices considering 11 transversal cross-cutting themes:</p> <ol style="list-style-type: none"> 1. Business models and investment strategies; 2. Governance and regulatory framework; 3. Legal aspects and land tenure; 4. Technological innovation; 5. Social innovation, Environment and climate change; 6. Cultural Ecosystem 	<p>Best practices collection and analysis</p>	<p>BETTER KNOWLEDGE</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
		<p>above-listed SIAs.</p> <p>There is a need to provide additional evidence based on the collection and analyses of practices implemented in role model settings, also to extrapolate useful lessons learned.</p>	<p>Services;</p> <p>7. Mental wellbeing;</p> <p>8) Tourism and Marketing strategies;</p> <p>9) Cultural and natural heritage safeguarding;</p> <p>10) Cultural and natural heritage appreciation and interpretation;</p> <p>11) Mobility and accessibility of the areas</p>		

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Innovative, sustainable and replicable heritage-led regeneration strategies (plans)</p>	<p>Co-development, co-implementation and fine-tuning of heritage-led regeneration strategies (plans)</p>	<p>European rural areas embody outstanding examples of Cultural and Natural Heritage (CNH) that need not only to be preserved but also to be promoted as a catalyst of economic competitiveness and sustainable and inclusive growth.</p> <p>According to EUROSTAT, 27.8% of the EU population lives in rural areas and 32% in so-called "intermediate" areas (suburbs, small towns) and around 46.5% of European 'gross added value' is created in intermediate and predominantly rural areas. Despite this, most rural areas are facing chronic economic, social and environmental problems, resulting in unemployment, disengagement, depopulation, marginalisation or loss of cultural, biological and landscape diversity. In most cases, tangible and intangible CH is threatened.</p> <p>There is a need to test innovative solutions and practices in real environments to allow the definition of Innovative, sustainable and replicable heritage-led regeneration strategies</p> <p>The integration of identified cross-cutting themes into the rural regeneration strategies, in order to develop actions able to reach multiple benefits for territories and people.</p>	<p>Heritage-led regeneration strategies development,</p> <p>Definition of roadmaps for implementation</p> <p>Actions implementations in Replicators in the 6 identified Systemic Innovation Areas as test-beds of the heritage-led strategies</p> <p>Analysis and fine-tuning</p> <p>Elaboration of a new Heritage-led regeneration paradigm, up-scalable and replicable</p>	<p>Strategy elaboration</p> <p>Strategy/Pilot actions implementation</p>	<p>BETTER KNOWLEDGE – BETTER REGULATION – BETTER FUNDING</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
RURITAGE Resources Ecosystem	Development of a set of online tools	There is a need to develop tools to foster knowledge building, providing evidence and supporting replication and up-scaling activities of the implemented heritage-led regeneration strategies and plans, contributing to mainstream heritage in Regional, National, European and global policies.	Development of a set of tools including, among others, a rural landscape mapping tool (RURITAGE Atlas) and a Replication Toolbox within an online and interoperable platform for organization, categorization, integration, processing and visualization of rural Cultural Heritage information and knowledge circulating within RURITAGE	Online tools	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
KPI definition	Setting up a robust scheme to monitoring the performance and assessing the impact	<p>It is necessary to provide quantifiable evidence of cultural, social, environmental, economic benefits of Cultural and Natural Heritage (CHN) reuse</p> <p>To do so, there is a need to identify valuable KPIs able to assess the impact of the actions at the different scales</p>	Definition and selection of the main set of cross-thematic and multiscale Key Performance Indicators (KPIs) for monitoring and assessment of the results, from the technical side to those related with social acceptance and economic analysis.	KPI	BETTER KNOWLEDGE

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>European Vision for urban and rural regeneration through CNH (Cultural and Natural Heritage)</p>	<p>Building a Vision Paper, together with the ROCK project for urban and rural regeneration through Cultural Heritage</p>	<p>Achieve a deeper understanding of the changing relationships between urban and rural areas with an emphasis on the cultural and natural heritage.</p>	<p>Work on three common topics: heritage to build resilience, heritage for social inclusion, heritage, culture and creativity for local sustainable development</p>	<p>Recommendations/ Paper</p>	<p>BETTER KNOWLEDGE</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
<p>Knowledge transfer and capacity building process</p>	<p>Organisation of knowledge transfer activities</p>	<p>Need to</p> <ul style="list-style-type: none"> - Increase knowledge about successful practices of heritage-led rural regeneration and provide tools making successful practices and solutions available and replicable - Identify the financial resources needed to preserve Cultural Heritage in rural areas and promote the engagement of rural communities in the decision-making processes - Enhance awareness on exploitation possibilities in CNH sector in rural areas, providing roadmaps for long-term sustainability of heritage-led regeneration strategies. <p>This would contribute to positioning Europe as a leading force in use of CHN as a mean for development and achieve mobilising investment and opening up of new market opportunities</p>	<p>Mentoring and knowledge transfer process between Role model and Replicator cities and thanks to the involvement of Knowledge Facilitator partners</p> <p>Direct (face-to-face) meetings and workshops</p> <p>Development of a digital environment (Digital Rural Heritage Hub) that will integrate webinars and blog for discussion.</p> <p>Knowledge transfer among a wide range of local stakeholders to ensure the participatory development and enhancement of the heritage-led rural regeneration strategies.</p>	<p>Knowledge transfer and building</p> <p>Educational activities</p> <p>Online tools/resources</p> <p>Meetings and workshops</p> <p>Networking</p>	<p>BETTER KNOWLEDGE, REGULATION AND FUNDING</p>

Title	Description	Problems/needs addressed	Actions	Action type	Contribution
Setting-up and Network of Rural Heritage Hubs	Setting-up of Rural Heritage Labs and networking	<p>There is not enough knowledge on how to boost social innovation related to heritage.</p> <p>There is a need to promote the creation of hubs where to gather different actors, either for co-creation and participation and for offering mutual learning opportunities.</p>	<p>Setting up of Rural Heritage Hubs gathering different kind of stakeholders such as local and regional authorities, enterprises, NGOs, Museums, (natural) (Geo) parks, research centres and civil society organisations.</p> <p>These hubs will act as living labs where strategies to advance the region will be (further) developed through a co-creation and participation process. On the other hand, they are heart of the mutual learning experience between local stakeholders and inhabitants and also all project participants.</p> <p>Capacity building activities to transfer knowledge and skills.</p>	Living labs Communities of practice Knowledge transfer Networking among stakeholders	BETTER KNOWLEDGE

5.4 Considerations from the analysed projects

The table below shows the list of projects that have been analysed, their funding program and typology of involved Partners. Seven out of nine projects are funded by the **H2020 program**, therefore mainly conducting activities aimed at progressing research and innovation in different CH-fields, one of them is funded by the **Europe for Citizens** program and, as such, it is more focused on making Europe closer to its citizens and in conducting capacity building, networking and lobbying activities, whereas another one is supported by the **Interreg – Central Europe program**, which is more addressed at public bodies fostering integrated territorial development policies, being supported by Structural Funds.

Title	Program	Lead Partner	N. Partners	N. Public Bodies (PB)	N. Research Organisations (RO)	N. Higher or Secondary Education Establishments (EE)	N. Private (PFPE) for profit entities	Other (OT)
1. IMEDIA-CITIES	H2020	PB	18	3	7	4		4
2. FORGET HERITAGE	INTERREG CENTRAL EUROPE	PB	10	8	1			1
3. ARCHES	H2020	RO	13	3	3	2	4	1
4. EUCANET	EUROPE FOR CITIZENS	OT	5	2				3
5. ROCK	H2020	PB	33	9	1	7	9	7
6. REACH	H2020	EE	7	2		4	1	
7. CLIC	H2020	RO	15	2	1	9	1	2
8. OPEN HERITAGE	H2020	PFPE	16	1	1	6	3	5
9. RURITAGE	H2020	EE	39	6	6	6	4	17
TOTAL N. PARTNER			156	36	20	38	22	40
% PARTNER TYPE				23%	13%	24%	14%	26%

List of analysed EU-funded projects

These projects bring together a **variety of Partners** (156), which represent **public bodies** (23%), **research organizations** (13%), **higher secondary educational establishments, which are mainly Universities** (24%), **private for profit entities, like SMEs** (14%) and **other bodies, like NGOs, cities networks, associations and other entities** (26%), demonstrating a **good balance among categories of participants**.

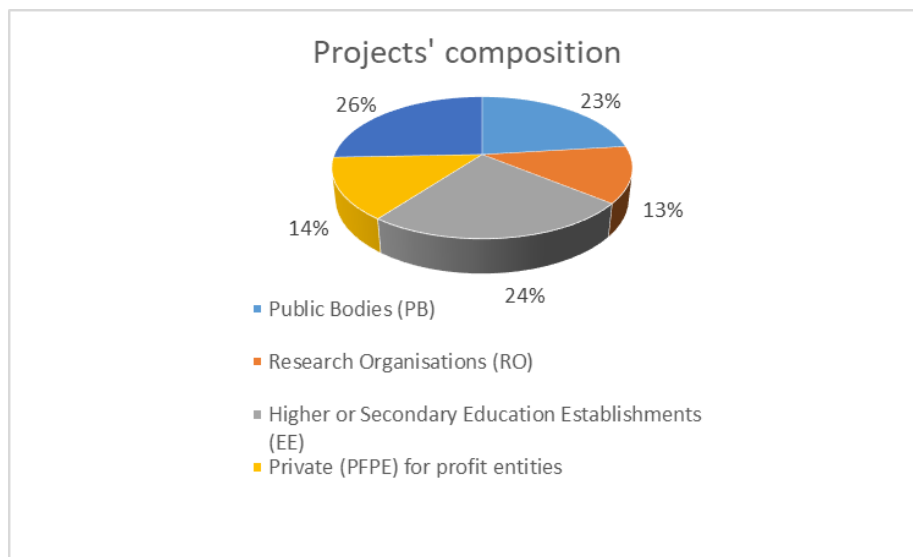


Figure 11. Analysed EU projects' composition in terms of typology of participating bodies

The same happens in terms of **coordination**, where the **33% is led by Public bodies**, the **22% by Research organizations**, the **22% by Universities** and other Higher Educational Establishments and the **11% by both Private for-profit entities and Other organizations**. The data reflect the fact that most of the analysed projects are funded by the H2020 program, which is specifically addressed to support Research and Innovation and thus usually led by research institutions or Universities but, still, urban authorities demonstrate the capability of coordinating complex transnational consortia and projects.

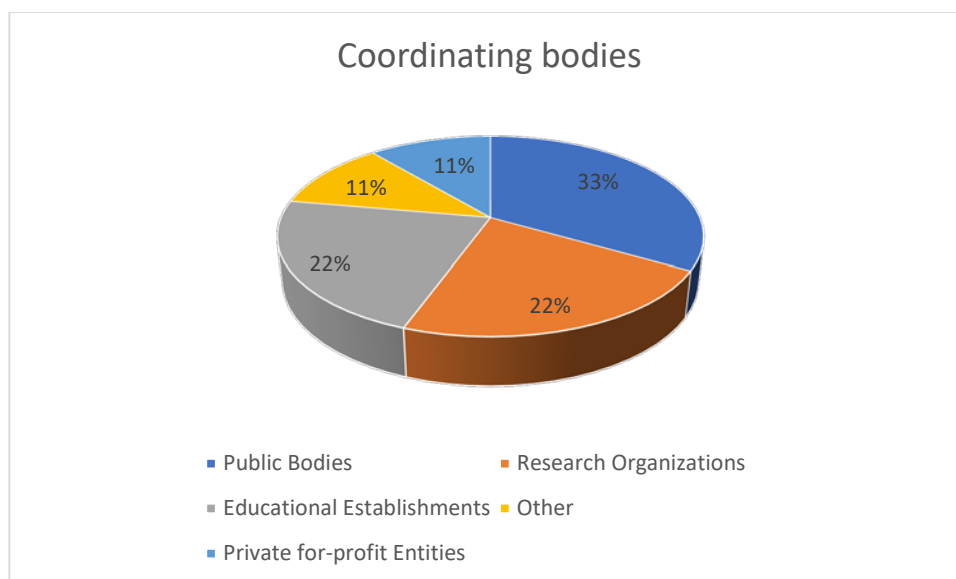


Figure 12. Typology of analysed EU projects' coordinators

Despite projects tackle CH related challenges from different perspectives, focusing on a wide range of topics, which consider either physical, intangible and digital heritage, they all share the goal of **disclosing the full potentials of CH in activating positive processes in terms of social, environmental and economic impacts, as well as in leading innovation and positive transformations at the urban level, also availing of new technologies** developed by research and industrial partners, allowing a better fruition and experience of CH, or supporting the collection of data.

Indeed, all projects put a strong emphasis on the need of **adopting participatory, inclusive and integrated approaches to CH, capable of attracting and engaging diverse audiences, also in a logic of empowerment of the communities themselves.**

Similarly, from the perspective of fostering shared management practices when considering heritage assets as common goods, most of the analysed projects seek to identify **innovative financial and business models for managing CH assets through innovative forms of partnerships which seek the direct involvement of the community and the private sector, together with the public one.**

All projects pay particular attention to the setting-up of **knowledge transfer, peer-learning and networking mechanisms** among partners, stakeholders as well as outside the project Consortium, through the organization of workshops, mentoring and study visits, webinars, publications, the realization of online depositories of best practices, and other educational programs, also addressed to public officials as well as university students themselves, which become protagonists of co-design workshops together with experts in the field and other practitioners.

As a matter of fact, as challenges evolve along time, following the progressively increasingly complexity of urban dynamics, their resolution becomes effective only if a **trans-sectoral approach** is adopted, bringing together **different disciplines** that were traditionally conducting their research activities in separated fields of analysis and adopting **new methodological approaches**, enhancing **participatory and open innovation processes**, including the launch of **living labs**¹⁵⁶ and **design thinking processes, think-tanks**, the conduction of **action-research**, etc. (Schaffer et al, 2012)¹⁵⁷, which most of the times require the activation and engagement of final users and other stakeholders across the whole project cycle, from the initial identification of needs, to the testing of tools and technologies made available by industrial and research partners and priorities, to the co-design and **prototyping** of new products and services,.

¹⁵⁶ Following the definition provided by the European Network of Living Labs (ENoLL), Living Labs are *user-centered, open innovation ecosystems based on a systematic user co-creation approach in public-private-people partnerships, integrating research and innovation processes in real life communities and settings*. ENoLL, Robles, A., G., Hirvikoski, T., Schuurman, D., Stokes, L. (eds) (2015). *Introducing ENoLL and its Living Labs community*, retrieved from <https://issuu.com/enoll/docs/enoll-print>

¹⁵⁷ Schaffers, H., Ratti, C. and Komninou, N. (2012). Special issue on smart applications for smart cities - new approaches to innovation: Guest editors' introduction. *Journal of Theoretical and Applied Electronic Commerce Research*. doi: 10.4067/S0718-18762012000300005

Most of the analysed projects have, indeed, activated participatory processes through living labs, heritage hubs, the creation of communities of citizens and other stakeholders, specifically addressed at engaging participants in the design or testing of the proposed solutions and, in some case, up to the direct involvement in the service delivery.

The identification of effective solutions calls for **more evidence-based analysis**, in some cases **transforming urban areas in laboratories** themselves where to experiment and test on the ground solutions, allowing research teams to exit from the laboratories to conduct their research on field and in real environments, offering the possibility to deal with the complexity which characterizes the urban ecosystem.

What could seem as the most suitable solution, from a theoretical point of view, actually requires considering a whole set of elements that might positively or badly affect the achievement of the sought results, starting from the need of **mediating among conflicting interests**, at the different levels, starting from the political and institutional one down to the different segments of city users.

In addition to this, the engagement process requires the setting-up of adequate **feedback mechanisms** to avoid disaffection and lack of trust by those that have been involved in the participatory process.

Most of these projects have therefore defined **methodologies for monitoring** the projects' progress and their performance as well as their outputs also in terms of impacts and changes, sometimes measures applying behavioral changes methodologies, starting by the identification of a set of KPI to allow an ongoing monitoring and impact assessment of the implemented activities, through collection of proper data, collected through different means, which are sometimes displayed via open data platforms, both already existing or established by the projects themselves.

On the other hand, urban authorities do not always have all the necessary expertise and resources to carry out all these tasks. Thanks to these collaborative projects, which bring together such a variety of partners (Universities and other research entities, SMEs, NGOs, city networks, business associations, other public bodies at different government level, etc.) they can count on a whole set of competences, starting from those of the research and academic institutions. As projects analyse heritage from different perspectives, it is obvious that also in terms of scientific research, a **transdisciplinary approach** is needed, requiring the involvement of a multitude of disciplines, like architecture, sociology and ethnography, engineering and information systems, economics and statistics, service design, marketing and communication, environmental sciences, etc.

It is not only a matter of encouraging this transdisciplinarity within the consortium, but also inside the partner organizations themselves, in particular as regards urban authorities, which are called to set-up **inter-departmental working groups** or to activate different sectors of the administration during the project life,

compelling them to **break the traditional “silos” structure** which traditionally characterizes the public administrations’ way of administering. When this does not happen, experience shows that this might badly affect the smooth and timely project implementation.

A good example of fruitful collaboration between the local administration and the University is represented by the H2020 ROCK project, which has set up a **“ROCK office”** within the Municipal premises, to allow the University staff involved in the project to have a stable place where to work in strict contact with the municipal staff, thus allowing a constant interaction and exchange, towards the attainment of the common goal of improving the University area (U-Area), through the experimentation of an ensemble of heritage-led regeneration activities, bringing to the adoption of a Plan for an Integrated Management of the Area, capable of valorizing the area and its huge cultural heritage, by improving its accessibility, environmental sustainability and capability of creating new cultural productions.

This activity has been carried starting from the launch of a living lab, the U-LAB, which has been managed by the [Foundation for Urban Innovation](#), which brings together the Municipality and the University themselves, to foster urban innovation processes mainly through the activation of participatory processes.

The Figure below, which has been taken from the H2020 ROCK project (Deliverable D2.2, ROCK Urban Circular System Description), well summarizes the main phases of the circular and systemic approach underpinning the innovation process that has been generated by the project.

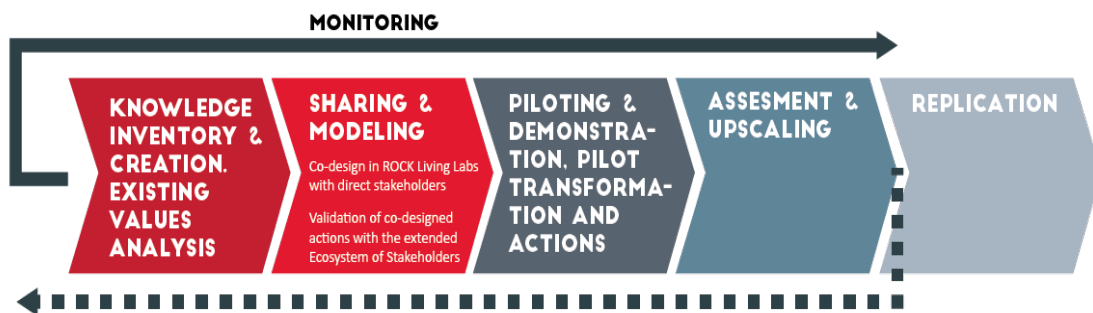


Figure 13. ROCK Phases for action implementation.

Source: H2020 ROCK project, Deliverable 2.2 ROCK Urban Circular System Description, p. 27¹⁵⁸

This research-action approach develops across four main phases. After a first phase of **best practices collection** aimed at providing an overall framework of successful experiences and in analysing the existing

¹⁵⁸ Boeri et al (2018). *ROCK Urban Circular System Description* (Deliverable 2.2 produced by the University of Bologna within the H2020 ROCK project). Retrieved from <https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5c47f366c&appId=PPGMS>

underpinning values to be kept into consideration **(1. Knowledge inventory)**, it follows a second phase aimed at defining scenarios and to setting the strategies **(2. Sharing and modelling)**, also through the active involvement of stakeholders in living labs and other forms of engagement, participation and co-design as described above. Then, most of the analysed projects have conducted or are conducting **piloting and demonstrating actions (3. Pilot transformation and action)**, which allow to test and subsequently refine the proposed solutions in a research-action logic **(4. Assessment & Upscaling)**, nurturing “*an iterative stream addressed to enlarge and maximize the upscale and project exploitation potential*” (Boeri et al.)¹⁵⁹.

In terms of **exchange and further take-up of practices** at the wider international community, this is often enhanced by the involvement of wider cities networks, in charge of disseminating knowledge outside the projects’ consortia, like Eurocities and ICLEI, as well as of bodies and agencies supporting urban authorities in the engagement processes, where specific competences are required.

The success of projects very much depends on the capacity of the Consortium to adopt and implement targeted, multifold and multidirectional communication and dissemination plans aimed at **strategically communicating and disseminating the projects and their results**.

This implies the adoption of integrated and multi-level communication strategies: inside the Partner organization, inside the Consortium and towards an external audience, as shown in the Figure below.

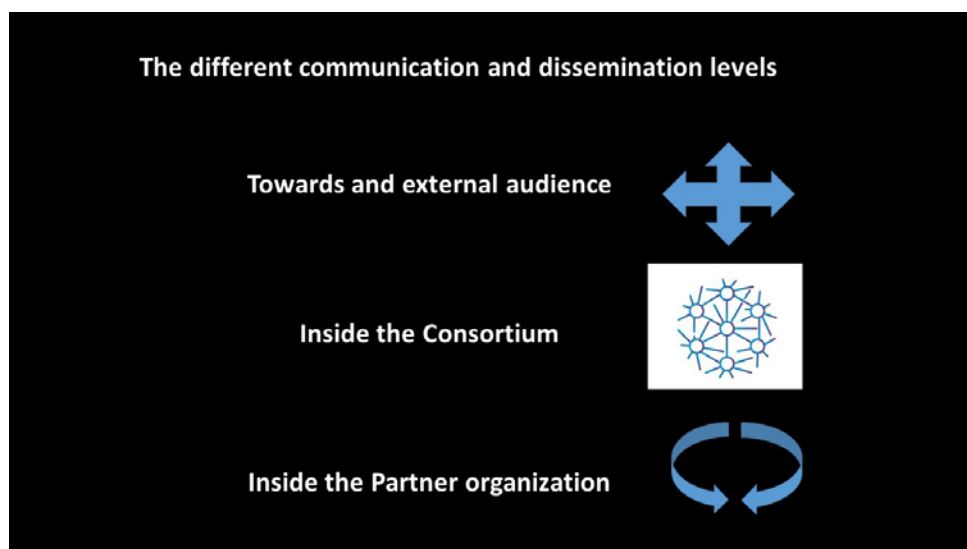


Figure 14. EU projects’ communication and dissemination plans. The different communication levels.

¹⁵⁹ Boeri A., Gianfrate V., Lama, P. (2019). Knowledge exchange on urban systemic approach. The Bologna case, in *The city agencies working papers. Methodologies, approaches, potentialities and perspective*, Torino: Urban Lab Torino. ISBN 9788861730052. URL: <https://eucanet.files.wordpress.com/2019/04/the-city-agencies-working-papers.pdf>

As a matter of fact, communication starts inside the single organization, with the adoption of internal communication mechanisms, to enhance the capitalization of the experience also outside the team directly involved in the project activities, and to facilitate the up-take of practices by the organization itself after project's end.

Secondly, it implies the setting up of adequate procedures and tools to guarantee a smooth and regular communication flow inside the project consortium, either through face-to-face meetings, workshops, webinars, and through the establishment of Intranets and other online sharing platforms.

Finally, communication and dissemination occur outside the project Consortium, at the different levels and towards other projects via clustering and networking activities, as well as towards different target audiences, using a variety of tools, like project and local websites, newsletters, factsheets, videos, exhibitions, public events, scientific publications, etc., which avail of different distribution means, among which social media, to convey targeted key messages.

The Figure below shows an example of communication landscape, which has been defined by the H2020 ROCK project, identifying major actors at the different levels with which to connect during the life of the project and towards which to address specific communication and dissemination actions.

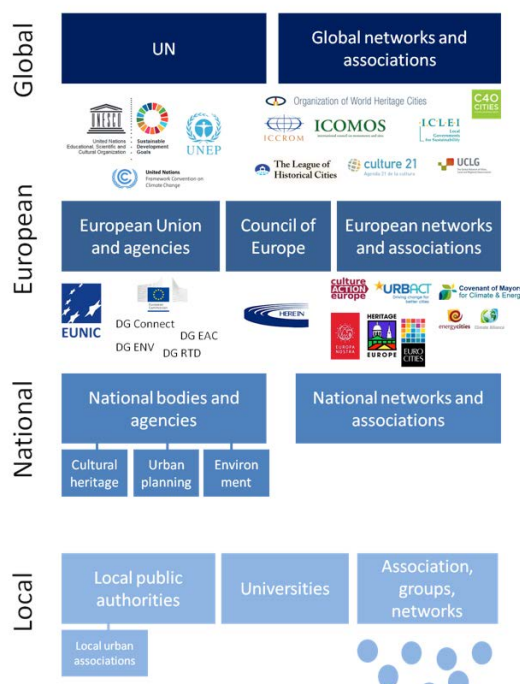


Figure 15. Example of communication landscape in terms of target organizations and networks.

Source: H2020 ROCK project, Deliverable 5.4 Dissemination and Communication Plan, p.6¹⁶⁰

¹⁶⁰ Cotel, K., Bach, M., Garzillo, C., Rangil-Escribano, T., Novak, I. (2018). *D 5.4 Dissemination and Communication Plan*. (Report delivered by ICLEI within the H2020 ROCK project). Retrieved from

This scheme is important to understand the potential that transnational collaborative research projects have in terms of reaching a very wide and composite number of actors across Europe and beyond, also in terms of influencing policy making at the European level.

Actually, despite for some programs, like the H2020 one, a policy officer is usually identified in addition to the EU project advisor, to follow the projects' implementation and gather insights, engaging them in political and high-level debates, experience shows that their involvement is not always constant, whereas a more continuous and structured presence should be sought to increase the potential of projects to providing input to the policy formulation process and vice versa, by steering projects' direction so as to better respond to EU expectations.

Nevertheless, most of the analysed projects have led to the production not only of handbooks, methodological guidelines and toolkits enhancing the take-up of innovative, scalable and sustainable solutions by other actors, but also to the elaboration of **policy recommendations**, which take the form of policy papers, white papers, or manifesto, which are mainly addressed to the higher institutional levels, in particular the European Union institutions, as it happened for the "White paper and recommendations to the EU Urban Agenda Partnership on Culture and Cultural Heritage" that has been conceived by several projects, with the aim of influencing the Urban Agenda process underway.

To end up with, it is possible to say that these projects have the potentiality of **not only impacting on the level at which they have been operating, but also of influencing the policy making process at the European and wider international levels**, allowing at the same time the research to progress, while **proposing new fields of investigation, as new challenges and needs have been revealed** during the project implementation, as shown by the Figure 16 below.

It is an iterative process, which starts from the translation of EU policies and research agendas into the local level thanks to the concrete implementation of projects on the ground, following the different phases that were previously illustrated. This allows, on the one side, to put policies into practice, and, on the other side, to support the elaboration of new policy recommendations and the identification of new research areas, to be brought to the attention of the higher European level and wider research community, thus allowing innovative practices feed the policy making process and to contribute to the progress of the research.

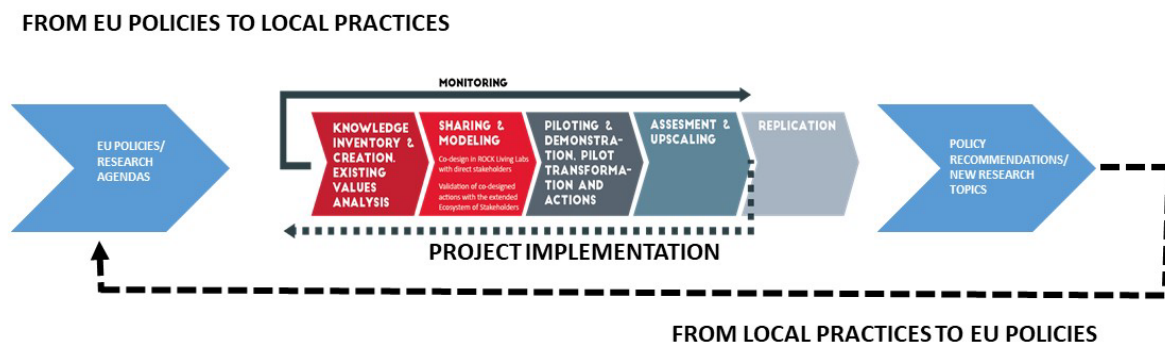


Figure 16. From EU policies to Local practices – From Local practices to EU policies.

Source: adapted from Figure 13. ROCK Phases for action implementation¹⁶¹.

¹⁶¹ Boeri et al (2018). ROCK Urban Circular System Description (Deliverable 2.2 produced by the University of Bologna within the H2020 ROCK project). Retrieved from <https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5c47f366c&appId=PPGMS>

6. Proposal for an Action Plan for the Partnership on Culture and Cultural Heritage

6.1 Introduction

In the previous Chapters, we have seen how EU institutions have increasingly put emphasis in their resolutions and communications on the importance of promoting sustainable and integrated development policies at the local level, moving, at the same time, towards an increased recognition of the value of CH as an important resource for Europe, also in terms of values and identities in which people recognize themselves, calling for the adoption of integrated, participatory and multi-sectorial approaches to make its preservation and valorisation effective and inclusive, in a mix of top-down and bottom-up thrusts.

This process has been nurtured also thanks to the work of experts, like the ones involved by Member States in the OMC on participatory governance, who have elaborated practical guidelines, whose main principles have then been shared by EU institutions and recalled in subsequent EU initiatives and communications, as well as in its programming, leading for example to the inclusion of new priorities and topics in the different funding programs, to further support research and innovation, networking and exchange of best practices or market uptake of solutions.

On the other side, the analysis of the 12 UAEU Partnerships' Action Plans and their 130 actions has provided a clearer picture of the framework within which urban authorities are called to operate, highlighting major challenges, bottlenecks and suggesting a series of actions to be implemented at the different government levels supporting better regulation, better knowledge and better funding and focusing not only on the single topics addressed by each Partnership, but also evidencing the existing nexus with a series of cross-cutting issues, like the international dimension represented by the UN Urban Agenda.

Similarly, the researches and actions carried out by the EU funded projects herewith analysed have put on the table a series of possible actions/solutions to the identified challenges, which have been or are being tested in different settings and in a "research-action" logic. This approach guarantees the elaboration of effective and scalable solutions, which have been most of the times designed with the direct involvement of final users and other stakeholders since the initial needs' assessment phase and then refined after having been experimented on the ground. Following such a process, they have more chances to become ordinary practices and policies, being also elaborated thanks to the competences, know-how, technologies and skills brought about by the variegated project partners, representing local authorities, SMEs, research organizations and other entities.

All these elements have brought to the drafting of an **Action Plan for Culture and Cultural Heritage, contributing to the EU Urban Agenda process in terms of better regulation, knowledge and funding**, and

whose actions have been selected as being particularly relevant and urgent for most urban areas, as emerging from the analysis and comparisons conducted above and being based and tested within on ongoing researches and projects, which should make their implementation feasible.

In specific, the integrated set of Actions included in the Action Plan for Culture and CH, which is here proposed, has been conceived taking into consideration:

- the criteria set out by the German and Italian coordinators within the Partnership's Background note, as well as the indications provided during the kick-off meeting held in Berlin in February 2019;
- the White Paper on the EUA Partnership produced under the coordination of the H2020 ROCK project, which assembles the recommendations expressed by 9 EU funded projects dealing with CH with which ROCK is networking;
- the individual feedback provided by these projects plus other considerations expressed by some of the participants to the Partnership, like Eurocities and ICLEI;
- the analysis of the workplans and main findings of a series of EU funded research project which are members of the European Platform of Innovators in CH;
- the possible interaction with CH issues derived from the Action plans that the first 12 EUA Partnerships are implementing;
- the recently adopted European Framework for Cultural Heritage and other relevant EU initiatives and guidelines.

Moreover, based on the preliminary indications given by the new Partnership on Culture and Cultural Heritage, the proposed actions have the following characteristics:

- they have a novelty character, being object of analysis by most recent EU research projects in the field, but requiring further investigation and take-up of solutions;
- they respond to challenges that urban authorities face and are implementable;
- they have EU relevance (not country specific);
- they contribute to the objectives identified by the Pact of Amsterdam: better regulation, better knowledge and better funding;
- they are linked to the concept of CH as being an ecological, social, economic and governance/planning resource, as suggested by the newly constituted Partnership.

In terms of application field, the focus of the here proposed actions is related to culture when connected to heritage in its tangible, intangible and digital dimension. Preference has been therefore given to actions with a stronger spatial dimension or when cultural actions are conceived as expressions of the identity of a specific place.

Starting from the previous considerations, and based on the average number of measures foreseen by the 12 analysed available Partnerships' Action Plans, a set of 8 Actions have been identified, as part of an Action Plan of Culture and CH that should contribute to the adoption of integrated sustainable, inclusive and multi-sectorial urban development strategies, covering the multi-fold aspects which characterize CH in its tangible, intangible and digital components. Each Action is particularly connected with one of the connotations that identity Culture and CH as a social, economic, environmental and governance/planning resource.

The **list of Actions** is the following:

- 1. Monitoring and Impact Assessment of CH-Led Regeneration Activities**, which recognizes the need of introducing sound and structured ways of assessing the multifold impacts and benefits of CH-led interventions, starting from the definition of relevant KPIs to be monitored at the local level through different traditional and innovative means, to better orient choices and substantiate the need for increased investments in the field, as emerged from the work carried out by some of the analysed projects.
- 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action**, which is aimed at supporting urban authorities in defining and adopting green and sustainable strategies contributing to the reduction of the carbon footprint of cultural and CH-led regeneration initiatives, while improving the urban environment and people well-being. This measure is particularly relevant also in terms of meeting the important targets set by the recently adopted European Green Deal (COM(2019) 640 final)¹⁶², whose ambitious plan cannot be achieved without the active cities' engagement.
- 3. Defining local strategies for improving accessibility to CH for all**, to foster CH access and fruition by a variety of actors and audiences, starting from the adoption of an holistic approach that includes both the removal of physical barriers, like the architectonic ones, and the adoption of cross-sectorial strategies aimed at overcoming other types of obstacles underpinning a full participation to cultural life and CH enjoyment, like cultural, linguistic, economic, gender and distance factors. This also requires the active engagement of the different categories of users in the definition of priorities and needs, as well as ways to foster inclusive processes to and in the co-development of solutions.

¹⁶² European Commission (2019). Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions (2019). *The European Green Deal*. Brussels, 11.12.2019.

4. **Blueprint for Participatory and Shared Management and Governance Models for Adaptive Re-Use of the Built Heritage**, which is aimed at better investigating the regulatory bottlenecks and existing soft tools allowing the further take-up of collective management and governance models for the adaptive re-use of the built heritage, also providing adequate guidance and training, in terms of citizens' and other stakeholders' involvement. These issues are particularly relevant for most of the analysed projects, which are carrying out several demo actions in different settings.
5. **Heritage Communities of Practice**, to put participatory processes "into practice" by enhancing the setting up of heritage communities nurturing a mutual learning process capable of supporting the human-centred and community-led innovation processes at the local level. This Action is particularly relevant since it is strictly connected to the implementation of effective, participatory and inclusive urban governance practices, whose implementation has been sought at the different levels.
6. **CH and Cultural Identity for Place Branding**, where Culture and CH are valorised in their intangible and values dimensions, as extraordinary tool for branding the city and for providing a consistent narrative of the historical European cities in a contemporary and global context. Communicating the city valorising its cultural assets and values impacts also in terms of city's global competitiveness and attractiveness also for the tourism sector and investors.
7. **CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3**, which aims at further recognizing Culture and CH as key socio-economic drivers for innovation and growth to be included in local and regional Smart Specialisation Strategies (RIS3), also reinforcing the recognition of urban authorities as main actors in the definition of the RIS3. This Action is relevant also in view of the next Cohesion policy programming framework, and therefore connected to the following Action.
8. **Better Targeted Funding for CH**, by increasing the amount of resources assigned to sustain projects in the cultural and CH fields at the EU level and by raising local authorities' capabilities in attracting funds and investments and integrating funds from different sources. Moreover, the Action is aimed at fostering a simplification and homogenisation of procedures across different programs as also brought forward by most of the ongoing Urban Agenda Partnerships.

In point 6.2 a **summary table of actions** is presented, illustrating major contents linked to each of the proposed Actions, whereas the **Description of Actions** in point 6.3 has been shaped partly following the structure which has been followed by the Action Plans already published by the previous 12 running Partnerships, to be adherent to the general framework, allow comparison and be immediately implementable. In addition, the proposal of Action Plan includes how the measures support the identification of CH as a specific resource and the contribution that could be provided by the EU funded projects that have been analysed.

ACTION TITLE

BETTER		REGULATION		FUNDING		KNOWLEDGE
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RESOURCE		ECOLOGICAL		SOCIAL		ECONOMIC		GOVERNANCE/PLANNING
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<p>What is the specific problem?</p> <p>Which are the main bottlenecks?</p> <p>Which action is needed?</p> <p>How do existing EU policies/legislations/instruments contribute?</p> <p>How do selected projects contribute?</p> <p>How to implement the action?</p> <p>Which links with other Partnerships?</p> <p>Which links with other commitments?</p>

The **SUMMARY TABLE OF ACTIONS** here below reports the following information:


<p>Title</p> <p>Description</p> <p>Problems/needs addressed</p> <p>Main bottlenecks</p> <p>Actions</p> <p>Action Type (Policy recommendations, Guidance docs/Handbooks, Data/indicators, Toolkit, Platform development, Strategy/Plan/Roadmap, New governance structure/body, Modification to existing legislation, Policy preparation/Impact assessment, Peer-learning/Knowledge sharing)</p> <p>Contribution (Better Knowledge/Funding/Regulation and Cultural Heritage as an Ecological, Social or Governance/Planning resource)</p>
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6.2 Summary Table of Actions

Title	Description	Problems/needs addressed	Main bottlenecks	Actions	Action type	Contribution
<p>ACTION 1. MONITORING AND IMPACT ASSESSMENT OF CH-LED REGENERATION ACTIVITIES</p> 	<p>Guidelines on how to conduct sound and systematic monitoring and impact assessment of cultural and CH-led initiatives at the local level, starting from the definition of relevant KPIs to the conduction of surveys through traditional and innovative tools, to the implementation of open data platforms, where to make these data available for further exploitation and analysis.</p>	<p>Whereas Impact Assessment has been introduced at EU level to be conducted at the environmental level, there is a lack of consolidated experience and practices in conducting sound and continuous evaluation of activities implemented in the CH sector, which might require the adoption and availability of different means of data collection, both traditional and innovative, and display (e.g. through open portals and platforms).</p>	<p>Low propensity to collect data and conduct impact assessment of policies/actions in a systematic way (cultural gap) Monitoring and assessment require time and dedicated resources (personnel and financial) Lack of adequate competences and dedicated staff within local authorities Difficulties in finding tested models, existence of fragmented/scattered initiatives related to CH impact assessment going beyond mere utilitarian and economic analysis Difficulty in defining a “fit-for-all” set of indicators Lack of available track record and historical data</p>	<p>Collection and analysis of best practices regarding tested monitoring and evaluation schemes and innovative tools</p> <p>Knowledge sharing through the organisation of specific training programmes, workshops and seminars, peer-learning activities</p> <p>Step-by-step online guide for local authorities</p> <p>Elaboration of recommendations for Cluster 4 set up within the European Framework for Action on Cultural Heritage</p>	<p>X Policy recommendations X Guidance docs/Handbooks</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input type="checkbox"/> Strategy/Plan/Roadmap <input type="checkbox"/> New governance structure/body <input type="checkbox"/> Modification to existing legislation <input type="checkbox"/> Policy preparation/Impact assessment <input type="checkbox"/> Peer-learning/Knowledge sharing 	<p>BETTER KNOWLEDGE - CULTURAL HERITAGE AS A GOVERNANCE AND PLANNING RESOURCE</p>


<p>ACTION 2. REINFORCING CLIMATE AND ENVIRONMENTAL SUSTAINABILITY CONSIDERATIONS IN CH ACTION</p> 	<p>There is a need to support urban authorities in defining and adopting green and sustainable strategies aimed at reducing the carbon footprint of cultural and CH-led regeneration initiatives, involving all relevant stakeholders (public and private cultural operators and institutions, the cultural and creative sector, waste collection and management facilities, transport operators, etc)</p>	<p>If, on the one side, the awareness regarding the impacts of climate, climate change and other hazards on CH are already consolidated and recognised worldwide, calling for actions promoting the adoption of adequate preservation and mitigation strategies to reduce the vulnerability of CH assets, either tangible or intangible (Hee-Eun Kim, 2011 and Markham, A. et al., 2016)¹⁶³, on the other side there is a need to reinforce the awareness on how initiatives/policies/interventions in the cultural and CH fields affect climate and the environment, while increasing urban resilience.</p>	<p>General lack of preparedness and background information to develop appropriate plans Still fragmented experiences Lack of consolidated data/available best practices Lack of adequate skills/competences Silos thinking approach Higher initial costs for implementing environmentally sound solutions Need to mobilise diverse actors and resources</p>	<p>Use of innovative tools to better monitor environmental parameters at CH sites</p> <p>Promotion of voluntary certification tools</p> <p>Introduction of greening interventions</p> <p>Promoting sustainable events (Responsible public procurement with minimum environmental parameters in tenders/System of incentives for plastic-free events/Fostering recycling)</p> <p>Circular practices of re-use</p> <p>Production of a Manual on the organisation of sustainable events and festivals for institutional and cultural operators</p> <p>Elaboration of</p>	<p>X Policy recommendations X Guidance docs/Handbooks</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <p>X Strategy/Plan/Roadmap</p> <ul style="list-style-type: none"> <input type="checkbox"/> New governance structure/body <input type="checkbox"/> Modification to existing legislation <input type="checkbox"/> Policy preparation/Impact assessment <input type="checkbox"/> Peer-learning/Knowledge sharing 	<p>BETTER KNOWLEDGE AND BETTER REGULATION - CULTURAL HERITAGE AS AN ECOLOGICAL RESOURCE</p>
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¹⁶³ Hee-Eun Kim, "Changing Climate, Changing Culture: Adding the Climate Change Dimension to the Protection of Intangible Cultural Heritage", International Journal of Cultural Property (2011) and Markham, A. et al. (2016). World Heritage and Tourism in a Changing Climate. United Nations Environment Programme, Nairobi, Kenya and United Nations Educational, Scientific and Cultural Organization, Paris, France

				Recommendations for the inclusion of CH related actions in Climate Adaptation Plans (Mayors' Adapt initiative)		
<p>ACTION 3. DEFINING LOCAL STRATEGIES FOR IMPROVING BETTER ACCESSIBILITY TO CH FOR ALL</p> 	<p>Fostering CH access and fruition by a variety of actors and audiences requires the adoption of an holistic approach that includes both the removal of physical barriers, like the architectonic ones, and the adoption of cross-sectorial strategies aimed at overcoming other types of obstacles underpinning a full participation to cultural life and CH enjoyment, like cultural, linguistic, economic,</p>	<p>One of the main challenges urban authorities are facing nowadays is linked to demographic change. Many European countries are not only characterised by a growing ageing population, which also increases the percentage of people affected by disabilities, but also by a diversified composition of its population, mainly as a consequence of massive migration. This situation reflects on the need to providing effective and inclusive policies and solutions aimed at guaranteeing equal opportunities to all, including fostering access to CH and CH related activities to a diversified audience, also as a means of promoting citizens wellbeing, equal opportunities and social cohesion.</p>	<p>Difficulties in intervening on the built environment to reduce physical barriers, especially in historic settings, due both to the need to preserve the characteristic and value of the building and of the urban setting, respecting regulations in force, and to the consistent investments which it is necessary to mobilise; Lack of expertise by cultural operators regarding accessibility issues; Difficulties in reaching target users and those that are most at risk of social exclusion (like migrants, disabled people, etc) Lack of knowledge regarding existing innovative solutions (either methodological and in terms of available technologies) Lack of transectorial policies and strategies at the local level</p>	<p>Best practices collection for the creation of a repository on the following topics:</p> <ul style="list-style-type: none"> - Better Engagement (how to involve target groups like migrant communities, disabled people, etc) in participatory activities and in defining CH and the identities of a place in a collective and participatory manner (refer to Action 6) - Innovative solutions for reducing physical barriers (incentives/rewards schemes, innovative financing schemes, etc) - Innovative solutions for reducing cultural, gender, language, economic barriers 	<ul style="list-style-type: none"> X Policy recommendations X Guidance docs/Handbooks <ul style="list-style-type: none"> <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input type="checkbox"/> Strategy/Plan/Roadmap <input type="checkbox"/> New governance structure/body <input type="checkbox"/> Modification to existing legislation <input type="checkbox"/> Policy preparation/Impact assessment X Peer-learning/Knowledge sharing 	<p>BETTER KNOWLEDGE AND BETTER REGULATION - CULTURAL HERITAGE AS A SOCIAL RESOURCE</p>

	<p>gender and distance factors. This also requires the active engagement of the different categories of users in the definition of priorities and needs, as well as ways to foster inclusive processes to and in the co-development of solutions.</p>			<p>New technologies and services for a better fruition/experience of CH</p> <p>CH-led aggregating activities connecting spread communities in neighbourhoods and peri-urban/rural areas</p> <p>Inclusive communication (targeted, multi-language and multi-channel communication, innovative way-finding measures)</p> <p>Training/exchange programmes for public officials, also on accessibility issues in public procurement</p> <p>Elaboration of recommendations/guidelines for mainstreaming diversity in CH programming and elaboration of overarching local strategies for better access to CH for all</p>		
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<p>ACTION 4. BLUEPRINT FOR PARTICIPATORY AND SHARED MANAGEMENT AND GOVERNANCE MODELS FOR ADAPTIVE RE-USE OF THE BUILT HERITAGE</p> 	<p>The action is aimed at better investigating the regulatory bottlenecks and existing soft tools allowing the further take-up of collective management and governance models for the adaptive re-use of the built heritage.</p>	<p>A growing number of cities is involving local communities in the management of the so-called urban commons, also through the adoption of specific regulations which include the subscription of ad-hoc agreements between the local administration and those actors (c community, private sector, third sector, etc) that spontaneously decide to take care of the good which, in most cases, is represented by CH assets like squares, streets, natural heritage sites like parks, etc. If, on the one side, these tools are effective in case of small-size and temporary interventions, on the other side, these tools are not always adequate for other types of interventions, especially those on buildings, which bring about restoration and maintenance costs issues, plus other legislative barriers.</p>	<p>Regulatory/legislative barriers (State-aid rules, Procedures for Public procurement and concessions, Security issues) Financial viability and long-term sustainability Need to guarantee transparency and equal opportunities of access Not univocal definition of “urban common” Reduced willingness/propension towards shared governance Lack of competences</p>	<p>Identification of major administrative and regulatory bottlenecks (State aid rules, Public awarding procedures, etc.) for temporary and permanent adaptive reuse of Cultural Heritage at city, regional, national and EU level based on current research Investigation on existing self-regulatory and soft multilevel governance and management mechanisms and collaboration schemes (Public-Private-Community Partnerships, Collaboration agreements, etc) Analysis of internal organisational assets and competences needed Inclusion of specific axis within the Creative Europe exchange and training programme for officials Elaboration of guidelines and schemes for the introduction of self-regulatory and multilevel governance mechanisms</p>	<p>X Policy recommendations X Guidance docs/Handbooks</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input type="checkbox"/> Strategy/Plan/Roadmap <input type="checkbox"/> New governance structure/body <p>X Modification to existing legislation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Policy preparation/Impact assessment <input type="checkbox"/> Peer-learning/Knowledge sharing 	<p>BETTER REGULATION and BETTER KNOWLEDGE - CULTURAL HERITAGE AS A GOVERNANCE AND PLANNING RESOURCE</p>
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<p>ACTION 5. HERITAGE COMMUNITIES OF PRACTICE</p> 	<p>The action is aimed at enhancing the setting-up of communities of practice in the heritage field, starting from the analysis of the entire process cycle: identification of stakeholders and their engagement, prototyping and experimentation phase, up to the ex-post intervention phase</p>	<p>Despite many European cities and towns have adopted participatory practices in support of their urban planning processes, the involvement of community members and other stakeholders in the heritage field still remains a real challenge. In most cases, the involvement of local communities and other stakeholders in policy making is mainly done at the initial consultation and needs assessment phases, whereas there are fewer examples of systematic ways to involve them in the following steps of prototyping and co-designing products and services</p>	<p>Experiences are still fragmented Difficulties in reaching certain types of audiences (young and elderly people, people at the neighbourhoods/rural areas, migrant communities, etc.) Lack of trust/commitment Need to involve different categories of stakeholder Lack of adequate competences Lack of and financial resources to be allocated to this type of activities</p>	<p>Collect and analyse methodologies/practices on:</p> <ul style="list-style-type: none"> ○ Identification of stakeholders (which groups to involve) ○ Engagement (how to involve target groups like migrant communities, disabled people, etc.), in connection with Action 3 ○ Listening and defining Cultural Heritage and the identities of a place in a collective and participatory manner ○ Prototyping ○ Experimenting ○ Feedback mechanisms out in place ○ Organisational setting (role of the public administration, role of Urban Agencies and other intermediaries' organisations, internal set-up, living-labs 	<ul style="list-style-type: none"> <input type="checkbox"/> Policy recommendations X Guidance docs/Handbooks <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input type="checkbox"/> Platform development <input type="checkbox"/> New governance structure/body <input type="checkbox"/> Modification to existing legislation <input type="checkbox"/> Policy preparation/Impact assessment <input type="checkbox"/> Peer-learning/Knowledge sharing 	<p>BETTER REGULATION and BETTER FUNDING - CULTURAL HERITAGE AS A GOVERNANCE AND PLANNING RESOURCE</p>
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				structures, analysis of set-up heritage hubs, etc.) Recommendations for the setting up of Heritage Communities of Practice		
ACTION 6. CH AND CULTURAL IDENTITY FOR PLACE BRANDING 	The action is aimed at providing a knowledge pack to national, regional and urban authorities on how to improve city branding and narration through the use of culture and Cultural	For years city branding has just been associated to launching of city logos and slogans and subsequent campaigns ¹⁶⁴ . On the other side, Cultural Heritage can act as an extraordinary tool for branding the city and for providing a consistent narrative of the historical European cities in a contemporary and global context. Moreover, communicating the city valorising its cultural assets and values impacts also in terms of city's	Lack of expertise Change in mind-set required Scarcity of organised available examples/inspirational material and case studies Lack of a repository of outcomes from different projects/research studies Quality and affordability of the narratives Narratives collection, management and preservation in the digital era Balancing the "top-down /	1. Online toolkit for cities, towns and place branding, focussing on: <ul style="list-style-type: none"> o Defining and driving messages o Collecting and managing memories o Available Digital platforms o Local integrated strategies o Practical examples of cities, towns and places branding 	<input type="checkbox"/> Policy recommendations <input type="checkbox"/> Guidance docs/Handbooks <input type="checkbox"/> Data/indicators <input checked="" type="checkbox"/> Toolkit <input type="checkbox"/> Strategy/Plan/Roadmap <input type="checkbox"/> New governance structure/body <input type="checkbox"/> Modification to existing legislation	BETTER KNOWLEDGE AND FUNDING - CULTURAL HERITAGE AS AN ECONOMIC RESOURCE


¹⁶⁴ Integrated city-brand building: beyond the marketing approach. Reporting note on the CityLogo-Eurocities thematic workshop Utrecht, 02-04 October 2013, by Miguel Rivas, lead expert for URBACT CityLogo

	Heritage, making the most out of the possibilities offered by new media and crowdsourcing.	global competitiveness and attractivity also for the tourism sector and investors. As underlined by the “Cultural Heritage counts for Europe” study, <i>CH provides European countries and regions with a unique identity that creates compelling city narratives providing the basis for effective marketing strategies aimed at developing cultural tourism and attracting investment</i> (CHCfE Consortium, 2015) ¹⁶⁵	bottom-up” perspective	2. Enrichment of the EU “Story maps” platform with local narratives 3. Ad hoc exchange and training programme for city officials	<input type="checkbox"/> Policy preparation/Impact assessment <input checked="" type="checkbox"/> Peer-learning/Knowledge sharing	
ACTION 7. CH AS A KEY DRIVER FOR SOCIO-ECONOMIC DEVELOPMENT IN LOCAL AND REGIONAL RIS3	The action is aimed at recognising Culture and CH as key socio-economic drivers for innovation and growth to be included in local and regional Smart Specialisation Strategies and	Introduced as an ex ante conditionality in the 2014-2020 Cohesion Policy ¹⁶⁶ , smart specialisation (RIS3) has become, over the years, a key tool for policy design for place-based and innovation-driven growth, bringing together public authorities, businesses, researchers and civil society in identifying regional and local competitive strengths and development strategies (Gianelle et al., 2016) ¹⁶⁷ and prioritising R&I	<ul style="list-style-type: none"> • Lack of city-region cooperation and weak engagement of local authorities in the definition of regional smart specialisation strategies • Lack of evidence-based analysis of CH as a socio-economic driver for innovation and growth • Scarce awareness of the RIS3 and methodological 	<ul style="list-style-type: none"> • Evidence-based analysis of CH as a socio-economic driver for innovation and growth • Identification of technology-driven challenges related to CH • Main innovation strands linked to modern Cultural Heritage management • CH and cross-innovation • Entrepreneurial 	<input type="checkbox"/> Policy recommendations <input checked="" type="checkbox"/> Guidance docs/Handbooks <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input checked="" type="checkbox"/> Strategy/Plan/Roadmap <input type="checkbox"/> New governance structure/body <input checked="" type="checkbox"/> Modification to existing legislation <input checked="" type="checkbox"/> Policy	BETTER REGULATION – FUNDING – KNOWLEDGE – CH AS AN ECONOMIC RESOURCE

¹⁶⁵ The Cultural Heritage counts for Europe study is Retrieved from <https://www.europanostra.org/our-work/policy/cultural-heritage-counts-europe/>

¹⁶⁶ Cohesion policy 2014-2020 calls Member States and Regions “to set priorities in order to build competitive advantage by developing and matching research and innovation own strengths to business needs in order to address emerging opportunities and market developments in a coherent manner, while avoiding duplication and fragmentation of efforts”

¹⁶⁷ Gianelle, C., D. Kyriakou, C. Cohen and M. Przeor (eds) (2016), Implementing Smart Specialisation: A Handbook, Brussels: European Commission, EUR 28053 EN, doi:10.2791/53569.

	<p>at reinforcing the recognition of urban authorities as main actors in the definition of RIS3</p>	<p>investments. None of the existing RIS3 strategies directly identifies CH as one of their key drivers for regional development and innovation.</p>	<p>process by local authorities' officials</p> <ul style="list-style-type: none"> • Lack of common scientific and technological specialisation domains <p>Moreover, in general terms, a weak top-down commitment from Member states has stymied inter-regional efforts to realise the benefits of bottom-up collaboration and investment (Hunter, 2017)¹⁶⁸</p>	<p>discovery process (EDP) in a CH-led urban regeneration framework.</p> <ul style="list-style-type: none"> • Local authorities as EDP main facilitators. Guidelines and actors to involve. • Identification of CH sectors • Networking among regions EU level • Recommendation s for reinforcing CH in next Cohesion policy RIS3 • New Thematic sector within the S3 platform • Link with the Community of Innovators in CH • Proposal to the EU of including the local dimension in RIS3 	<p>preparation/Impact assessment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Peer-learning/Knowledge sharing 	
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¹⁶⁸ Hunter, A. (2017). Smart Specialisation: championing the EU's economic growth and investment agenda?, European Policy Center, Retrieved from https://www.epc.eu/documents/uploads/pub_7861_smartspecialisation.pdf?doc_id=1881

<p>ACTION 8. BETTER TARGETED FUNDING FOR CH</p> 	<p>The action is aimed at better targeting funding in the CH field and in increasing local authorities capabilities in integrating funds from different sources</p>	<p>Need to increase the investments in culture and CH at the EU level within the new Multiannual Financial Framework 2021-2027 and to reinforce local authorities' and CH actors' capability of attracting and integrating different sources of funding</p>	<p>Within the current EU funding CH related projects benefit from a range of EU policies, programmes and funding but, no funding programme is specifically dedicated to the valorisation of European CH and the amount of funds allocated is still residual compared to other sectors.</p> <p>As it happened with the H2020 programme, also within the next Research programme for Research and Innovation, Horizon Europe, CH is not one of the identified thematic priorities, even if a specific cluster on Culture, Cultural Heritage and creativity has been foreseen.</p> <p>Moreover, especially in smaller settings, there is a lack of knowledge and capabilities of attracting funding and integrating different financing sources to carry out CH-led interventions</p>	<p>Elaboration of a Proposal for the EC services for:</p> <ul style="list-style-type: none"> - Including a CH related strand in main programmes and, in particular, introduce a specific CH strand within the Creative Europe Programme; - Reinforcing CH action in post 2020 Cohesion policy and within the 5 proposed Policy objectives (Smarter Europe – Greener-low carbon Europe More connected Europe - More social Europe- Europe close to citizens) (link with Action 7 on RIS) - Increasing CH research in next Research Framework programme, including a “mission” on culture and CH - Setting-up of national/local CH-desks to provide effective guidance and training to local authorities and other CH actors in fund raising in the CH field - Setting-up of a European Agency for CH 	<p>X Policy recommendations</p> <ul style="list-style-type: none"> <input type="checkbox"/> Guidance docs/Handbooks <input type="checkbox"/> Data/indicators <input type="checkbox"/> Toolkit <input type="checkbox"/> Strategy/Plan/Roadmap <p>X New governance structure/body</p> <p>X Modification to existing legislation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Policy preparation/Impact assessment <input type="checkbox"/> Peer-learning/Knowledge sharing 	<p>BETTER FUNDING – CH AS AN ECONOMIC RESOURCE</p>
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6.3 Description of Actions

ACTION 1. REFERENCE FRAMEWORK FOR IMPACT MONITORING AND ASSESSMENT OF CH-LED REGENERATION ACTIVITIES AT THE LOCAL LEVEL

BETTER		REGULATION		FUNDING	X	KNOWLEDGE
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RESOURCE		ECOLOGICAL		SOCIAL		ECONOMIC	X	GOVERNANCE/PLANNING
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What is the specific problem?

Demonstrating the multi-facet impacts of culture and CH-led initiatives on the urban tissue and its benefits for society is fundamental for improving planning capabilities at the policy level and to demonstrate the need to increase investments and initiatives in the field. Moreover, it contributes to increasing PA transparency, accountability and trust, supporting the provision of feedback to citizens on the effectiveness of the actions and policies undertaken.

This requires the adoption, by local authorities, of adequate monitoring and evaluating mechanisms, which take into consideration both quantitative and qualitative aspects, starting from the identification of a proper set of KPIs, related to both material and immaterial elements, such as those linked to CH experience and fruition by a multitude of diverse audiences. Whereas Impact Assessment has been introduced at EU level to be conducted at the environmental level, there is a lack of consolidated experience and practices in conducting sound and continuous evaluation of activities implemented in the CH sector, which might require the availability and adoption of different means of data collection and display, both traditional and innovative (e.g. through open portals and platforms).

Main bottlenecks?

- Low propensity to collect data and conduct impact assessment of policies/actions in a systematic way (cultural gap)
- Monitoring and assessment require time and dedicated resources (personnel and financial)
- Lack of adequate competences and dedicated staff within local authorities
- Difficulties in finding tested models, existence of fragmented/scattered initiatives related to CH impact assessment going beyond mere utilitarian and economic analysis
- Difficulty in defining a “fit-for-all” set of indicators
- Lack of available track record and historical and current data

Which action is needed?

- There is a need to provide local authorities with a set of guidelines on how to conduct sound and systematic monitoring and impact assessment of cultural and CH-led initiatives at the local level,

starting from the definition of relevant KPIs to the conduction of surveys through traditional and innovative tools, to the implementation of open data platforms, where to make these data available for further exploitation and analysis.

How do existing EU policies/legislations/instruments contribute?

- Following the adoption of the Leipzig Charter in 2007, an online tool has been implemented since 2008 to guide cities in assessing their sustainable development policies and initiatives. The tool, which is called [Reference Framework for Sustainable Cities \(RFSC\)](#), consists of a step by step guide built around the four key pillars of sustainability (Economy, Social, Environment and Governance), covering a wide-range of topics.
- Starting from 2003, an [Urban Audit](#) has been launched at the EU level for the collection of comparable statistics and indicators for European cities.¹⁶⁹ The Urban Audit is realised every three years and contains data for over 250 indicators across a set of domains among which Culture and Recreation.
- Particularly interesting, for the analysis of data in the urban environment and for a transnational comparison, is the [Urban Data Platform](#), created by an initiative of the European Commission, which allows to view data, maps and spatial indicators on a range of areas including: demographics, economic development, social issues, urban development, transport, energy efficiency, climate and environment.
- There are several studies conducted at the EU level which provide useful hints for conducting Impact Assessment and which are aimed at providing evidence and knowledge on how the presence of cultural assets and associated investments contribute to regional, rural and urban development and improved territorial cohesion. To support the gathering and analysis of data, a specific project, *Cultural Heritage Counts for Europe: Towards an European Index for Valuing Cultural Heritage (CHCfE)*¹⁷⁰, funded by the EU Culture program, was launched in 2013. This project provides a response to the position paper Towards an EU Strategy for Cultural Heritage — the Case for Research presented to the European Commission in 2012 by the European Heritage Alliance 3.3, which identifies, among others, a pressing need for evidence-based research on Cultural Heritage to support strategic policy developments both on European and national levels, ensuring that the EU institutions and Member states fully realise the potential of Cultural Heritage as a driver of sustainable development.

¹⁶⁹ Retrieved from <https://web.archive.org/web/20130531065821/http://www.urbanaudit.org/index.aspx>

¹⁷⁰ Published on behalf of the CHCfE Consortium by the International Cultural Centre, Krakow June 2015, © Copyright CHCfE Consortium, Full Report ISBN 978-83-63463-27-4

- The European Commission considers three objectives while conducting Impact Assessment: efficiency, effectiveness and coherence and relates them to a broad spectrum of impacts relating to the social, economic and environmental spheres. A study introducing the concept of multi-criteria evaluation (MCE) and of social multi-criteria evaluation (SMCE) has also been conducted by the Joint Research Center to offer a methodological framework to public policy making (Munda, 2017) ¹⁷¹.
- As part of the recently adopted European Framework for Action on Cultural Heritage¹⁷², one of the actions carried out by the “Cluster of Actions 4: Regenerating cities and regions through Cultural Heritage” has foreseen the realization of a study to be conducted within the framework of ESPON¹⁷³, to provide empirical evidence on the impact of material Cultural Heritage on the most important economic sectors in 10 selected countries and regions (Lykogianni, E. et al, 2019)¹⁷⁴. This study will also be accompanied by a further study on the elaboration of a pan-European methodology and territorial analysis on the impact of Cultural Heritage on society, including quality of life¹⁷⁵.
- The production of reliable, comparable and up-to-date statistics on culture is a cross- sectorial priority in the EU Work Plan for Culture. In this regard, Eurostat compiles statistics from different harmonised EU data sources and publishes online statistics on cultural employment, international trade of cultural goods, cultural enterprises, cultural consumption and participation. These indicators are also explored in the 2018 edition of “Culture Statistics”¹⁷⁶, a publication prepared by Eurostat with the support of the Directorate-General Education, Youth, Sport and Culture (DG EAC). In addition, the publication offers contextual data on students in cultural fields, language learning and international mobility. Information on EU and international initiatives concerning Cultural Heritage, such as European Capitals of Culture, European Heritage Label and UNESCO's World Heritage List is also provided.
- Moreover, the European Commission has been working since 2017 on benchmarking and monitoring cities performance in culture and creative sectors within its *Cultural and Creative Cities Monitor*¹⁷⁷, which has released its second edition along 2019, analyzing aspects such as citizens’ satisfaction with

¹⁷¹ Munda, G. (2017). A social multi-criteria framework for ex-ante impact assessment: Operational Issues, Publication Office of the European Union

¹⁷² Commission staff working paper. European Framework for Action on Cultural Heritage, SWD (2018) 491 final, Brussels, 5.12.2018

¹⁷³ European Spatial Planning Network (ESPON) 2020 Cooperation Program co-financed by the European Regional Development Fund

¹⁷⁴ ESPON Targeted Analysis "The Material Cultural Heritage as a Strategic Territorial Development Resource: Mapping Impacts through a Set of Common European Socio-economic Indicators"

¹⁷⁵ ESPON Study “Cultural Heritage as a Source of Societal Well-being in European Regions”. Call for tender Retrieved from <https://www.espon.eu/call-tenders-espon-cultural-heritage-source-societal-well-being-european-regions>

¹⁷⁶ Eurostat. Guide to Eurostat Culture Statistics. 2018 Edition. Luxembourg: Publications Office of the European Union, 2018

¹⁷⁷ <https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/>

local cultural facilities, the presence of Cultural Heritage sites and venues as well as their capacity to attract audiences (e.g. museum visitors, tourist overnight stays) and generate jobs¹⁷⁸.

How do selected projects contribute?

- **ROCK:** KPI process definition and matrix, **ROCKME DB**, use of innovative technologies for data collection (flow and environmental sensors, video-neuroanalytics technology), ROCK platform
- **CLIC:** Identification of evaluation tools to test, implement, validate and share innovative “circular” financing, business and governance models for systemic adaptive reuse of CH and landscape
- **RURITAGE:** Definition and selection of the main set of cross-thematic and multiscale Key Performance Indicators (KPIs) for monitoring and assessment of the results, from the technical side to those related with social acceptance and economic analysis

How to implement the action?

- Collection and analysis of best practices regarding tested monitoring and evaluation schemes and innovative tools for data collection (like sensors, use of sentiment analysis), including participatory data collection (e.g. mapathons, crowdmapping, etc.)
- Knowledge sharing through the organization of specific training programs, workshops and seminars, peer-learning activities
- Step-by-step online guide for local authorities
- Elaboration of recommendations for Cluster 4 set up within the European Framework for Action on CH (Regenerating cities and regions through CH)
- Proposal for the setting-up of a European Observatory of Cultural Heritage
- European Union (European Commission, EUTOSTAT, ESPON), Member States (Statistical offices), Urban/Regional Authorities, Relevant networks (Eurocities), research institutions

Which links with other Partnerships?

- Partnership on Circular economy (e.g. Action 11. Develop city indicators for a circular economy)
- Partnership on Sustainable Use of land and NBS (e.g. Action 9. Developing common targets and indicators)
- Partnership on Climate Adaptation (e.g. Action 6. Enhancing the local content of Climate-Adapt)

¹⁷⁸ Montalto V., Tacao Moura C. J., Alberti V., Panella F., Saisana M., The Cultural and Creative Cities Monitor. 2019 edition, EUR 29797 EN, Publications Office of the European Union, Luxembourg, 2019, ISBN 978-92-76-08807-3, doi:10.2760/257371, JRC117336.

- Partnership on Digital Transition (e.g. Action 8. Specify and monitoring of standardised planned land use data for formal and informal urban planning participation processes, Action 5 Developing the Digital Economy and Society Index at local level)
- Partnership on Inclusion of Migrants and Refugees (e.g. Action 8. Towards more-evidence based integration)
- Partnership on Urban Poverty (e.g. Action 3. Developing data on EU poverty at EU level)
- Partnership on Housing (e.g. Action 7. Monitoring system for affordable housing in the EU)
- Partnership on Security in Public Spaces (e.g. where it suggests the collection and exchange of data to create intelligence upon which to base policy design)

Which links with cross-cutting issues?

A) Links with cross-cutting issues

12.3 Sound strategic urban planning, when it comes to improving planning capabilities through data analysis and monitoring

B) Links with other commitments

In general terms, the Action contributes to SDG 11 on Sustainable Cities and Communities

Moreover, it contributes to Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development, where it supports the collection and analysis of data capable of allowing to monitor the progress in terms of reaching the global targets

ACTION 2. REINFORCING CLIMATE AND ENVIRONMENTAL SUSTAINABILITY CONSIDERATIONS IN CH ACTION

BETTER	X	REGULATION		FUNDING	X	KNOWLEDGE
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RESOURCE	X	ECOLOGICAL		SOCIAL		ECONOMIC		GOVERNANCE/PLANNING
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What is the specific problem?

If, on the one side, the awareness regarding the impacts of climate and climate change on urban areas as well as on CH (Boeri, et al. 2017) (Keck et al. 2013)¹⁷⁹ are already consolidated and recognised worldwide, calling for actions promoting the adoption of adequate preservation and mitigation strategies to reduce the vulnerability of CH assets, either tangible or intangible¹⁸⁰, including the vulnerability of the heritage communities, on the other side there is a need to reinforce the awareness on how initiatives/policies/interventions in the cultural and CH fields might affect climate and the environment, impacting on energy, waste, water, travel, etc.

Since cities generate more than 70% of global greenhouse gas emissions, the promotion of environmentally sustainable actions also in the CH domain might significantly contribute to the fight against climate change and to increase urban resilience.

The adoption of environmentally sound solutions for the valorisation of CH (e.g. zero waste/plastic-free and sustainable events) also requires the elaboration of multi-stakeholder and multi-sectorial actions plans, which take into consideration the direct and indirect effects of CH and related actions on the environment (mode of transport, materials used, waste collection, energy consumption, etc.).

These considerations have been mainly dealt with in specific sectors, for example when talking about tourism, by bringing forward the need of promoting forms of sustainable tourism, while reducing the environmental impact of mass tourism.

Main bottlenecks?

- General lack of preparedness and background information to develop appropriate plans
- Still fragmented experiences
- Silos thinking approach, that hinder the adoption of intersectoral solutions

¹⁷⁹ Boeri A., Longo D., Gianfrate V., Lorenzo V. (2017). Resilient communities. Social infrastructures for sustainable growth of urban areas. A case study. *International Journal Of Sustainable Development And Planning*, vol. 12, 227-237.

Keck, M., & Sakdapolrak, P. (2013), What Is Social Resilience? Lessons Learned And Ways Forward. *Erdkunde – Archive of Scientific Geography*, Vol. 67 No. 1, 5-19

¹⁸⁰ Hee-Eun Kim, "Changing Climate, Changing Culture: Adding the Climate Change Dimension to the Protection of Intangible Cultural Heritage", *International Journal of Cultural Property* (2011) and UNESCO, *World Heritage and Tourism in a Changing Climate* (2016)

- Lack of consolidated data/available best practices
- Lack of adequate skills/competences
- Higher initial costs for implementing environmentally sound solutions
- Difficulties in mobilising diverse actors and resources
- Time to adapt internal administrative procedures and protocols to emerging trends

How do existing EU policies/legislations/instruments contribute?

At the EU level, the Covenant of Mayors for Climate and Energy and the Mayors Adapt initiatives have been launched respectively in 2008 and 2014, later converging into the Global Covenant of Mayors for Climate and Energy, to promote cities engagement in reaching climate mitigation and adaptation targets. Within this framework, a set of instruments has been made available to local authorities within the [Climate-ADAPT portal](#), including Guidelines and online tools for elaborating adaptation plans (e.g. Urban Adaptation Tool) and a DB collecting best practices and research projects 'findings. Despite representing a useful source of inspiration, there is no specific strand dedicated to adaptation strategies within the CH field.

In 2013, the EU adopted the 7th Action Programme on Environment (7th EAP)¹⁸¹, to guide its environmental policy until 2020, identifying a set of enablers in terms of meeting environmental and climate-related targets, such the full integration of environmental requirements and considerations in all relevant policy areas and the integration of environmental and climate-related conditionalities and incentives in policy initiatives.

As regards Environmental Impact Assessment, in 2014, the EIA Directive was amended by another Directive¹⁸² strengthening the Cultural Heritage dimension in the Environmental Impact Assessment process, by foreseeing that the environmental impact assessment shall identify, describe and assess the direct and indirect significant effects of a project on, inter alia, "material assets, Cultural Heritage and the landscape" [Art.3.1 (d)].

The EU is also supporting other initiatives which should be further analysed in terms of possible contribution to the present Action, such as the LIFE Plus programme and the [European Green Capital Award \(EGCA\)](#), which rewards local efforts to improve the environment, the economy and the quality of life in cities.

The relationship between tangible cultural heritage and climate change is also one of the main concerns of the Joint Programming Initiative on Cultural Heritage (JPI CH), by exploring issues related to the protection and security of cultural heritage and studying the relationship between the protection of cultural heritage and its use by society.

¹⁸¹ Decision No 1386/2013/EU of the European Parliament and of the Council of 20 November 2013 on a General Union Environment Action Program to 2020 'Living well, within the limits of our planet'

¹⁸² Directive 2014/52/EU of the European Parliament and of the Council of 16 April 2014 amending Directive 2011/92/EU on the assessment of the effects of certain public and private projects on the environment

Which action is needed?

There is a need to support urban authorities in defining and adopting green and sustainable strategies aimed at reducing the carbon footprint of cultural and CH-led regeneration initiatives, involving all relevant stakeholders (public and private cultural operators and institutions, the cultural and creative sector, waste collection and management facilities, transport operators, etc.), while at the same time maximising the potential of CH in driving environmentally positive transformations, also in terms of behavioural change, and urban practices. Moreover, in a logic of circularity, actions aimed at the reuse of waste materials, should be enhanced also in terms of synergies developed with the Cultural and Creative Industries sector, thus fostering the take-up of a new “*creative ecology model*” (Sterback, 2014).¹⁸³

Which contribution from analysed projects?

- **FORGET HERITAGE:** findings from pilot projects implementation, e.g. Nürnberg Intercultural community garden in Z-Bau North Garden and the Re-Use centre in Rijeka
- **ROCK:** elaboration of Integrated Management Plans which include environmental sustainability as one of the key underlying principles; pilot actions implementation providing best practices and data on greening interventions; elaboration of innovative protocols and schemes for Public-private Partnerships; training schemes and certification methods for sustainable events; conceptualisation of the ROCK circle, where CH is conceived as a product to which the same principles of saving and reuse can be applied
- **CLIC:** development of methods and tools for the assessment of the environmental impacts of Cultural Heritage adaptive reuse and identification of Circular, business and financial models for adaptive reuse of Cultural Heritage which could support the choice of most suitable solution
- **RURITAGE:** the project is providing evidence also in terms of environmental benefits of Cultural and Natural Heritage reuse. Social innovation, environment and climate change are also cross-cutting themes of the identified Systemic Innovation Areas (SIA), one of which covers the topic of Resilience.

How to implement the action?

- Use of innovative tools to better monitor environmental parameters at CH sites
- Promotion of voluntary certification tools
- Introducing greening interventions and certifications
- Promoting sustainable events (Responsible public procurement with minimum environmental parameters in tenders/System of incentives for plastic-free events/Fostering re-cycling and other sustainable mobility measures, also within local Sustainable Urban Mobility Plans)

¹⁸³ Sterback, E., (2014). Creative Ecology: A New Model for Resilience in Creative Communities. Creative Coalition Auckland.

- Elaboration of Public-Private-Community partnerships' schemes in support of environmentally friendly local actions (e.g. greening interventions)
- Circular practices of re-use
- Production of a Manual on the organisation of sustainable events and festivals for institutional and cultural operators
- Elaboration of Recommendations for the inclusion of CH related actions in Climate Adaptation Plans (Mayors' Adapt initiative)

Which links with other Partnerships?

- Partnership on Circular Economy (e.g. Action 6. Prepare a blueprint for a circular city portal; Action 9. Develop a collaborative economy knowledge pack for cities)
- Partnership on Air Quality (e.g. Action 2. Better Air Quality Planning)
- Partnership on Climate Adaptation (e.g. Action 2. Guidelines and toolkit for the economic analysis of adaptation projects and Action 7. Political training on climate adaptation)
- Partnership on Public Procurement (e.g. Action 3. Recommendation(s) for funding for procurement of innovation, strategic procurement, joint cross-border procurement and in particular social procurement and circular procurement)
- Partnership on Sustainable Use of Land and NBS (e.g Action 6. Better regulation to boost NBS at EU and local level)
- Partnership on energy transition (in general, when taking into consideration energy issues in conducting CH-led interventions)
- Partnership on Urban Mobility (e.g. Action 2 Reinforcing the uptake of Sustainable Urban Mobility Planning – SUMP, Action 6 Promoting Sustainable and Active Mobility Behaviour and Action 8 Exploring the deployment of new mobility services)

Which links with cross-cutting issues?

A) Links with cross-cutting issues

Link with theme 12.8 Urban regeneration, including social, economic, environmental, spatial and cultural aspects [...]

B) Links with other commitments

SDG 3: Ensure healthy lives and promote well-being for all at all ages

SDG 11: Sustainable cities and communities.

Contribution to Goal 11.6 “By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management” and 11.B “By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated

policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels”

SDG 12: Sustainable Consumption/Production, enhancing policies that improve resource efficiency, reduce waste and mainstream sustainability practices across all sectors of the economy

SDG 13: Climate Action. Take urgent action to combat climate change and its impacts

SDG 15: Life on land. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Moreover, the action is contributing to meeting the Paris Agreement targets to combat climate change and adapt to its effects

ACTION 3. DEFINING LOCAL STRATEGIES FOR IMPROVING ACCESSIBILITY TO CH FOR ALL

BETTER		REGULATION		FUNDING	X	KNOWLEDGE
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RESOURCE		ECOLOGICAL	X	SOCIAL		ECONOMIC		GOVERNANCE/PLANNING
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What is the specific problem?

One of the main challenges urban authorities are facing nowadays is linked to demographic change. Many European countries are not only characterised by a growing ageing population, which also increases the percentage of people affected by disabilities, but also by a diversified composition of its population, mainly as a consequence of massive migration. According to Eurostat, “from 2012 to 2016, net migration contributed 80 % to total population growth in the EU, compared with less than 20 % from natural population change”¹⁸⁴. On the other side, the increase in urban poverty is badly affecting cities social cohesion, especially impacting on women condition, as highlighted by the EUA Partnership on Urban Poverty.

This situation reflects on the need to providing effective and inclusive policies and solutions aimed at guaranteeing equal opportunities to all, including fostering access to CH and CH related activities to a diversified audience, also as a means of promoting citizens wellbeing and social cohesion. As affirmed by the FARO Convention¹⁸⁵, heritage contributes to the social, cultural and economic dynamics of the communities, thus requiring the adoption of adequate measures to ensure accessibility for all also to culture and CH.

On the other side, new technologies offer new ways of accessing and experiencing CH, as well as in terms of communication that could contribute to partially reduce inequalities.

The need of recognising diversity is also recognised by the UNESCO World Heritage Convention (1972) whose Operational Implementation Guidelines indicate that to ensure an “effective management system” of World Heritage Sites, it is essential to guarantee “a respect for diversity, equity, gender equality and human rights and the use of inclusive and participatory planning and stakeholder consultation processes”¹⁸⁶.

Main bottlenecks?

Main bottlenecks are linked to:

- difficulties in intervening on the built environment to reduce physical barriers, especially in historic settings, due both to the need to preserve the characteristic and value of the building and of the urban setting, respecting regulations in force, and to the consistent investments which it is necessary to mobilise;

¹⁸⁴ People in the EU – who are we and how do we live? Retrieved from [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=People in the EU – who are we and how do we live%3](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=People_in_the_EU_-_who_are_we_and_how_do_we_live%3)

¹⁸⁵ Council of Europe Framework Convention on the Value of Cultural Heritage for Society, CETS No.199, 2015

¹⁸⁶ UNESCO (2019). The Operational Guidelines for the Implementation of the World Heritage Convention. Retrieved from <https://whc.unesco.org/en/guidelines/>

- difficulties in reaching target users and those that are most at risk of social exclusion (like migrants, disabled people, etc.);
- lack of knowledge regarding existing innovative solutions (either methodological and in terms of available technologies);
- lack of specific expertise by cultural operators regarding accessibility issues;
- lack of transectorial policies and strategies at the local level.

Which action is needed?

Fostering CH access and fruition by a variety of actors and audiences requires the adoption of an holistic approach that includes both the removal of physical barriers, like the architectonic ones, and the adoption of cross-sectorial strategies aimed at overcoming other types of obstacles underpinning a full participation to cultural life and CH enjoyment, like cultural, linguistic, gender and distance barriers, as well as economic factors which still make access to culture sometimes still too expensive and elitist. This also requires the active engagement of users in the definition of priorities and needs, as well as ways to foster inclusive processes to and in the co-development of solutions.

How do existing EU policies/legislations/instruments contribute?

As regards the access of people with disability issue, despite being a matter mainly concerning Member States, improving social and economic situation of persons with disabilities disability falls within the Social inclusion policies of the EU, and is based on Charter of Fundamental Rights of the EU¹⁸⁷ and on the [Treaty on the Functioning of the EU](#). The EU is now revising its European disability strategy 2010-2020¹⁸⁸, which aims to promote a barrier-free Europe.

The Strategy contains a set of objectives to empower people with disabilities so that they can enjoy their rights and fully participate in society and economy, recalling the [UN Convention on the Rights of Persons with Disabilities \(UNCRPD\)](#), which entered into force in 2008 and of which either the EU and Members States are parties. In specific, it identifies a set of 8 priority areas, among which:

- accessibility: to make goods and services accessible to people with disabilities and promote the market of assistive devices and

¹⁸⁷ Article 26 on Integration of persons with disabilities “The Union recognises and respects the right of persons with disabilities to benefit from measures designed to ensure their independence, social and occupational integration and participation in the life of the community.” Charter of Fundamental Rights of the European Union. OJ C 326, 26.10.2012, p. 391–407

¹⁸⁸ The European disability strategy 2010-2020’s main features are Retrieved from <https://ec.europa.eu/social/main.jsp?catId=1484&langId=en#navItem-relatedTopics>

- participation: to ensure that people with disabilities enjoy all benefits of EU citizenship, remove barriers to equal participation in public life and leisure activities, promote the provision of quality community-based services

Other relevant legislation and initiatives at the EU level include the European Accessibility Act¹⁸⁹, the European Pillar of Social Rights¹⁹⁰ and the Access City Award¹⁹¹.

Audience development and inclusive cultural policies are also at the core of the selection criteria of the European Capitals of Culture, which foresee that *“The creation of new and sustainable opportunities for a wide range of citizens to attend or participate in cultural activities, in particular young people, volunteers and the marginalised and disadvantaged, including minorities, with special attention being given to persons with disabilities and the elderly as regards the accessibility of those activities”*¹⁹².

As stated in the Decision establishing the European Year of CH 2018 (EYCH) *“The increased recognition at international level of the need to put people and human values at the centre of an enlarged and cross-disciplinary concept of Cultural Heritage reinforces the need to foster wider access to Cultural Heritage, inter alia, in light of its positive effects on the quality of life. Such wider access can be achieved by reaching out to different audiences and by increasing accessibility to places, buildings, products and services, taking into account special needs and the implications of demographic change”*¹⁹³.

During the EYCH 2018, the [WeAre#EuropeForCulture](#) project was launched by the EU to engage both younger and older Europeans (aged 13-30 and 55+) who are hard to reach and do not already participate in Cultural Heritage activities.

In addition, the [EuropeanaTech 2018 conference](#) allowed discussion on how to embrace and communicate technologies that allow us to share our Cultural Heritage digitally.

¹⁸⁹ The European Accessibility Act is a EU Directive adopted in 2019 to overcome existing diverging accessibility requirements across EU countries regarding specific products and services.

¹⁹⁰ The European Pillar of Social Rights has been adopted by the EU in November 2017 in occasion of the Social Summit for fair growth and jobs which took place in Gothenburg, to deliver more effective rights for citizens, in three main intervention areas: equal opportunities and access to the labour market; fair working conditions and social protection and inclusion. It also includes principle N. 17 dedicated to the Inclusion of people with disabilities. It states that *“People with disabilities have the right to income support that ensures living in dignity, services that enable them to participate in the labour market and in society, and a work environment adapted to their needs”*. Retrieved from https://ec.europa.eu/commission/priorities/deeper-and-fairer-economic-and-monetary-union/european-pillar-social-rights_en

¹⁹¹ Launched at the EU level in 2010, it is a yearly competition which awards the city that better promotes accessibility at the urban level, by guaranteeing *equal access to fundamental rights, improving the quality of life of its population and ensuring that everybody – regardless of age, mobility or ability – has equal access to all the resources and pleasures cities have to offer*. The Access City Award home page is Retrieved from <https://ec.europa.eu/social/main.jsp?catId=1141>

¹⁹² Decision No 445/2014/EU of the European Parliament and of the Council of 16 April 2014 establishing a Union action for the European Capitals of Culture for the years 2020 to 2033 and repealing Decision No 1622/2006/EC OJ L 132, 3.5.2014, p. 1–12

¹⁹³ Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018), OJ L 131, 20.5.2017, p. 1–9. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32017D0864>

Which contribution from analysed projects?

- **ARCHES:** research groups, research and evaluation of the use of mainstream technologies to enable inclusion of people with such disabilities as museums visitors and consumers of art and development and testing of tools and software for experiencing CH
- **ROCK:** accessibility is one of the main guiding principles together with sustainability and new collaborations, report on accessibility conducted within the Living Lab in Bologna (U_LAB) which identifies needs and opportunities, ROCKME DB with case studies, Integrated Management Plan, use of innovative technologies and tools for improving accessibility to CH and for CH experience, implemented actions aiming at improving accessibility (lighting plan, way-finding, etc)
- **REACH:** critical collection of practices, inclusion of minorities topic in research
- **RURITAGE:** Migration for rural regeneration as one of the Systemic Innovation Areas, and relevant cross-cutting themes like Technological Innovation, Mental Wellbeing, Social Innovation

How to implement the action?

- Best practices collection for the creation of a repository on the following topics:
 - o Better Engagement (how to involve target groups like migrant communities, disabled people, etc) in participatory activities and in defining Cultural Heritage and the identities of a place in a collective and participatory manner (for this, refer to Action 6)
 - o Innovative solutions for reducing physical barriers (incentives/rewards schemes, innovative financing schemes, etc)
 - o Innovative solutions for overcoming cultural, gender, language, economic barriers
 - o Introduction of accessibility related criteria within public tendering procedures
 - o New technologies and services for a better fruition/experience of CH
 - o CH-led specific CH-led aggregating activities connecting spread communities in neighbourhoods and peri-urban/rural areas
 - o New ways of communicating (targeted communication, multi-language and multi-channel communication, innovative way-finding measures)
 - o Introducing accessibility issues in public procurement procedures
- Training/exchange programmes for public officials
- Elaboration of recommendations/guidelines for mainstreaming diversity (migrant communities, disability, etc) in CH programming and elaboration of overarching local strategies for improving access to CH for all

Which links with other Partnerships?

- Partnership on Digital transition (Action 2 Digital neighbourhood instrument; Action 10 support agile experimentation of emerging digital technologies)
- Partnership on Inclusion of migrants and refugees (e.g. Action 6 Establishment of an academy in integration strategies, Action 9 Improving desegregation)
- Partnership on Urban poverty (e.g. Action 11 Strengthening the desegregation principle in EU urban areas)
- Partnership on Urban Mobility (e.g. Action 3 Convenient access to public transport, Action 6 Promoting sustainable and active mobility behaviour and Action 8 Exploring the deployment of new mobility services)
- Partnership on Responsible Public Procurement
- Partnership on Security in Public Spaces

Which links with cross-cutting issues?

- A) Links with cross-cutting issues

12.6 Impact on societal change, including behavioural change, promoting, among other things, equal access to information, gender equality and women empowerment

12.9 Adaptation to demographic change and in-and-out migration

- B) Links with other commitments

SDG 4. Quality education, where it foresees the upgrade of education facilities that are child, disability and gender sensitive and to provide inclusive learning environments for all

SDG 5. Gender equality, enhancing full and equal participation also through and to Culture and CH

SDG 10. Reduce inequality within and among countries - Target 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

SDG 11. Sustainable cities and communities - Target 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

ACTION 4. BLUEPRINT FOR PARTICIPATORY AND SHARED MANAGEMENT AND GOVERNANCE MODELS FOR ADAPTIVE RE-USE OF THE BUILT HERITAGE

BETTER	X	REGULATION		FUNDING		KNOWLEDGE
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RESOURCE		ECOLOGICAL	X	SOCIAL		ECONOMIC	X	GOVERNANCE/PLANNING
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What is the specific problem?

The adaptive re-use of CH is being recognised as a powerful tool bringing “*economic and social dynamism to cities and regions*” (European Commission, 2018)¹⁹⁴, but its deployment still needs to be further enhanced. Many initiatives are now running at the EU level and several EU-funded projects are analysing those cultural, social, financial, institutional, legal, regulatory and administrative barriers and bottlenecks that still hinder the adoption of Cultural Heritage adaptive reuse in a systemic way.

The complexity of implementing adaptive-reuse of heritage assets is linked to many elements, among which the intrinsic historic value of the good, whose identity needs to be preserved, while adapting it to new uses and evolving times and meanings, but also to the high costs of interventions, in a situation in which the final effectiveness of the transformation is not always granted. One of the key issues at stake is, therefore, how to guide the decision-making process, providing effective tools and tested methodologies to support the identification of the most suitable and sustainable solutions (Barbati et al., 2019).¹⁹⁵

Another critical element is how to foster communities and other stakeholders’ participation in the management of CH assets in a logic of shared responsibility. “*Taking a people-centred approach is not simply a suggestion for increasing participation within a management system. Instead, it is about addressing a core component of heritage management – the people who are connected to heritage – and ensuring that it is an integral element of conserving that heritage*” (Court, Wijesuriyal, 2015).¹⁹⁶

Within the wider international framework, it is in 2007 that the World Heritage Committee added a “fifth C”, and namely “Communities”, to the four strategic elements underpinning the implementation of the World Heritage Convention (1972): Credibility, Conservation, Capacity Building and Communication (Göttler, Ripp, 2017)¹⁹⁷. This provision contributed in fostering community engagement regarding the management of

¹⁹⁴ Commission staff working document. European Framework for Action on Cultural Heritage. Brussels, 5.12.2018, SWD (2018) 491 final

¹⁹⁵ Barbati, M., Figueira, J., R., Greco, S., Ishizaka, A., Panaro, S. (2019). A decision support system for preservation and reuse of the cultural heritage. Special issue - URBANISTICA INFORMAZIONI. P. 23

¹⁹⁶ Court, S., Wijesuriyal, G., (2015). Guidance Note. People-centred approaches to the conservation of Cultural Heritage: Living Heritage. ICCROM, International Centre for the Study of the Preservation and Restoration of Cultural Property. Retrieved from https://www.iccrom.org/sites/default/files/PCA_Annexe-2.pdf

¹⁹⁷ Göttler, M., Ripp, M. (2017). Community involvement in Urban Heritage Sites: More relevant than ever. Community Involvement in Heritage Management. Stadt Regensburg, Planning and Building Division, World Heritage Coordination, OWHC Regional Secretariat (2017). Manual. Regensburg, Germany, p.12. Retrieved from: http://openarchive.icomos.org/1812/1/FINAL_OWHC%20Guidebook%202017.pdf

UNESCO World Heritage sites, as reflected in the Operational Guidelines for the Implementation of the World Heritage Convention, which state that “*States Parties are responsible for implementing effective management activities for a World Heritage property. States Parties should do so in close collaboration with property managers, the agency with management authority and other partners, local communities and indigenous peoples, rights-holders and stakeholders in property management, by developing, when appropriate, equitable governance arrangements, collaborative management systems and redress mechanisms.*” (UNESCO, 2019)¹⁹⁸

Over the years, the need of introducing “Integrated Cultural Heritage Plans” has been recognised particularly relevant when we talking about historic cities and towns, calling for the adoption of new management approaches which consider stakeholders engagement fundamental to guarantee an effective project delivery and interventions sustainable over time (Scheffler et al., 2010)¹⁹⁹.

As a matter of fact, a growing number of cities is involving local communities in the management of the so-called urban commons, also through the adoption of specific regulations which might include the subscription of ad-hoc agreements between the local administration and those actors (community, private sector, third sector, etc.) that spontaneously decide to take care of the good which, in most cases, are represented by CH assets like squares, streets, natural heritage sites like parks, etc. (Iaione, 2015, Iaione 2016)²⁰⁰. If, on the one side, these tools are effective in case of small-size and temporary interventions, on the other side, they are not always adequate for other types of interventions, especially those on buildings, which bring about restoration and maintenance costs issues, plus other legislative barriers.

Successful regeneration interventions require the adoption of long-term and sustainable solutions, which cannot be beard only by the public sector. The economic crisis which has characterised the last decade has posed serious challenges on local governments, requiring the rethinking of the traditional management and business models of the public good, as well as the activation of new public-private partnerships for the care of the city conceived as commons, also in terms of maintenance and promotion of the CH, also meant as a public good to be preserved.

There is a need to develop governance models that take into account all the components, at different levels, starting from the specificities and identity of the different areas of the territory, identifying the vocation of each one. The effort is to reconcile even opposing interests, starting from a sharing of the values at the basis of the urban development process. The territorial dimension on a district or neighbourhood scale remains

¹⁹⁸ UNESCO (2019). *The Operational Guidelines for the Implementation of the World Heritage Convention*. Retrieved from <https://whc.unesco.org/en/guidelines/>

¹⁹⁹ Scheffler, N., Ripp, M., Bühler, B., and Shakhmatova, K. (eds) (2010). *HerO final guidebook – the road to success – integrated management of historic towns*. [online] Regensburg: URBACT. Retrieved from https://www.regensburg.de/fm/464/HerO_Policy%20Recommendations.pdf

²⁰⁰ Iaione C. (2016). *The City as a Commons: Regulation on collaboration between citizens and the city*, in Crener M. and Mullenger N., *Build the city. How people are changing their cities*, Amsterdam: European Cultural Foundation and Iaione (2015) Iaione C. (2015), *Governing the urban commons*. *Italian Journal of Public Law*, 7 (1), 211-212.

fundamental in the process of listening, dialogue and understanding of the phenomena in progress, taking the form of an antenna capable of intercepting the instances that emerge from the territory and avoiding that social need becomes evident.

Main bottlenecks?

- Regulatory/legislative barriers (State-aid rules, Procedures for Public procurement and concessions, Security issues, Relationships owner-manager)
- Financial viability and long-term sustainability
- Temporary versus permanent solutions
- Need to guarantee transparency and equal opportunities of access
- Not univocal definition of “urban common”
- Reduced willingness/attitude towards shared governance and lack of trust
- Lack of competences and skills
- Lack of interest and participation of the local community

How do existing EU policies/legislations/instruments contribute?

During the European Year of Cultural Heritage, several initiatives were launched to feed the discussion among EU-funded networks, the European Commission and other relevant stakeholders to discuss challenges, exchange practices and identify quality principles on the re-use of Cultural Heritage. Particularly relevant has been the presentation, in 2018, of the Leeuwarden Declaration on "Adaptive re-use of the built heritage: Preserving and enhancing the values of our built heritage for future generations"²⁰¹, which was presented by the Architects' Council of Europe during an event taking place in Leeuwarden (NL), European Capital of Culture 2018, and then endorsed by many relevant EU organisations across Europe.

Moreover, along 2019-2020, the European Commission is supporting peer learning for local, regional and national policy makers on the re-use of heritage buildings through its Creative Europe programme through study visits and knowledge exchanges among policy-makers.

The EU Framework for Action on Cultural Heritage foresees the setting up of a specific cluster on smart restoration and adaptive re-use of heritage buildings, which should support the sharing of good practices and promoting excellence in this field.

²⁰¹ Leeuwarden Declaration on Adaptive re-use of the built heritage: preserving and enhancing the values of our built heritage for future generations, Adopted on 23 November 2018 in Leeuwarden. Retrieved from <https://www.ace-cae.eu/fileadmin/New Upload/ 15 EU Project/Creative Europe/Conference Built Heritage/LEEUWARDEN STATEMENT FINAL EN-NEW.pdf>

As indicated in the last Urban Innovative Actions call for proposals, where the topic of Culture and CH has been introduced, cities are recognized as laboratories for culture-based innovation, thus fostering the adoption of innovative, integrated, people-centred approaches, based on open governance models, able to improve access to and participation to culture, “opening doors” to non-traditional audiences and promoting social cohesion through access to cultural and recreational services, in particular to “third places” (widely understood physical places where people can connect with each other, ranging from cultural centres or museums to recreational centres, urban gardens or public libraries).

Moreover, starting from CLIC, a Task Force On Circular Business And Financial Models For Cultural Heritage Adaptive Reuse In Cities has been also set-up as an initiative jointly promoted by the [European Commission Executive Agency for Small and Medium-sized Enterprises \(EASME\)](#) and [DG Research & Innovation](#) to create a community of research and practice players stimulating more effective dialogue and creating operational synergies between the cultural, social and environmental sectors, which can highly benefit from exchange of knowledge, tools and approaches, fostering urban circularity, increasing regeneration, boosting inclusive economic growth and enhancing people’s wellbeing

Which action is needed?

- Need to better investigate the regulatory bottlenecks and existing soft tools allowing the further take-up of collective management and governance models for the adaptive re-use of the built heritage.
- Need to provide adequate guidance and training, also in terms of citizens’ and other stakeholders’ involvement.

Which contribution from analysed projects?

- **CLIC:** common framework to support the adaptive reuse of Cultural Heritage, by collecting, analysing and classifying existing successful tools currently implemented to support for adaptive reuse of Cultural Heritage. Development of a Report on Circular Governance Model for adaptive reuse of Cultural Heritage. Development of a Decision Support System for preservation and reuse of the cultural heritage
- **EUCANET:** online collection of best practices
- **FORGET HERITAGE:** Identification of Public Private Cooperation management models, Implementation of cooperative Cultural Heritage revalorization projects in pilot cities
- **OPEN HERITAGE:** online collection of successful examples of built-heritage re-use accessible through the Observatory cases DB
- **ROCK:** Elaboration of Guidelines for adaptive re-use, development of Business Model Canvas, pilot execution in demo areas

- **RURITAGE:** Governance and regulatory framework issues as part of the 11 cross-cutting themes which are transversal to each of the 6 identified Systemic Innovation Areas

How to implement the action?

- Identification of major administrative and regulatory bottlenecks (State aid rules, Public awarding procedures, etc.) for temporary and permanent adaptive reuse of Cultural Heritage at city, regional, national and EU level based on current research
- Investigation on existing self-regulatory and soft multilevel governance and management mechanisms and collaboration schemes (Public-Private-Community Partnerships, Collaboration agreements, etc.)
- Analysis of internal organisational assets and competences/skills needed
- Inclusion of specific axis within the Creative Europe exchange and training programme for officials
- Elaboration of guidelines and schemes for the introduction of self-regulatory and multilevel governance mechanisms
- Possible setting-up of an “Urban Re-use Agency”, as also suggested by the Circular Economy Partnership

Which links with other Partnerships?

- Partnership on Public-procurement (e.g Action 6. Develop flexible and customisable competence centres for innovative and sustainable procurement)
- Partnership on Circular economy (e.g. Action 9 Develop a collaborative economy knowledge pack for cities, Action 10. Manage the re-use of buildings and spaces in a circular economy)
- Partnership on Sustainable Use of Land and NBS

Which links with cross-cutting issues?

- A) Links with cross-cutting issues
 - 12.1 Effective urban governance, including citizens’ participation and new models of governance
 - 12.4 Integrated and participatory approach
- B) Links with other commitments
 - SDG 11. Sustainable cities and communities. Target 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

ACTION 5. ENHANCING HERITAGE COMMUNITIES OF PRACTICE

BETTER		REGULATION		FUNDING	X	KNOWLEDGE
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RESOURCE	X	ECOLOGICAL		SOCIAL		ECONOMIC		GOVERNANCE/PLANNING
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What is the specific problem?

Despite many European cities and towns have adopted participatory practices in support of their urban planning processes, the involvement of community members and other stakeholders in the heritage field still remains a real challenge²⁰².

Referring to Arnstein’s Ladder of Citizen Participation²⁰³ (1969), participation starts with passive exchange of information, passing through a more two-way consultation to reach an open exchange of ideas involving real partnerships between citizens and power-holders.

In most cases, though, the involvement of local communities and other stakeholders in policy making is mainly done at the initial consultation and needs assessment phases, whereas there are fewer examples of systematic ways to involve them in the decision-making phases, as well as in the following steps of prototyping and co-designing of products and services and following co-management of featured solutions (see Action 4 as regards co-management).

There are also different ways in which cities act to facilitate these processes. In some cases, cities have set-up ad hoc bodies or assigned local urban agencies the task of carrying out this type of activities within their territory, in other cases they are carried out by the local administrations themselves. Often, this engagement is done through the setting-up of living-labs or other places which gather together different stakeholders, which cooperate with different degrees of collaboration.

To favour the adoption of innovative approaches in the resolution of major urban challenges, the contribution of the most recent research findings becomes an essential element nurturing the learning process inside each community of practice. On the other side, the knowledge, experience, skills and know-how of on-the-ground practioners and of those that are directly affected by the main challenges at stake, offer researchers concrete viewpoints and experiences. So, whereas urban authorities very much benefit from the researches that Universities carry out in the field and, at the same time, researchers very much take advantage from testing their findings on the ground. Despite these collaborations are frequent within specific

²⁰² Working Group of Member States’s Experts. European Union (2018). *Participatory governance of Cultural Heritage*. Report of the OMC (Open Method Of Coordination). Retrieved from http://ec.europa.eu/culture/library/index_en.htm

²⁰³ Arnstein, Sherry R. (1969). A Ladder Of Citizen Participation, *Journal of the American Planning Association*, 35:4, 216 – 224. Retrieved from <http://dx.doi.org/10.1080/01944366908977225>

initiatives, as it is particularly true within European-funded projects, they should be fostered on a continuative and systematic way, also bringing together studies and researches conducted by the different disciplines in consideration of the increasingly recognised transversal character of CH.

Main bottlenecks?

- Experiences are still fragmented
- Difficulties in reaching certain types of audiences (young and elderly people, people at the neighbourhoods/rural areas, migrant communities, etc.)
- Lack of trust/commitment
- Need to involve different categories of stakeholders
- Lack of adequate competences
- Lack of and financial resources to be allocated to this type of activities

Which action is needed?

As recognised by the Background paper of the Partnership on Culture and CH, actions are required to foster inclusive processes to define Cultural Heritage and the identities of a place in a collective and participatory manner. There is a need to shift from a Cultural Heritage consumer to prosumer perspective to citizens and other stakeholders' engagement, involving them into the discussion about the future of the heritage assets, helping them understand and redefine the heritage value, and involving them into the long-term operation of the sites. The creation of "eco-systems of stakeholders" requires the identification of the different public and private actors to be involved in the different phases of the process, from the cultural institutions to the research institutions, to commercial and economic operators, the Culture and Creative Industries.

This requires the analysis of the entire process cycle bringing to the setting-up and full involvement of Communities of Practice: identification of stakeholders and their engagement, prototyping and experimentation phase, up to the ex-post intervention phase.

The term "communities of practice" has been very much associated to the concept of collaborative learning processes, following the work carried out by Etienne Wenger in the nineties (1998)²⁰⁴. The communities of practice were indeed meant as places in which learning is the result of a collective process built upon the know-how and skills of the members of the community, in a life-long learning logic, as well as characterised by the sense of belonging and identity of its members to that specific community. Whereas, according to Wenger definition, communities of practice are self-organised systems, the meaning which is given here is broader, identifying, as communities of practice, either self-organised heritage-led communities, as well as other forms of groupings/forms of collaboration, bringing together various stakeholders independently from their origin. Still, the main elements remain, since they develop around a specific topic, the CH one, the

²⁰⁴ Wenger E. (1998). *Communities of practice: learning, meaning and identity*. Cambridge University Press: New York

community dimension and the specific know-how, which is shared to produce new value. In particular, “they develop a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems—in short a shared practice” (Wenger, Wenger-Trayner. 2015)²⁰⁵. Following the new opportunities offered by technological innovations and social media, the sharing of resources among community members is also enhanced by the setting-up of virtual collaborative arenas and platforms (Gannon-Leary and Fontainha, 2007)²⁰⁶.

How do existing EU policies/legislations/instruments contribute?

Over the years, the introduction of participatory approaches in CH has been increasingly encouraged at the EU level. In particular, as described in Chapter 3, the surveys and analysis carried out by the OMC (Open Method of Coordination) working group on participatory governance of CH culminated in the formulation of a set of guidelines (2018)²⁰⁷, which are particularly relevant in terms of arguing the urgency of favouring local engagement and the adoption of more effective and inclusive participatory processes.

Within the OMC Report, Prof. Pier Luigi Sacco is recalled, where he talks about a shift from Culture 1.0, characterised by *patronage*²⁰⁸, to Culture 2.0, in which the focus was on cultural and creative industries, up to the actual Culture 3.0 epoch, which is characterised by the concept of *open communities of practice* where the distinction between producers and users in the CH field leaves space to *a collective (community) “sense-making”*²⁰⁹.

The positive effects deriving from the establishment of Communities of practice are at the core of a Science for Policy report published by the Joint Research Center in 2016, which elaborated a proposal to create bottom up communities of practice among those administrations which are in charge of managing the European Structural and Investment Funds (ESIF) at the national and regional levels to improve the programs’ management and implementation through mutual learning and whose solutions have been tested by the DG REGIO of the European Commission (Svanfeldt et al., 2016).²¹⁰

²⁰⁵ Wenger E., Wenger-Trayner B. (2015). Introduction to communities of practice A brief overview of the concept and its uses. Retrieved from <https://wenger-trayner.com/introduction-to-communities-of-practice/>

²⁰⁶ Gannon-Leary, P., Fontainha, E. (2007). Communities of practice and virtual learning communities : benefits, barriers and success factors. *Elearning Papers*, 5. pp. 20-29. ISSN 1887-1542

²⁰⁷ Participatory governance of Cultural Heritage. Report of the OMC (Open Method of Coordination) working group of Member States’ experts – Study (European Union, 2018)f

²⁰⁸ Sacco, P.L., Ferilli, G., Tavano Blessi, G. (2014). *Culture 3.0. Cultural participation as a source of new forms of economic and social value creation: A European perspective*. Retrieved from <http://www.amoslab.fi/wp-content/uploads/2014/06/Pier-Luigio-Sacco.-Culture-3.0-JCE-circ.pdf>

²⁰⁹ Ibid. P. 19

²¹⁰ Svanfeldt, C., Rancati, A., Cuccillato, E., Troussard X. (2016). Enabling Communities of Practice. Publications Office of the European Union: Brussels. EUR 28432 EN. ISBN: 978-92-79-65327-8. doi:10.2760/290866. Retrieved from <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/enabling-communities-practice-knowledge-sharing-better-implementation-eu-regional-policy>

The report suggested a set of three phases which are functional to the setting up of these communities of practice, from the identification of shared needs and “*champions willing to take responsibility for action*” to enhancing the community’s growth and providing support to the champions, up to collecting results and making the process sustainable.

As a matter of fact, the need of fostering a more practical and operational approach to collaboration through the setting-up of Communities of practices was witnessed by the launch, at the EU level, of the Community of Practice on Cities (CoP-CITIES)²¹¹, whose kick-off meeting took place in 2018 in Brussels. CoP-CITIES was announced by the Knowledge Centre for Territorial Policies (KCTP)²¹², which represents a new European Commission initiative on better knowledge management for sound EU policy making, bringing together JRC and the DG REGIO of the European Commission.

CoP-CITIES is aimed at offering an open arena for the exchange of knowledge and practice on urban issues in-between institutions and among different stakeholders, putting the territorial dimension at the centre, which is open to external actors, such as cities and networks of cities, International and Intergovernmental Organisations and research bodies.

Which contribution from analysed projects?

- **ARCHES:** piloting and validation of the technological outcomes in operational environments based on a participatory research methodology
- **CLIC:** design and implementation of a stakeholders-oriented Knowledge and Information Hub; definition of Heritage Innovation Partnerships (HIPs), involving local government and important stakeholders of the adaptive reuse process in each of the partner cities
- **EUCANET:** on the role of City Agencies in fostering participatory practices
- **FORGET HERITAGE:** “Guidelines for the Citizens Involvement in Historical Sites” Manual, Implementation of cooperative Cultural Heritage revalorization projects in pilot cities
- **I-MEDIA-CITIES:** setting-up of a community of professionals and research institutions working in the field, like archives and digital expert centres
- **OPEN HERITAGE:** in-depth analysis of adaptive innovative re-use projects also in terms of community and stakeholder involvement and setting-up of Cooperative Heritage Labs (CHL)
- **REACH:** participatory models for building dialogue and consensus for CH preservation in rural areas, elaboration of a toolkit for participation, setting-up of heritage communities, REACH Social Platform

²¹¹ Community of Practice on Cities (CoP-CITIES). Retrieved from <https://ec.europa.eu/jrc/communities/en/community/2421/about>

²¹² Knowledge Centre for Territorial Policies (KCTP). Retrieved from https://ec.europa.eu/knowledge4policy/territorial/about_e

- **ROCK:** setting-up of the local ecosystem of stakeholders, living-labs set-up and running
- **RURITAGE:** Setting up of Rural Heritage Hubs gathering different kind of stakeholders such as local and regional authorities, enterprises, NGOs, Museums, (natural) (Geo) parks, research centres and civil society organisations

How to implement the action?

Collect and analyse methodologies/practices on:

- Identification/mapping of stakeholders (which groups to involve)
- Engagement (how to involve target groups like migrant communities, disabled people, etc), in connection with Action 3
- Listening and defining Cultural Heritage and the identities of a place in a collective and participatory manner,
- Prototyping
- Experimenting
- Feedback mechanisms put in place
- Organisational setting (role of the public administration, role of Urban Agencies and other intermediaries' organisations, internal set-up, living-labs structures, analysis of set-up heritage hubs, etc.)

Production of guidelines

Which links with other Partnerships?

- Partnership on Climate Adaptation (e.g. Action 8. Enhancing stakeholder involvement at regional and local levels)
- Partnership on Digital transition (e.g. Action 2. Digital neighbourhood instrument)
- Partnership on Migrants and Refugees (e.g. Action 7. Establishment of an EU migrants advisory Board)
- Partnership on Circular economy (e.g. Action 7 Promote urban resource centres for waste prevention, re-use and recycling)
- Partnership on Jobs and Skills (e.g. Action 10. Job Oriented Ecosystem)
- Partnership on Security in Public Spaces (e.g. when it suggests the sharing of research and best practices, to create methodological tools and common evaluation of measures)

Which links with cross-cutting issues?

- A) Links with cross-cutting issues
- 12.1 Effective urban governance, including citizens' participation and new models of governance

- 12.3 Sound and strategic urban planning, with a place-based and people-based approach
- 12.4 Integrated and participatory approach

- B) Links with other commitments

SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, where it aims at promoting relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship capabilities

SDG 11. Sustainable cities and communities. 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels - 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

ACTION 6. CH AND CULTURAL IDENTITY AS A DRIVER FOR CITIES, TOWNS AND PLACE BRANDING

BETTER		REGULATION		FUNDING	X	KNOWLEDGE
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RESOURCE		ECOLOGICAL	X	SOCIAL	X	ECONOMIC		GOVERNANCE/PLANNING
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What is the specific problem?

For years city branding has just been associated to launching of city logos and slogans and subsequent campaigns (Rivas, 2013)²¹³ and touristic guides have been mostly inspired by commercial interests.

Museums and other cultural institutions have been mainly focussing their communication on new ways of displaying their collections and only, recently, they have started proposing heritage-based narratives that weave the personal stories of community members into the interpretation of larger historical events²¹⁴.

On the other side, Cultural Heritage can act as an extraordinary tool for branding the city and for providing a consistent narrative of the historical European cities in a contemporary and global context. *CH is a legacy that helps to understand what was done in the past and creates a sense of belonging to a group or a community, to be part of an identity, to understand the diversity of our origins, and the possibilities open to the future*²¹⁵.

Several projects conducted at the EU level underline the need of reinforcing European cultural identity through our heritage, interpreted not as a static element but as the result of an evolutionary process which continuously reinterprets and reshapes itself.

To this aim, storytelling has been recognised as an effective tool capable of engaging the audience, creating connections between the characters, the storyteller and the brand, thus reinforcing the identification with the city, increasing awareness of different cultures, strengthening the connection to common identities, cultures and values and empowering social cohesion. *CH, understood as an open platform for communication, interaction and creativity, make the citizens protagonists of the shared project of urban development.*²¹⁶

On the other side, communicating the city valorising its cultural assets and values impacts also in terms of city's global competitiveness and attractiveness also for the tourism sector and investors. As underlined by

²¹³ Integrated city-brand building: beyond the marketing approach. Reporting note on the CityLogo-Eurocities thematic workshop Utrecht, 02-04 October 2013, by Miguel Rivas, lead expert for URBACT CityLogo

²¹⁴ Towards an integrated approach to Cultural Heritage for Europe, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Brussels, 22.7.2014 COM(2014) 477 final

²¹⁵ Rivero Moreno, L. D., Rivas M. (2019). Rock Placebranding toolkit. Deliverable 5.6. Retrieved from <https://www.branding-toolkit.rockproject.eu/>

²¹⁶ Ibid.

the “[Cultural Heritage counts for Europe](#)” study, *CH provides European countries and regions with a unique identity that creates compelling city narratives providing the basis for effective marketing strategies aimed at developing cultural tourism and attracting investment*²¹⁷.

Main bottlenecks?

- Lack of expertise
- Change in mind-set required
- Scarcity of organised available examples/inspirational material and case studies
- Lack of a repository of outcomes from different projects/research studies
- Quality and affordability of the narratives
- Narratives collection, management and preservation in the digital era
- Balancing the “top-down / bottom-up” perspective

Which action is needed?

The action is aimed at providing a knowledge pack to national, regional and urban authorities on how to improve city branding and narration through the use of culture and Cultural Heritage, making the most out of the possibilities offered by new media and crowdsourcing.

How do existing EU policies/legislations/instruments contribute?

During the European Year of Cultural Heritage, the European Commission's Joint Research Centre developed the online platform “Story maps”²¹⁸, to provide users with interactive and easily accessible information about EU-led Cultural Heritage initiatives in Europe. In addition, on 7 December 2018, the Joint Research Centre of the European Commission launched a free and open-source web app entitled “Cultural gems”²¹⁹, enabling residents and tourists to share and discover hidden cultural treasures in a selected number of European cities.

Despite relevant tools for providing easy to access information on Cultural Heritage initiatives run at the EU level, they do not respond to the need of providing a different narration of our diverse urban settings.

The EU is also funding several projects that propose new ways of narrating CH, like the [H2020 Emotive project](#) that uses emotional storytelling to change how we experience heritage sites.

²¹⁷ CHCfE Consortium (2015). Cultural Heritage counts for Europe. Published by the International Cultural Centre, Krakow June 2015. Full Report ISBN 978-83-63463-27-4. Retrieved from <https://www.europanostra.org/our-work/policy/cultural-heritage-counts-europe/>

²¹⁸ The interactive Story maps tool is Retrieved from <http://eu-commission.maps.arcgis.com/apps/MapJournal/index.html?appid=e3e538d4e4b743c8a6bc7a363fbc2310>

²¹⁹ The free Cultural gems web app is Retrieved from <https://culturalgems.jrc.ec.europa.eu/>

Which contribution from analysed projects?

- **ROCK:** Elaboration of an online Place-branding toolkit and providing training to public officials and cultural operators on innovative city branding
- **RURITAGE:** Tourism and Marketing Strategies and Cultural and natural heritage appreciation and interpretation as cross-cutting themes transversal to each of the 6 Systemic Innovation Areas identified

How to implement the action?

1. Online toolkit for cities, towns and place branding, focussing on:
 - o Defining and driving messages
 - o Collecting and managing memories
 - o Available Digital platforms
 - o Local integrated strategies
 - o Practical examples of cities, towns and places branding
2. Enrichment of the EU “Story maps” platform with local narratives
3. Ad hoc exchange and training programme for city officials

Which links with other Partnerships?

The proposed action could provide input to the Security in Public Spaces Partnership, where it deals with people’s perceptions which could be positively influenced by positive city’s narratives.

Which links with cross-cutting issues?

- A) Links with cross-cutting issues

12.6 Impact on societal change, including behavioural change [...]

- B) Links with other commitments

SDG 11. Sustainable cities and communities – Target 11.4 Strengthen efforts to protect and safeguard the world’s cultural and natural heritage

ACTION 7. REINFORCING THE RECOGNITION OF CH AS A KEY DRIVER FOR SOCIO-ECONOMIC DEVELOPMENT IN LOCAL AND REGIONAL SMART SPECIALISATION STRATEGIES

BETTER	X	REGULATION	X	FUNDING	X	KNOWLEDGE
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RESOURCE		ECOLOGICAL		SOCIAL	X	ECONOMIC	X	GOVERNANCE/PLANNING
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What is the specific problem?

Introduced as an ex ante conditionality in the 2014-2020 Cohesion Policy²²⁰, smart specialisation (S3) has become, over the years, a key tool for policy design for place-based and innovation-driven growth, bringing together public authorities, businesses, researchers and civil society in identifying regional and local competitive strengths and development strategies²²¹ and prioritising R&I investments.

Based on the priority areas and niches identified within their Research and Innovation Strategies for Smart Specialisation (RIS3), regional authorities across Europe, acting as ERDF (European Regional Development Fund) Managing Authorities, have defined the different intervention axis and the correspondent allocation of funds within the Structural Funds Operational Programmes, determining the calls for projects to be funded.

The European Commission, through its Joint Research Centre, has made available all adopted strategies on the [S3 platform](#) which provides guidance, material and good practice examples, facilitates peer-reviews and mutual learning, supports access to relevant data and trains policy-makers.

As regards CH, despite it is estimated that about 300.000 people work directly in the EU’s Cultural Heritage sector with as many as 7.8 million jobs created indirectly by the sector (e.g. in the construction and tourism sectors)²²², still none of the existing RIS3 strategies directly identifies CH as one of their key drivers for regional development and innovation. Culture and CH refer to broader productive areas, like those linked to the energy or tourism sectors. In other cases, like in the Emilia-Romagna one, the topic is handled in terms of Cultural and Creative Industries, and mainly including IT-based solutions and devices to improve Cultural Heritage management, throughout all phases including acquisition, monitoring, safe-guarding, exhibition.

²²⁰ Cohesion policy 2014-2020 calls Member States and Regions “to set priorities in order to build competitive advantage by developing and matching research and innovation own strengths to business needs in order to address emerging opportunities and market developments in a coherent manner, while avoiding duplication and fragmentation of efforts”

²²¹ Gianelle, C., D. Kyriakou, C. Cohen and M. Przeor (eds) (2016), Implementing Smart Specialisation: A Handbook, Brussels: European Commission, EUR 28053 EN, doi:10.2791/53569

²²² CHCfE Consortium (2015). Cultural Heritage counts for Europe. Published by the International Cultural Centre, Krakow June 2015. Full Report ISBN 978-83-63463-27-4. Retrieved from <https://www.europanostra.org/our-work/policy/cultural-heritage-counts-europe/>

Within the S3 platform, three Thematic Smart Specialisation Platforms (TSSP) (Industrial modernisation, Energy and Agri-food) have also been launched and had 8 Thematic areas have been identified. Unfortunately, neither these nor the documents populating the platform's repository deals with the nexus between Cultural Heritage and smart specialisation (Cappellano, Rivas, 2019).²²³

Main bottlenecks?

- Lack of city-region cooperation and weak engagement of local authorities in the definition of regional smart specialisation strategies
- Lack of evidence-based analysis of CH as a socio-economic driver for innovation and growth
- Scarce awareness of the RIS3 and methodological process by local authorities' officials
- Lack of common scientific and technological specialisation domains

Moreover, in general terms, a weak top-down commitment from Member states has stymied inter-regional efforts to realise the benefits of bottom-up collaboration and investment (Hunter, 2017).²²⁴

Which action is needed?

There is a need to recognise Culture and CH as key socio-economic drivers for innovation and growth to be included in local and regional Smart Specialisation Strategies, also by identifying main innovation strands linked to modern Cultural Heritage management.

Moreover, it is necessary to reinforce the recognition of urban authorities as main actors in the definition of RIS3 and as brokers within the so called Entrepreneurial Discovery Process.

How do existing EU policies/legislations/instruments contribute?

Following the publication, in 2012, of the "Guide on Research and Innovation Strategies for Smart Specialisation"²²⁵, the Joint Research Centre of the European Commission published, in 2016, a [Handbook](#) on Implementing Smart Specialisation Strategies²²⁶, providing practical guidance on S3 implementation, starting from the so-called Entrepreneurial Discovery Processes (EDPs) and the definition of Good Governance's principles and challenges, to the identification of specific priority projects, to the put in place of adequate monitoring mechanisms. The Handbook itself calls for better city-region-State cooperation: "*interaction and*

²²³ Cappellano, F., Rivas, M. (2019). Deliverable 6.2 Reports on CH and RIS3 (including pipeline of investment projects), H2020 ROCK project

²²⁴ Hunter, A. (2017). Smart Specialisation: championing the EU's economic growth and investment agenda? European Policy Center, Retrieved from https://www.epc.eu/documents/uploads/pub_7861_smartspecialisation.pdf?doc_id=1881

²²⁵ Foray, D., Goddard, J. et al (2012). Guide on Research and Innovation Strategies for Smart Specialisation

²²⁶ Gianelle, C., D. Kyriakou, C. Cohen and M. Przeor (eds) (2016), Implementing Smart Specialisation: A Handbook, Brussels: European Commission, EUR 28053 EN, doi:10.2791/53569.

coordination between regions, territories and cities with regard to regional/national Smart Specialisation Strategies are required to avoid fragmentation and increase the impact of investments across Europe” (Foray et al 2012, p. 51).

On the other side, as regards the nexus between CH and smart specialisation, EU reference policy framework for Research & Innovation²²⁷ identified Cultural Heritage as a source of smart, inclusive growth, building on the potential of new business models and social innovation to stimulate financing in this sector.

Which contribution from analysed projects?

CLIC: Smart specialisations are seen as an instrument of circular economy at regional level. The project is exploring what are the tendencies and priorities in CLIC regions in order to give a support to how these priorities could serve to ensure economic spill-overs at regional level, being transformed and/or linked to adaptive reuse activities.

ROCK: the project is working on the production of Guidelines on CH as a priority domain at the innovation policy and in smart specialisation strategies, on the definition of the Entrepreneurial Discovery Process (EDP) in a CH-led urban regeneration framework, identifying local authorities as EDP facilitators, aiming at empowering cities as tier-one RIS3 developers and drawing main cross-innovation vectors around CH.

RURITAGE: the project is demonstrating how Natural and Cultural Heritage can act as a powerful engine for competitiveness and innovation supporting rural areas sustainable regeneration

Other relevant EU funded projects:

- [URBACT-InFocus](#) project was especially addressed to analysing Smart Specialisation at City Level, pioneering on how the policy concept of smart specialisation applies to the urban environment

- [Interreg Europe RELOS3](#) (From Regional to Local: Successful deployment of the Smart Specialization Strategies) project on demonstrating the importance of the role of local authorities' involvement in the RIS3 strategies implementation

- H2020 [Online S3 project](#) has developed an e-policy platform augmented with a toolbox of applications and online services, which will assist national and regional authorities in the EU in elaborating or revising their smart specialisation agenda, in terms of policies and strategy

How to implement the action?

- Evidence-based analysis of CH as a socio-economic driver for innovation and growth
- Identification of technology-driven challenges related to CH

²²⁷ European Commission (2014). Towards a new EU Agenda for Cultural Heritage Research and Innovation. Horizon 2020 Expert Group on Cultural Heritage Workshop. Directorate-General for Research and Innovation, European Commission.

- Main innovation strands linked to modern Cultural Heritage management
- CH and cross-innovation
- Entrepreneurial Discovery Process (EDP)²²⁸ in a CH-led urban regeneration framework
- Local authorities as EDP main facilitators. Guidelines and actors to involve
- Identification of CH sectors
- Networking among regions

EU level

- Recommendations for reinforcing CH in next Cohesion policy RIS3
- New Thematic sector within the S3 platform
- Link with the Community of Innovators in CH
- Proposal to the EU of including the local dimension in RIS3

Which links with other Partnerships?

- Partnership on Jobs and Skills in the local economy (e.g. Action 4. RIS3.0)
- Partnership on Circular economy (e.g. Action 6 Mainstream the circular economy as an eligible area into the post 2020 Cohesion policy and corresponding funds)

Which links with cross-cutting issues?

A) Links with cross-cutting issues

12.3 Sound and strategic urban planning (link with regional planning, including “research and innovation smart specialisation strategies (RIS3)”, with a place-based and people-based approach.

B) Links with other commitments

As regards SDGs

GOAL 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, where it promotes economic growth also enhancing the implementation of policies to promote sustainable tourism that creates jobs and promotes local culture and products

GOAL 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

GOAL 11. Sustainable cities and communities – Target 11.A Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

²²⁸ Co-production method proposed for the elaboration of RIS3. An interactive, bottom-up and permanent way to prioritize (making smart choices) in innovation and industrial policies by bringing together actors from the triple or quadruple helix (researchers, firms and entrepreneurs, relevant policy makers, end users).

ACTION 8. BETTER TARGETED FUNDING FOR CH

BETTER		REGULATION	X	FUNDING		KNOWLEDGE
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RESOURCE		ECOLOGICAL		SOCIAL	X	ECONOMIC		GOVERNANCE/PLANNING
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What is the specific problem?

Within the current EU funding period 2014-2020, Culture and CH related projects benefit from a range of EU policies, programs and funding, including Creative Europe, but also European Structural and Investment Funds (also through Urbact, Interreg and, more recently, through the new thematic objective of the Urban Innovative Actions, which has just launched its fifth call on Culture and Cultural Heritage), Horizon 2020, COSME, Europe for Citizens or EU external action financing instruments²²⁹.

In order to boost investment at European level, the Investment Plan for Europe, the so-called Juncker Plan, has built upon three objectives: removing obstacles to investment; providing visibility and technical assistance to investment projects; and promoting a smarter use of financial resources. The Plan was based on three pillars:

- the European Fund for Strategic Investments (EFSI), providing a European guarantee for leveraging private investment, and which involves the European Commission together with the European Investment Bank (EIB);
- the European Investment Advisory Hub (European Investment Advisory Hub), a joint venture with the EIB Group, and the European Portal dedicated to the Plan, which provide technical assistance and greater visibility of investment opportunities;
- improved business environment by removing regulatory barriers to investment at both national and EU level.

In recent months, the European Commission has been working closely with Parliament and Member States to strengthen the EFSI (the so-called "EFSI 2.0"), which is expected to promote investments of over €225 billion. As regards Italy, figures updated in July 2017 estimate the total funding allocated under the EFSI at €5.4 billion, which should generate additional investment of around €33 billion, in favour of infrastructure and innovative projects and SMEs. Hence the need to analyse the impact of this and other innovative funding

²²⁹ European Commission (2017). Mapping of Cultural Heritage actions in European Union policies, programmes and activities. Retrieved from https://ec.europa.eu/assets/eac/culture/library/reports/2014-heritage-mapping_en.pdf

instruments implemented at European level, including under the Structural Funds (such as Jaspers²³⁰ and Jessica²³¹).

In particular, as regards research and innovation in Cultural Heritage, it is expected that the EU will be investing around €500 million through Horizon 2020 by 2020 (European Commission, 2019)²³².

Within this framework, the amount of funds allocated to CH is still residual compared to other sectors, making the competition very high among proponents, thus allowing the funding of a very limited number of projects compared to the needs.

In addition to this, CH is often conceived as a sub-topic of other main priority themes.

As an example, within the current H2020 programme, there is no specific Societal Challenge specifically dedicated to Cultural Heritage, whereas CH-related topics have been dealt with inside other Societal Challenges, such as Societal Challenges n. 5 on “Climate action, environment, resource efficiency and raw materials” and n.6 on “Europe in a changing world - Inclusive, innovative and reflective societies”.

This situation makes it difficult for local authorities to identify suitable action lines and access funds, especially in smaller settings, characterised by a lack of knowledge and capabilities of attracting funding and integrating different financing sources to carry out CH-led interventions.

Main bottlenecks?

- Overall lack of dedicated programmes, funds are too dispersed
- Procedures for acquiring funding complex and not easily accessible
- Lack of expertise, especially in smaller setting
- Cultural Heritage still non considered as a strategic urban and economic development asset (connection with RIS3 issues)
- Structural Funds rules are different from Fund to Fund, making for example difficult to combine ERDF and ESF interventions
- Lack of dedicated European Agencies and national info desks

²³⁰ Jaspers provides the beneficiary countries with independent advice to help them develop high-quality major projects which will then be co-financed by the two European Funds (European Regional Development Fund and Cohesion Fund). Retrieved from http://ec.europa.eu/regional_policy/index.cfm/it/funding/special-support-instruments/jaspers

²³¹ Jessica (Joint European Support for Sustainable Investment in City Areas) finances financial schemes to support urban development projects. European Regional Development Fund (ERDF) contributions go to Urban Development Funds (UDFs) that invest them in public-private partnerships or other projects included in an integrated plan for sustainable urban development. These investments may take the form of equity, loans and/or guarantees. Retrieved from http://ec.europa.eu/regional_policy/en/funding/special-support-instruments/jessica/#3

²³² Cultural Heritage. Policies, publications and funding details to support preserving Europe's Cultural Heritage. Retrieved from <https://ec.europa.eu/research/environment/index.cfm?pg=cultural>

Which action is needed?

- Need to increase the amount of resources assigned to culture and CH at the EU level within the new Multiannual Financial Framework 2021-2027, in particular the action should aim to:
 - o include a CH related strand in all main funding programmes
 - o reinforce CH research in next Research Framework programme, also by adding a “R&I mission” on culture and CH
 - o introduce a specific CH strand within the Creative Europe Programme
 - o reinforce CH action in post 2020 Cohesion policy
 - o enhance integration among different funds
 - o consult cities since the start-up phase and not only at the end of the process
- Need to improve the capabilities of local authorities and other urban actors in attracting grants and investments in the CH field
- Need to foster a better integration among different funds and different funding Agencies and Managing Authorities

How do existing EU policies/legislations/instruments contribute?

The discussion on the next programming period 2021-2027 is now underway.

As regards the next Research programme for Research and Innovation, Horizon Europe, with an estimated allocated budget of 100 billion €, a step forward has been done, with the identification of a Cluster on Culture, Creativity within Pillar 2 on Global Challenges and European Industrial Competitiveness, which foresees Culture, Cultural Heritage and creativity as one of the priority areas of intervention²³³.

²³³ European Commission (2019). Horizon Europe - Investing to shape our future. Retrieved from https://ec.europa.eu/info/files/horizon-europe-investing-shape-our-future_en

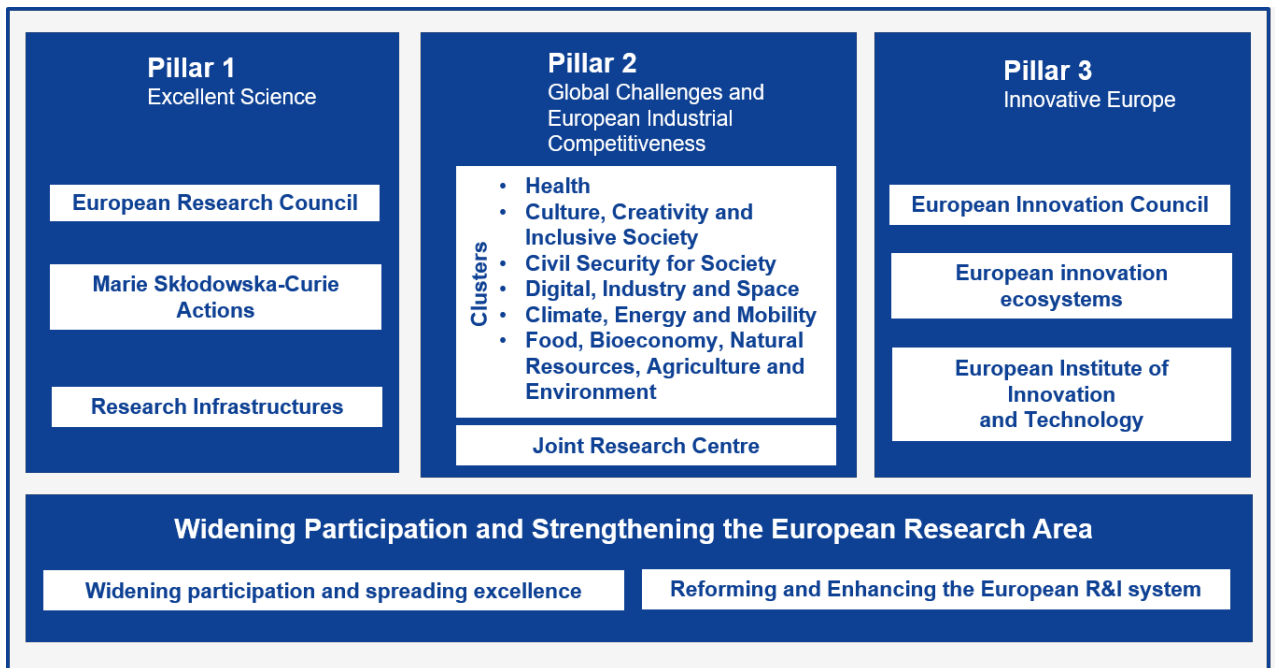


Figure 17. Preliminary structure of Horizon Europe. Source: European Commission

As a novelty from H2020, a mission-oriented approach has been introduced to maximise the impact of research and better relate research and innovation to the needs of people and society. CH could be addressed in one of the other 5 Research and Innovation missions that have been launched, which include the ones on “Adaptation to climate change, including societal transformation” and “Climate-neutral and smart cities” but, still, CH has not been identified as one the missions’ topics.

Regarding the EU Cohesion Policy and the negotiation underway on the next season of the European Structural and Investment Funds (ESIF)²³⁴, the EU has identified 5 priority investment areas, namely:

- **Smarter Europe**, which includes investments in innovation, digitisation, economic transformation and support to small and medium-sized businesses
- **Greener, carbon free Europe**, to support the implementation of the Paris Agreement and investments in energy transition, renewables and the fight against climate change
- **More Connected Europe**, covering transport and digital networks
- **More Social Europe**, to promote education, employment and skills, social inclusion and equal access to healthcare and supporting the European Pillar of Social Rights
- **Europe closer to citizens**, which supports locally-led development strategies and sustainable urban development.

²³⁴ The ESIF includes 5 Funds: the European Regional Development Fund (ERDF), the European Social Fund (ESF), the Cohesion Fund, the European agricultural fund for rural development (EAFRD) and the European maritime and fisheries fund (EMFF)

In particular, as regards the ERDF, a reinforcement of the urban dimension is the last foreseen within the “Europe closer to citizens” investment area, by enhancing the management of funds by local authorities themselves and by increasing the amount of resources allocated to sustainable urban development, passing from the 5% to the 6% compared to the actual period. Moreover, a new funding programme targeting urban areas, called European Urban Initiative, will be launched in support of networking, knowledge-sharing and capacity-building.

Still, the resources allocated to support sustainable urban development policies, are limited, since most of funds will be destined to the first two investment areas.

Interesting opportunities for supporting integrated investments within the CH sector could be represented by the new InvestEU Fund²³⁵, a EU guarantee fund that will count on a budget of 38 billion euros, bringing together a large number of financing instruments that were previously operating separately and mobilising a wide range of public and private investors. At the moment, intervention areas include Sustainable infrastructure, Research, innovation and digitisation, SMEs and Social investment and skills.

Regarding sectorial funding programmes, the Creative Europe programme will continue, with a budget increase of the 17% in the 2021-2027 period, as emerges in the Proposal for Regulation establishing the Programme²³⁶. In a recent briefing on the legislation in progress, it emerges that *“Particular attention would be paid to architecture and Cultural Heritage in the proposal, which recommends the promotion of [Baukultur](#) as defined and highlighted in the [2018 Davos Declaration](#)²³⁷ of European ministers of culture. The mobility of the sector's operators, capacity-building, conservation and measures to raise awareness of Cultural Heritage are among recommendations for the sector”* (European Parliament, 2019)²³⁸.

Which contribution from analysed projects?

All analysed projects contribute to fostering the recognition of the potentialities of CH in producing innovation and jobs opportunities in different fields, as well as social cohesion and sustainable development, thus representing a strategic sector in which to invest, requiring the allocation of a sufficient amount of programmes and related funds within the next programming period.

²³⁵ Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing the InvestEU Program, COM/2018/439 final - 2018/0229 (COD)

²³⁶ Proposal for Regulation of the European Parliament and of the Council establishing the Creative Europe program (2021 to 2027) and repealing Regulation (EU) No 1295/2013 (COM(2018) 366 final)

²³⁷ The Davos Declaration was adopted on 21 and 22 January 2018, in Davos, Switzerland, by the European Ministers of Culture. It highlights pathways for politically and strategically promoting the concept of a high-quality Baukultur in Europe, referring either to the built environment and to the processes involved in its creation.

²³⁸ Briefing on the Creative Europe 2021-2027 program. European Parliamentary Research Service. Retrieved from [http://www.europarl.europa.eu/RegData/etudes/BRIE/2018/628229/EPRS_BRI\(2018\)628229_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/BRIE/2018/628229/EPRS_BRI(2018)628229_EN.pdf)

How to implement the action?

Assessing funding needs and elaboration of a Proposal for the EC services for:

- Including a CH related strand in main programmes and, in particular, introduce a specific CH strand within the Creative Europe Programme;
- Reinforcing CH action in post 2020 Cohesion policy and within the 5 proposed Policy objectives (Smarter Europe – Greener-low carbon Europe –More connected Europe - More social Europe- Europe closer to citizens) (link with Action 7 on RIS)
- Increasing CH research in next Research Framework programme, including a “mission” on culture and CH
- Setting-up of national/local CH-desks to provide effective guidance, technical assistance and training to local authorities and other CH actors in fund raising in the CH field
- Setting-up of a European Agency for CH
- Launching a portal providing access to all CH funding opportunities, as to facilitate access to information

Which links with other Partnerships?

All Partnerships face the EU funding issue. Synergies could be sought with:

- Partnership on Air Quality (e.g. Action 3 Better targeted funding for air quality)
- Partnership on Circular economy (e.g. Action 4 Prepare a circular city funding guide to assist cities in accessing funding for circular economy projects and Action 5 Mainstream the circular economy as an eligible area into the post 2020 cohesion policy and corresponding funds)
- Partnership on Climate adaptation, (e.g. Action 3. Including recommendations for the OPS of the ERDF in order to improve its accessibility for municipalities and Action 4. A new LIFE for urban adaptation projects)
- Partnership on Energy Transition (e.g. Action 5. Closer co-operation with EU bodies to promote energy transition funding)
- Partnership of Sustainable Use of Land and NBS (e.g. Action 7. 7. Better Financing and Nature-Based solutions)
- Partnership on Security in Public Space (when it makes reference to the need of guaranteeing funding within the next multiannual financial framework)

Which links with cross-cutting issues?

A) Links with cross-cutting issues

12.2 Governance across administrative boundaries and inter-municipal cooperation: urban-rural, urban-urban and cross-border cooperation; link with territorial development and the Territorial Agenda 2020 (well-balanced territorial development).

12.3 Sound and strategic urban planning (link with regional planning, including 'research and innovation smart specialisation strategies' (RIS3), and balanced territorial development), with a place-based and people-based approach.

12.7 Challenges and opportunities of small and medium-sized urban areas and polycentric development, in terms of increasing opportunities of development through increased funding.

12.10 Provision of adequate public services of general interest²³⁹, if considering CH as such.

B) Links with other commitments

As regards SDGs

Improving access to funding supports meeting the GOAL 11 Sustainable cities and communities' targets, in particular Goal 11.4 to "Strengthen efforts to protect and safeguard the world's cultural and natural heritage" and Goal 11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship)

²³⁹ Service of general interest (SGI) are services that public authorities of the Member States classify as being of general interest and, therefore, subject to specific public service obligations (PSO). The term covers both economic activities and non-economic services. They are ruled by art. Article 14 TFEU (Treaty of the Functioning of the EU)

6.4 Cultural Heritage as the centre of urban development policies

In this Chapter, an Action Plan for Culture and Cultural Heritage has been drafted to provide input to the European Urban Agenda process underway, proposing a set of 8 main Actions, which stemmed as particularly relevant and urgent, emerging from the discussion ongoing at the international and European policy level, and from the recommendations and solutions brought forward by the panel of selected innovative EU projects in the field.

On the one side, the analysis at the EU institutional level has allowed to identify those policies, provisions and recommendations that should represent major guiding principles to be translated at the local level, steering future policy-making and local action. On the other side, the analysis of EU-funded projects has allowed to see how this works in practice, which solutions could be concretely adopted to meet ambitions and goals set at the EU and international levels, providing tools, methodologies, collection of best practices, but also providing recommendations on how to progress in the field, offering new insights, generating knowledge and identifying future areas of research and investigation.

The Plan has been conceived as fostering an **integrated and evidence-based, people-based and place-based approach to CH around key topics**, such as those of **accessibility, sustainability, community-oriented and multi-stakeholder governance and management schemes, strengthening local identities and cultural values, while reinforcing the recognition of CH as a key driver of innovation, social inclusion, economic growth and skills creation**, as summarized in the Figure below.



Figure 18. The Proposed Action Plan for Culture and CH

On the other side, the analysis of the different Action Plans adopted by the other running UAEU Partnerships (APPENDIX A) has allowed to identify not only proposed solutions and recurring bottlenecks and criticalities in implementing EU provisions, but also to highlight the complementarities that should be sought across Partnerships and policy areas (see Fig. 17).

Each of the proposed Actions has, in fact, been associated to one or more Partnerships, in terms of synergies, possible reciprocal inputs, interrelations or similarities in the proposed solutions, thus demonstrating the need of adopting an integrated approach in the elaboration and adoption of effective urban development strategies, assigning CH-related policies a leading role, also in support of the adoption and implementation of good urban governance practices.



Figure 19. Complementarities between the Action proposed in the Action Plan for Culture and CH and the other Urban Agenda for the EU Thematic Partnerships

Urban governance²⁴⁰ has been progressively recognized a central role not only to meet local goals, but also towards the attainment of global development goals. According to the United Nations (2019)²⁴¹, at least 65% of the New Urban Agenda's goals and targets can be achieved at the local level, particularly in urban areas.

²⁴⁰ In 1999, with the underlying theme of cities' inclusiveness, UN HABITAT has launched the Global Campaign on Urban Governance, where urban governance is defined as *"the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens"*.

²⁴¹ United Nations (2019). The Sustainable Development Goals Report. Retrieved from <https://www.un.org/sustainabledevelopment/progress-report/>

This is particularly evident when it comes to Culture and CH, as it emerges from the analysis on how the proposed Action Plan could support the achievement of the UN SDGs as shown in the Figure below, which has been re-elaborated from Fig. 06 (Chapter 2.4).

Whereas, on the right side, the red lines connect the new Partnership on CCH to each of the SDGs, completing the graph where data were not yet available, the left side shows the potential contribution of each identified Action to the attainment of each of SDGs.

From the analysis it emerges that CH related policies might affect people well-being (Goal 3), promote gender equality (Goal 5), reduce inequalities (Goal 10), enhance responsible consumption and production (Goal 12), support climate action (Goal 13) and life on land (Goal 15), sustain industry and innovation (Goal 9), as well as jobs creation and economic growth (Goal 8) create stronger and more just communities (Goal 16), build new Partnerships (Goal 17), and, in general terms, make our cities and communities sustainable (Goal 11). The remaining Goals have not been included because not directly connected to the proposed Action Plan, but it is evident that CH might impact also on the other Goals. For example, many project are working to find innovative solutions for the energy retrofitting of historic buildings, thus contributing to Goal 7 on clean energy.

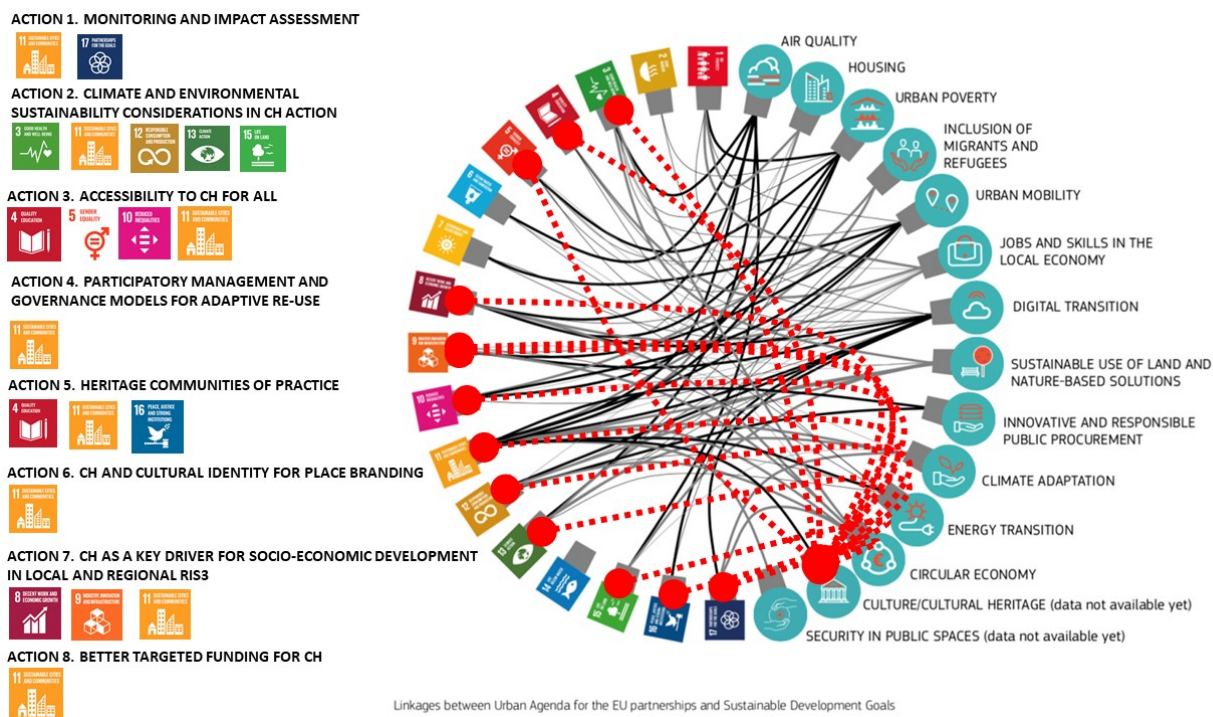


Figure 20. The contribution of the proposed Action Plan for Culture and CH to the UDGs.

Source: adapted from European Commission (2019 , p. 23)²⁴²

²⁴² Graphic adapted from European Commission (2019). *Urban Agenda for the EU. Multi-level governance in Action*, p. 23. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/urban_agenda_eu_en.pdf

7. From the EU to the local level: towards an Action Plan for CH for the city of Bologna

7.1 Introduction.

The final step of the research work consists in assessing the validity of the proposed Action Plan for Culture and CH, by analysing the relevance and potential applicability of its measures in a European urban area.

As highlighted by the Urban Agenda Partnership on Sustainable Use of Land and NBS²⁴³, as well as evidenced when talking about integrated territorial development within the next Cohesion Policy 2021-2027, to make planning effective, we should go beyond the administrative boundaries of the single city and consider wider Functional Urban Areas (FUA) (OECD, 2012)²⁴⁴, including peri-urban and rural areas.

For that reason, for the scope of the research, a metropolitan area has been selected, and namely the Metropolitan City of Bologna. With its 55 Municipalities, it has been considered as a valuable testing ground, not only because it provides a variety of different contexts which present very different local situations, but also because, in 2018, the Metropolitan City adopted its Metropolitan Strategic Plan 2.0, which illustrates the major policies and measures to be implemented at the metropolitan level, and against which the Proposal of Action Plan for Culture and CH has been assessed, to understand if and how the proposed Action Plan's measures could contribute to meeting its targets.

First, each of the 39 measures in which the Metropolitan Strategic Plan is articulated have been analysed to evaluate whether they could be related to one of more of the 8 Actions foreseen in the Action Plan on Culture and CH. Then, to evaluate the relevance of the 8 Actions foreseen in the Action Plan on Culture and CH in supporting the sectoral and cross-cutting policy objectives set at the local level, for each of the 8 proposed Actions some measures have been hypothesized, which could merge into the Metropolitan Strategic Plan representing concrete actions to be implemented locally.

²⁴³ In the Action Plan of the Urban Agenda Partnership on Sustainable Use of Land and NBS, particular emphasis is put on considering FUAs Cooperation as essential to support coordinated spatial planning, in particular as a tool to mitigate urban sprawl. In particular, FUAs are described as follows: *from the partnership's perspective, the commonality in the wide array of existing definitions and typologies is the recognition that both the geographical contiguity of built-up areas and the travel patterns related to work, study, access to public services, recreation and leisure suggest the existence of functionally interlinked areas cutting across administrative boundaries. These areas differ greatly in terms of the existence, stage, scope and (formal or informal) arrangements for policy coordination and fiscal autonomy.* Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/sul-nbs_finalactionplan_2018.pdf

²⁴⁴ OECD (2012), Redefining "Urban": A New Way to Measure Metropolitan Areas, OECD Publishing, Paris, <https://doi.org/10.1787/9789264174108-en>

7.2 From the European scale to the Metropolitan level. Assessing the Action Plan for Culture and CH against the Bologna Metropolitan Strategic Plan 2.0

With approximately 1 million inhabitants, the Metropolitan area of Bologna counts 55 municipalities, 41 of which grouped in 7 Unions, spreading over a surface of 3.702 square km.

It was established on the 1st January 2015, following the entry into force of the Delrio Law (56/2014).²⁴⁵

Its functions include the provision of efficient services for the system of Municipalities and Unions, territorial planning, mobility and infrastructure, economic and social development, computerization and digitalized systems, the management of those school buildings and roads that were previously under the Province competences and, most important, the adoption of the Metropolitan Strategic Plan.

Whereas, before year 2014, the Strategic Plan was a voluntary act²⁴⁶, after the entry into force of the Delrio Law, it has become a three-year compulsory act through which to address, identify and coordinate the development strategies for the entire metropolitan area and for the exercise of the functions of the Municipalities and Municipal Unions, requiring yearly updating²⁴⁷.

With the motto “Many glances, one single horizon”, the **Bologna Metropolitan Strategic Plan 2.0**²⁴⁸ was adopted in July 2018, following a widespread consultative process involving institutional actors, economic and social trade associations, business operators and other relevant stakeholders, like the University of Bologna, which brought to the definition of a shared vision of the Metropolitan area, aiming at achieving a unitary identity, guaranteeing equal opportunities for all and connecting every point of the periphery with the center.

The Metropolitan area covers a wide territory and its municipalities present very different situations. The 42 percent of the territory is classified flat, the hilly part occupies about 37 percent while the mountain areas are just over 21 percent of the total²⁴⁹.

The Bologna Metropolitan Strategic Plan is intended as not to stifle the different vocations of the territory, rather to contribute to resolving the existing imbalances by enhancing the value of an authentic and original natural and cultural landscape forming a unique urban identity.

²⁴⁵ LEGGE 7 aprile 2014, n. 56. Disposizioni sulle città metropolitane, sulle province, sulle unioni e fusioni di comuni.

²⁴⁶ The first Bologna Metropolitan Strategic Plan has been adopted in 2013 and was the first having a Metropolitan dimension in Italy. It brought to the definition of 15 Strategic Frameworks and 67 Projects which are being implemented

²⁴⁷ Art.44, comma 1, lect. A, DELRIO LAW 56/2014

²⁴⁸ Città metropolitana di Bologna (2018). Piano Strategico Metropolitan di Bologna 2.0. Retrieved from http://psm.bologna.it/Engine/RAServeFile.php/f/documenti/Relazione_PSM_2.0.pdf

²⁴⁹ Dipartimento per gli Affari Regionali e le Autonomie Presidenza del Consiglio dei Ministri (2017). I dossier delle Città Metropolitane. Città metropolitana di Bologna. Retrieved from <http://www.affariregionali.it/media/170175/dossier-città-metropolitana-di-bologna.pdf>

The Metropolitan Strategic Plan is based on **three main cross-cutting dimensions/topics**, be pursued in a cohesive and coordinated manner both horizontally, between different sectoral policies, both vertically, between the different government levels:

1. **Sustainability** – based on the UN Sustainable Development Goals (SDGs) and on the Bologna Charter for the Environment , it is not only conceived in environmental terms, but also in relation to the economic, social and governance dimension as tools for environmental quality improvement, social well-being of individuals, economic and job opportunities.
2. **Inclusiveness** – meant as a way to give voice and visibility to the peculiarities of every territory, place, community, transforming the differences in shared heritage of all.
3. **Attractiveness** – to open up to the new, the unexpected, the different, to new residents, workers, entrepreneurs, students, visitors.

The Plan is articulated in 7 chapters, each corresponding to one major domain/topic:

I. Metropolitan Bologna: sustainable, responsible, appealing

II. Urban and Environmental Regeneration

III. Mobility

IV. Manufacturing, new industry and training

V. Culture, knowledge, creativity and sport

VI. Education

VII. Health, welfare, well-being

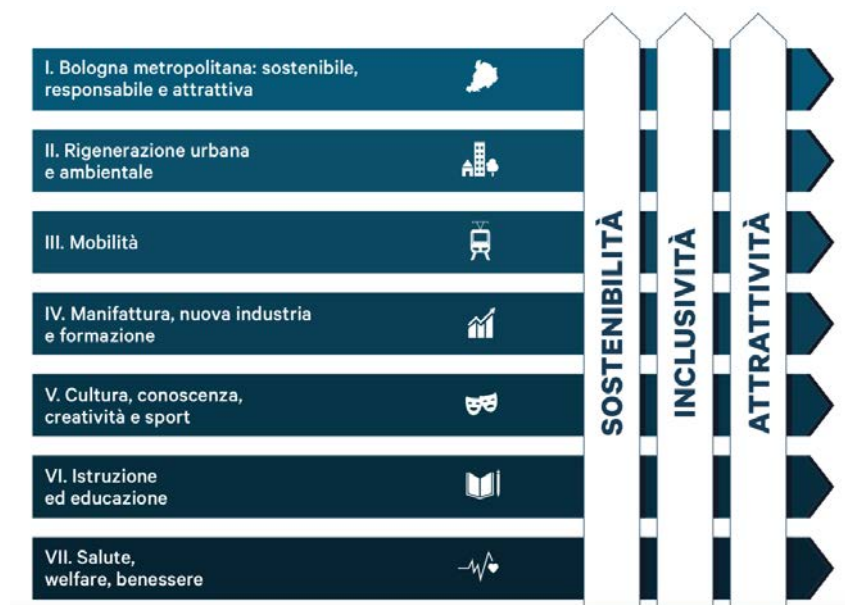


Figure 21. The Metropolitan Strategic Plan articulation. Sectoral and cross-cutting topics.

Source: Città metropolitana di Bologna (2018). Piano Strategico Metropolitan di Bologna 2.0 (p. 9)

For each of them, the Plan identifies a set of policy domains and the corresponding intervention measures to be implemented (39 in total) that are summarized in the table below.

The measures proposed in all policy domains have been reported, not only the ones referring to Culture, Knowledge, Creativity and Sport, since the actions contained in the proposal for an Action Plan for Culture and CH impact also in other domains, following an integrated and trans-sectorial approach. Similarly, following the same logic, within the Strategic Metropolitan Plan, Culture and CH are recalled in different policy domains.

I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING

Metropolitan Plan Sectoral Policies	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
<p>A. Metropolitan Bologna: positioning and governance - “A strategic node that creates connections”</p>	<ul style="list-style-type: none"> - Reinforcing the strategic role within the Region, with other functional areas (e.g. Florence) and at the international level; - Consolidation of the alliance with research and knowledge production centres, in particular with the University of Bologna, to enhance knowledge/research transfer and experiment solutions for businesses, local communities, citizens; - Valorisation of functional poles; - Governance structure: institutional and other stakeholders bodies. 	<p>Action 5. Heritage Communities of Practice</p>
<p>B. Bologna attractive and inclusive for all and all – “Enrich and integrate the metropolitan identity”</p>	<ul style="list-style-type: none"> - Measures to welcome new citizens, enriching and integrating the metropolitan identity; - Promote the Metropolitan area also towards younger generations to make it more appealing; - Enhance the many skills, know-hows and intelligences. 	<p>Action 3. Better Accessibility to CH for All Action 5. Heritage Communities of Practice Action 6. CH and Cultural Identity for Place Branding</p>
<p>C. An integrated system attracting new investments – “Innovation and strategic development for a quality growth”</p>	<ul style="list-style-type: none"> - Fostering policies supporting strategic investments; - Mainstreaming attractiveness in other policies (e.g. cultural services as a means for enhancing investment choices by possible investors, enhancing the requalification of dismissed areas within urban planning tools). 	<p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>

<p>D. An authentic tourist destination – “A sustainable tourism capable of growing with the territory”</p>	<ul style="list-style-type: none"> - Need for a unified programming that identifies in the sustainable tourism a vector for the economic and social development of the territory, and in the redistribution of flows from the city to the metropolitan territories, the road to guarantee a tourist growth compatible with the identity of Metropolitan Bologna, which enhances an authentic and original natural and cultural landscape; - Definition of products and identification of tourism markets of reference, together with the development of a local entrepreneurial system capable of welcoming new tourists; - Design based on a permanent process of bottom-up participation; - Set-up of a unique DMO (Destination Management Organization) in charge of both marketing and integrated management to shift from a Destination-point to a Destination-map, making evident specializations, themes and specific attractions of a wide and varied territory. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 6. CH and Cultural Identity for Place Branding</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>
<p>E. Sustainability and growth for the new Apennines – “Enhancing and protecting the mountains for citizens, businesses and tourists”</p>	<ul style="list-style-type: none"> - Making living and working in mountain and hilly areas more attractive, also through the promotion of quality tourism; - Work with the Regional level also to identify the Apennines as the district of sustainable economy, making it the incubator and testing ground for the circular economy. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 6. CH and Cultural Identity for Place Branding</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>

II. URBAN AND ENVIRONMENTAL REGENERATION

Metropolitan Plan Sectoral Policies	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. Regeneration of peripheries and urban centres – “A new sustainability challenge: the regenerating city”	<ul style="list-style-type: none"> - To promote the implementation of a network of urban regeneration and requalification projects, intervening on specific areas, characterized by lower quality and/or urban and building degradation, economic and social marginality, lack of services; - Promotion of integrated sustainable policies; - Promotion of sustainable mobility measures. 	Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action
B. The contrast to soil consumption – “Mobility and environment for urban transformations”	<ul style="list-style-type: none"> - The actions aimed at containing soil consumption must be accompanied by renewed attention to the consolidated urban fabric; - Regeneration policies should aim at increasing the urban and environmental quality and conditions of livability of the settlements. 	Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action
C. Territorial Agreements	<ul style="list-style-type: none"> - Identification of the Territorial Agreement tool to promote the sharing of the main choices of supra-municipal and metropolitan importance, which will be used also to activate new relations of sustainable development between the metropolitan territory and the great functional poles, i.e. the excellences of the Bolognese territory in terms of transport, trade, art, culture, places of worship, agro-food chain, health and research, and the privileged places for an overall planning direction of the new generation. 	Action 5. Heritage Communities of Practice
D. The metropolitan equalisation fund – “Financing	<ul style="list-style-type: none"> - Establishment of a metropolitan equalization fund, which will be fed by the revenues produced by the main metropolitan attraction poles, by urban charges and construction 	Action 8. Better Targeted Funding for CH

and sustaining the urban regeneration of the entire territory”	costs, and by the additional resources provided for by the new regional urban law, to guarantee the constant and permanent financing of urban regeneration interventions, and with a compensatory character for the administrations not directly involved in the urban transformation;	
E. Protection and enhancement of the environment, of the rural territory and the landscape	<ul style="list-style-type: none"> - Integrated drafting of local plans for adaptation to climate change and prevention of disaster risks; - Rural territory regulation also including the protection of the landscape. 	Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action
F. Bologna regional hub – “Supporting the development of the production system and the major functional poles”	<ul style="list-style-type: none"> - This is done respectful of high ecological and social standards. 	Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3
III. MOBILITY		
Metropolitan Plan Sectoral Policies	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. The integrated plan for metropolitan mobility – “Rethinking mobility to improve quality of life”	<ul style="list-style-type: none"> - Promotion of the Urban Plan for Sustainable Mobility as a medium-long term programming tool; - Need to maintain a virtuous balance between the effectiveness and efficiency of the mobility system with urban and territorial planning and development. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 3. Better</p>

		Accessibility to CH for All
B. Metropolitan public transport – “One thousand destinations, one ticket: public transport 2.0”	<ul style="list-style-type: none"> - Metropolitan Rail Service (SFM) as a hub for metropolitan travel; - In the central urban area, integrated planning of the tram network; - Improve and increase the bus service. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 3. Better Accessibility to CH for All</p>
C. Interventions for sustainable private mobility – “Renounce the car to make the cities breathe and gain time of life”	<ul style="list-style-type: none"> - Among the actions foreseen to reduce the use of the private cars, the Plan foresees the adoption of an environmental project of landscape integration in support of new roads or road network upgrades, recognizing that the green infrastructures are essential elements for the adaptation and mitigation of climate change, for increasing the resilience of the territories and the enhancement of ecosystem services. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 3. Better Accessibility to CH for All</p>
D. Walking around – “A concrete objective: to give back the spaces to the citizens”	<ul style="list-style-type: none"> - Among the actions planned, the creation of pedestrian routes without interruptions and barriers, so that driving is no longer perceived as simpler and safer than walking; - Realisation of beautiful pedestrian routes, because quality is safety; - Contrast to the intrusiveness of cars in the spaces of exchange and relationship. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 3. Better Accessibility to CH for All</p>
E. The bicycle as a competitive mobility choice – “Moving by bike is an advantage for everyone, even for the	<ul style="list-style-type: none"> - In addition to improving the quality of cycling infrastructure and services in the city, the planned actions promote cycling and hiking through the identification of the main tourist corridors connected and integrated with the main regional, national and European routes; - Improving connections among urban centres. 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p>

territory”		Action 3. Better Accessibility to CH for All
F. Promoting sustainable logistics – “Transporting goods in a sustainable and ecological way”	- The Sustainable Urban Mobility Plan contains the Sustainable Urban Logistics Plan (PULS) as a sectoral and integrated plan. The PULS addresses the planning of metropolitan and urban measures for a rationalisation of freight transport with a view to sustainability.	Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action
IV. MANUFACTURING, NEW INDUSTRY AND TRAINING		
Metropolitan Plan Sub-Action	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. Manufacturing and innovation – “The foundations of industry 4.0: innovative technology and contamination between creativity and industrial tradition”	<ul style="list-style-type: none"> - Continuous and constant investment in the technical culture which must become a transversal competence, representing a crucial factor also for the creation of the working identities of people and companies - Contamination between manufacturing and the creative industries system: the talent of highly specialised professionals in the artistic, cultural and creative sectors must become an important element of differentiation. - Need to make industry 4.0 creative and human friendly. Tecnopolo can represent the physical infrastructure that welcomes and enhances the metropolitan system of innovation. - Promotion of the circular economy, encouragement of the eco-design, rational use of stocks, transformation of waste into raw materials and for other production processes 	<p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>

<p>B. Promotion of new business and greater entrepreneurship – “An incubator for new ideas. The Metropolitan area as a Start-up valley”</p>	<ul style="list-style-type: none"> - To direct the promotion of new businesses towards the strategic themes of the circular economy, entrepreneurship, culture and new tourism, digital technology, social care and welfare services, the taste industry and the economy of proximity; - To increase the creation of companies based on innovative research projects; - To facilitate the connection between manufacturing and new entrepreneurship; - To populate the spaces of urban innovation, the offer of public and private places (buildings, agricultural land, spaces, etc.) to stimulate creativity, encourage the development of start-ups, create networks and collaboration between projects, and at the same time revitalise spaces in the metropolitan area 	<p>Action 5. Heritage Communities of Practice Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>
<p>C. Metropolitan development for good employment – “Relaunching quality jobs”</p>	<ul style="list-style-type: none"> - Among the actions, the integration of social innovation projects (urban regeneration, housing, combating poverty, such as the collection of food and non-food items), and projects to activate disadvantaged people, aimed at their employment 	<p>Action 3. Better Accessibility to CH for All</p>
<p>D. One-stop-shop for businesses – “Making doing business simple and efficient”</p>	<ul style="list-style-type: none"> - Among the measures, the activation of a desk dedicated to strategic investments and simplifying authorization procedures 	<p>Action 8. Better Targeted Funding for CH</p>
<p>E. Education and training as levers for development – “A path for knowledge and good employment”</p>	<ul style="list-style-type: none"> - Among the actions to be implemented, a stricter relationship with the University for the development of projects and research of common interest on the themes indicated by the plan - Peer education 	<p>Action 5. Heritage Communities of Practice</p>

F. Technical-scientific culture as a brand of the metropolitan territory	<ul style="list-style-type: none"> - Enhancing technical and professional education of all types and levels, also through network actions for the relaunch of specific courses, as part of the Emilia-Romagna Region's S3 strategy and in collaboration with the polytechnic network, the research system and the production system; - Promoting new entrepreneurship, in particular innovative start-ups, the development of collaborative ideas, the generation of entrepreneurial projects and initiatives, particularly driven towards cultural and creative industries and towards the digital and the social economy; - Experimenting actions to promote knowledge and skills useful for the internationalization of curricula 	Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3
V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT		
Metropolitan Plan Sectoral Policies	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. Culture: law and identity of the metropolitan area – “From culture a new metropolitan identity”	<ul style="list-style-type: none"> - For the identity building of the metropolitan city, public policies for culture aim both at enhancing the traditional cultural capital and at promoting active and widespread forms of creative production capable of strengthening social cohesion. - Necessity to understand the plurality of roots that characterizes contemporary forms of citizenship; - Cultural production as an area of economic development and job opportunities of great interest to young people; great attention to the theme that creative work in the cultural field, but need for guarantees and stability; - Need to enhance the cultural dimension of the tourist offer, with a focus on 	Action 5. Heritage Communities of Practice Action 6. CH and Cultural Identity for Place Branding Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3

	<p>environmental and social sustainability, and promoting environmentally friendly forms of mobility;</p> <ul style="list-style-type: none"> - Consolidation of the Metropolitan Table of Culture, through reinforcing the dialogue with the Emilia-Romagna Region; - Promotion of dialogue between different production centres; - Need to overcome the fragmentation of actions, to define common priorities, and mitigate the existing differences in size, finance and management; - Foster a systematic integration between cultural institutes (museums, libraries and theatres), creating concrete opportunities for common action and creating a constant and structural co-design between them, with subsequent integration with places of worship, circles and private associations, complexes and monumental routes, cultural centres that convey knowledge not only for the artistic qualities of buildings, but even more for the activities that take place in them - Promotion of integrated communication and enhancement of the goods and the cultural offer through the network and the institutional communication activities, exploiting on the one hand the innovative technological resources in an open source perspective, integrating infrastructures and data, simplifying the management and the production of contents, promoting economies of scale - Promotion of creativity and culture among young people, supporting their different talents, creative energy and capacity for innovation in the context of training and leisure activities, as well as partnerships between the cultural and creative sectors and youth associations. Recognition and protection of the professions in this field. 	
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<p>B. Cultural welfare for community well-being and social cohesion – “Culture as a generator of social cohesion”</p>	<ul style="list-style-type: none"> - To encourage forms of cultural enjoyment and production that bring together different subjects, generations, identities and cultural roots, promoting intergenerational and intercultural dialogue; - To develop the capacity of cultural institutions to be places of social cohesion; - To support actions that combine artistic practice and social solidarity, through the direct involvement of people in fragile conditions, also if carried out in terms of civic participation and urban regeneration. 	<p>Action 3. Better Accessibility to CH for All</p>
<p>C. Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised”</p>	<p>Through the project of Cultural Districts, starting from the end of 2012, the Province (now Metropolitan City) of Bologna has proposed to municipalities and local actors active in the cultural field a new model of territorial governance that aims to develop - in the light of the social, economic and institutional changes underway - the experience of planning, coordination, enhancement, production and cultural dissemination supported for over twenty years by the Province in collaboration with local authorities. This model is based on the identification of seven districts (Bologna - Casalecchio di Reno - Imolese - Montagna - Pianura Est - Pianura Ovest - San Lazzaro) that organize the cultural activities of 55 municipalities, 250 cultural institutions, hundreds of associations and local actors active in the field of cultural production and promotion. The metropolitan authority is responsible for the proactive and collaborative role of coordination and planning.</p> <p>The Metropolitan Strategic Plan calls for a reinforcement especially in its political and technical headquarters (Metropolitan Political and Technical Culture Table) and in terms of dialogue with other public and private stakeholders in the area.</p> <p>The actions foreseen are:</p> <ul style="list-style-type: none"> - mapping of relevant sectoral information for accurate analysis of the different areas; 	<p>Action 1. Monitoring and Impact Assessment of CH-Led Regeneration Activities</p> <p>Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action</p> <p>Action 3. Better Accessibility to CH for All</p> <p>Action 4. Blueprint for participatory and shared management and governance models for adaptive re-use of the built heritage</p> <p>Action 5. Heritage</p>

	<ul style="list-style-type: none"> - strengthening of the metropolitan system of production, management and use of cultural events; - coordinated communication and widespread and homogeneous information at the level of the metropolitan area; - specific training courses, also linked to new technologies, aimed at the operators and/or the public; - interventions for audience development; - overcoming the constraints of fruition (e.g. related to road conditions and to transport); - attention to the younger generations; - introduction of a system of human and financial resources, but also of equipment, tools, products; - relationship with metropolitan tourism policies; - the assumption of creativity as a key element for development - need to search for resources in addition to those already invested by the public and private entities of the metropolitan cultural system; - new and even possible new alliances with other stakeholders, and willing to support this system, which is still partly unexplored, as a source of opportunities for economic and social development. 	<p>Communities of Practice</p> <p>Action 6. CH and Cultural Identity for Place Branding</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p> <p>Action 8. Better Targeted Funding for CH</p>
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<p>D. The museum system – “A future-oriented museum system”</p>	<ul style="list-style-type: none"> - Better coordinate the existing offer, also thanks to the Museum Card and updating the Museums’ Maps; - Communicating the Metropolitan Museum System (SMM) as a unitary system; - Creation of a Polytechnic of the Arts, serving the whole region; - Launching a new plan of training initiatives for museum operators; - Experimenting an innovative model of heritage collection allowing the creation of "heritage archae", or deposits of assets other than those placed under the care of the Superintendence, protected, catalogued, studied and restored at the territorial level, which could be used by accredited public or private actors to organise temporary exhibitions, educational initiatives with schools and specific enhancement actions. 	<p>Action 3. Better Accessibility to CH for All</p>
<p>E. The system of libraries – “A library system that creates shared relationships and values”</p>	<ul style="list-style-type: none"> - Improving access to knowledge; - Promotion of audience development actions addressed to libraries; - Improve coordination and setting up of a fund-raising office; - Improvement of library services (such as renting and Media Library On Line). 	<p>Action 3. Better Accessibility to CH for All Action 8. Better targeted funding for CH</p>
<p>F. Theatres, shows and events – “An integrated system for the design and enjoyment of cultural events”</p>	<ul style="list-style-type: none"> - Setting-up networks of collaborations with precise protocols of understanding capable of grasping the vocations and specificities of the different territories, of defining the circuits of shows, aimed at guaranteeing the possibility of starting new co-productions among all the public subjects involved; - Construction of an organic system of creation and fruition of events aimed at overcoming the opposition between centre and periphery, as well as to give concrete effect to a necessary managerial/financial rationalization; - Development of cultural policies aimed at enhancing the value of artists and operators in the area, with an openness to international performance practices 	<p>Action 3. Better Accessibility to CH for All Action 5. Heritage Communities of Practice Action 6. CH and Cultural Identity for Place Branding Action 7. CH as a Key Driver for Socio-Economic Development in Local and</p>

	<ul style="list-style-type: none"> - Promoting the attractiveness of the metropolitan city as a whole, with an eye to environmental sustainability; - Enhancing theatrical and spectacular practices, readings and events of a participatory nature or in any case based on the dynamics of social interaction; - Promotion of systemic policies of audience development; - Development of a dialogue with the educational system of the metropolitan city in all its orders and degrees, in order to grow new generations of spectators aware that they are both active citizens and participants. - Involvement of university students as promoters and users of the cultural offer - Mapping of the subjects operating in the territory, strategic for the creation of an effective integrated system of planning and fruition of theatrical, spectacular, reading and events, able to enhance the excellence and, at the same time, encourage generational change and fruition of the different demonstrations; - Mapping of the places and spaces available to accommodate theatrical and spectacular events; - Rethinking of the transport system; - Organization of a network of collaborations between the managers of theatres and spaces for programming spectacular events active throughout the metropolitan city, leading to the rationalization of investments, to the definition of shared calendars; - Promotion of a system of direct agreements between the centres of cultural production and entertainment, the film, literary, musical and theatrical institutions operating in Bologna and similar realities operating in the rest of the metropolitan territory in order to design a harmonious system of production and enjoyment of theatrical, spectacular, 	Regional RIS3
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	<p>reading and events;</p> <ul style="list-style-type: none"> - Organization of moments of confrontation between the managers of theatres and spaces for the programming of spectacular events active throughout the metropolitan city, the film, literary, musical and theatrical institutions operating in Bologna and in the other municipalities of the metropolitan city and the Cultural Districts of the metropolitan city itself, necessary to anchor the programming of theatrical events, spectacular and events to the cultural policies implemented in the area; - Organization of a summer school on film, music, performance and theatre activities (with an eye to the literary and reading dimension as well), useful to balance the programming of theatrical and spectacular events and events with the economic development of the territory, with particular regard to the cultural tourism sector. 	
<p>G. Experimentation and training in the cultural and creative field – “To welcome and sustain creativity”</p>	<ul style="list-style-type: none"> - To enhance stable relationship between the Metropolitan Table of Culture and the Regional authority and cultural institutions and with the University and other training institutions to define a training offer adapted to the new development strategies; - To promote framework agreements between training agencies; - To promote the attractiveness of metropolitan Bologna as a space for creativity, stimulating and facilitating the activation of opportunities for artistic and cultural experimentation at international level; - To consider disused or partially active containers and spaces in the metropolitan city, whether public or private, as a resource that must be put in place to free up new projects and guarantee citizens a growing and constantly renewed offer; - To experiment contamination of genres and unconventional design as forms of intervention to be proposed in close relation with the strengthening and safeguarding of 	<p>Action 4. Blueprint for Participatory and Shared Management and Governance Models for Adaptive Re-Use of the Built Heritage</p> <p>Action 5. Heritage Communities of Practice</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>

	the quality of the contents.	
H. SPORT - Health, wellness and social integration	The Plan recognizes "the social value of sport in all its forms of expression as a tool for the realization of the right to health and psycho-physical well-being of people, the improvement of lifestyles, the development of relationships and social inclusion, the training of the individual from an early age, the promotion of equal opportunities and harmonious and respectful relationship with the environment as well as for the social and economic development of territories	Action 2. Reinforcing Climate and Environmental Sustainability Considerations in CH Action
VI. Education		
Metropolitan Plan Sub-Action	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. An integrated education and training system for the new generations – “Quality and accessibility of educational pathways”	- In addition to the objectives already set for the development of school-work relations , alternation, and the development of technical and scientific skills, it prescribes that metropolitan action must concretely comply with the recent measure on the promotion of humanistic culture, the enhancement of Cultural Heritage and production , and support for creativity (Legislative Decree no. 60/2017).	Action 5. Heritage Communities of Practice Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3
B. School orientation and inclusion – “To support the educational success of all and everyone and discourage abandonment through listening and orientation”	- Analysis of emerging needs and the design of responses, the identification of and the promotion of good practices, the analysis and dissemination of information and data, as well as the information and sharing of opportunities , actions and projects for access to resources made available by regional, national and European calls; - Integrated and joint actions between local authorities, educational institutions and the third sector to achieve common training objectives;	Action 5. Heritage Communities of Practice Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3

	<ul style="list-style-type: none"> - Implementation of services and actions to stimulate young people's access to participation and active citizenship, the development of awareness of sustainability policies, information and communication; - Study-work transition, developing the network of actions and services for employment, the development of creativity, youth mobility, even transnational 	
<p>C. The metropolitan network for lifelong learning – “Learning is lifelong”</p>	<ul style="list-style-type: none"> - Promote an integrated lifelong learning system - Enriching the training offer through the definition of paths for the acquisition of new skills necessary to support people in the processes of social and economic transformation - Reaffirming the importance of the educational, social and cultural services managed by the Municipalities to reach the weakest citizenship and to strengthen the social coexistence also in connection with the third sector - To confirm the need to involve the social partners in the planning of training activities. - To have specific attention for the second generation of adults with a migrant background. 	<p>Action 3. Better Accessibility to CH for All</p> <p>Action 5. Heritage Communities of Practice</p> <p>Action 7. CH as a Key Driver for Socio-Economic Development in Local and Regional RIS3</p>

VII. HEALTH, WELFARE, WELL-BEING		
Metropolitan Plan Sectoral Policies	Specific measures to be implemented	Relevant Action(s) from proposed Action Plan
A. New governance for a new metropolitan welfare system – “To share methods and tools to develop welfare strategies”	<ul style="list-style-type: none"> - Promotion of interventions aimed at facilitating the relationship between public and private social, including through awareness raising and training on welfare issues community and community work - Homogeneous models of intervention in the social and social-health field at metropolitan level, capable of ensuring equal treatment and equal opportunities for the population - Subsidiary initiatives and public-private social partnership actions aimed at strengthening social capital and enhancing and empowering the community - Promotion of social responsibility and corporate welfare practices 	Action 3. Better Accessibility to CH for All
B. Clinical networks and intermediate care: quality, efficiency, savings	<ul style="list-style-type: none"> - Experimentation of organizational models of health and social-health services related to intermediate care, the development of the territorial welfare network of Health Homes and Community Hospitals 	N/A
C. Attention to young people – “An integrated and shared project for and with young people”	<ul style="list-style-type: none"> - To intervene in the support of young people with measures that can enhance their leadership, ensure space and resources for listening, and allow them simplified access to opportunities for advice and service that health and social institutions provide. - In order to guarantee an integrated and shared territorial government among all the subjects and services that deal with childhood and adolescence, the Plan promotes the establishment of the territorial technical coordination for childhood and adolescence. 	Action 3. Better Accessibility to CH for All
D. Combating social	<ul style="list-style-type: none"> - The Plan provides for a series of wide-ranging interventions that are able to capture the 	Action 3. Better Accessibility

<p>impoverishment and fragility – “Impoverishment and the fight against discrimination and gender-based violence”</p>	<p>different manifestations of need and fragility (social housing policies, measures and network of services in support of elderly and dependent persons, work inclusion actions, combating discrimination and gender-based violence and violence against minors, promotion of promoting legality also within public tendering procedures)</p>	<p>to CH for All</p>
<p>E. Native migrants or people of migrant origin – “Welcome and integration to generate social wealth”</p>	<ul style="list-style-type: none"> - To promote, also in the inter-institutional dialogue, access to rights for foreign individuals or those of foreign origin, in particular citizenship rights; - To support a program for the teaching of the Italian language as a second language, enhancing the contribution of third sector subjects involved in this field and strengthening its connection with the formal education system; - To develop specific actions for native migrant children or children of migrant origin. - To strengthen the training of operators on inter-cultural issues and better to qualify the interventions of linguistic-cultural mediation in support of the system of territorial services; - To increase awareness initiatives, addressed to the Italian population. The project is based on the themes of inter-culture, coexistence, inter-religious dialogue and the fight against discrimination, creating and sustaining opportunities for knowledge and encounter in the community. 	<p>Action 3. Better Accessibility to CH for All</p>

7.3 Downscaling from the Metropolitan Area to the local level

From the previous analysis, it emerges that the 8 proposed Actions are not correlated to those sectorial policies which are specifically related to the Cultural domain, but that each of them could provide a valuable contribution in reaching the targets set by the other policy fields, highlighting the central role that heritage-led policies and initiatives could play within strategic and integrated development plans, such as the one that has been analysed.

The Actions which resulted contributing to the highest number of measures are Action 3 (Defining local strategies for improving accessibility to CH for all), followed by Action 2 (Reinforcing climate and environmental sustainability considerations in CH) and Action 7 (Reinforcing the recognition of CH as a key driver for socio-economic development in local and regional Smart Specialization Strategies), thus reflecting the three cross-cutting pillars on which the Metropolitan Strategic Plan is based: **inclusiveness, sustainability and attractiveness**.

The same happens with Action 5 (Enhancing heritage communities of practice), being strictly interrelated both with the accessibility issue and with the attractiveness one, especially in terms of fostering learning communities and networks of practitioners, capable of co-generating new skills and creating job and business opportunities. In particular, the Strategic Metropolitan Plan makes explicit reference to the need of tightening the relationship between the administration and the academic world, by consolidating the alliance with research and knowledge production centres, in particular with the University of Bologna, to enhance knowledge and research transfer and to experiment solutions for businesses, local communities, citizens, in support of the sectoral policy “Metropolitan Bologna: positioning and governance - “A strategic node that creates connections”.

Action 6 (CH and Cultural identity as a driver for cities, towns and place branding) results particularly relevant either for improving inclusiveness and giving voice and visibility to the peculiarities of every territory, place and community and attractiveness, both for younger generations, but also in terms of enhancing tourism through the valorisation of those specificities and local productions of those areas that are less acknowledged as being tourism destinations.

As regards Action 4, whereas the topic of regeneration and re-use of abandoned places is foreseen, also in terms of mapping of underused spaces to increase the offer of cultural places, there is no explicit reference in connection to shared management and governance models for adaptive re-use of the built heritage, despite the relevance of fostering the creation of networks of collaborations also aimed at improving the territorial

governance and the cooperation among the different cultural operators and stakeholders is an underlying principle of the Plan, thus demonstrating the difficulty in implementing such practices (Garzillo et al, 2019)²⁵⁰. As regards Better Target Funding for CH foreseen within Action 8, the Metropolitan Strategic Plan recognizes the need of favoring investments also through the setting-up of an equalization fund aimed at supporting major regeneration investments, as well as by improving fund-raising capabilities also through the establishment of ad hoc fund raising offices.

Finally, concerning Action 1 (Reference framework for impact monitoring and assessment of CH-led regeneration activities at the local level), the action could facilitate the implementation of the sectoral policy “C. Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised” by enhancing the implementation of a new model of territorial governance in the CH field, through the provision of accurate data/information on the different cultural districts.

Based on these considerations, the next step has been to formulate, for each of the 8 proposed Actions, one or more significant measures, to be implemented locally, to simulate a possible translation of the proposal of Action Plan to the local level. These measures are reported in the table below, highlighting the interconnections with both the proposal of Action Plan for Culture and Cultural Heritage and the Metropolitan Strategic Plan.

The proposed measures have been inspired both by the work carried by the ongoing EU-funded projects that have been taken into considerations for the purposes of the research, particularly as regards the outcomes of the H2020 ROCK project, which has directly involved the city of Bologna with the role of coordinator, in terms of priorities that have been identified within the current programming documents, as well as by the personal knowledge of the local situation.

²⁵⁰ Garzillo, C., Gravagnuolo, A., Ragozino, S. (2019). Circular governance models for cultural heritage adaptive reuse: the experimentation of Heritage Innovation Partnerships. Special Issue. Adaptive reuse of cultural heritage and circular economy: the Clic approach. Special Issue. Urbanistica informazioni. 04, 17-22

Actions Proposed in the Action Plan for Culture and CH	Example of measures that could be implemented at the local and Metropolitan levels	Contribution to the achievement of the sectoral policies' objectives identified in the Bologna Metropolitan Strategic Plan
<p>ACTION 1.</p> <p>MONITORING AND IMPACT ASSESSMENT OF CH-LED REGENERATION ACTIVITIES</p>	<ol style="list-style-type: none"> 1. Elaboration of a local and metropolitan index related to CH 2. Definition of indicators and short-medium and long term targets together with involved stakeholders 3. Systematic collection of data through traditional means (like questionnaires), social media (analytics) and sensors 4. Creation of a unique open data portal of the Metropolitan city collecting data from each of the metropolitan municipalities/cultural districts 5. Ad hoc training for city officials and other cultural operators 	<p>In particular, this action should be considered transversal in supporting better planning of cultural action within the topic “V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT”/ C.</p> <p>Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised</p>
<p>ACTION 2. REINFORCING CLIMATE AND ENVIRONMENTAL SUSTAINABILITY CONSIDERATIONS IN CH ACTION</p>	<ol style="list-style-type: none"> 1. Promotion of sustainable and plastic-free events, also through the introduction of minimum environmental criteria in public tendering procedures also in areas in which these requirements are not compulsory, like the organization of cultural events 2. Enhancing zero waste museums and cultural sites 3. Introduction on additional measures linking CH and environment in the Climate Adaptation Plan, as well as in the municipal Environmental Budgeting 4. Training programs for public and private cultural and tourist 	<p>In general terms, this action is in line with the cross-cutting sustainability topic and, as such, relevant for most of the Metropolitan Strategic Plan’s policy domains. In particular, the action might support the implementation of the following policy domains:</p> <p>I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING/D. An authentic tourist destination – “A sustainable tourism capable of growing with the territory”/</p> <p>E. Sustainability and growth for the new Apennines – “Enhancing and protecting the mountains for citizens, businesses and tourists”</p>

Actions Proposed in the Action Plan for Culture and CH	Example of measures that could be implemented at the local and Metropolitan levels	Contribution to the achievement of the sectoral policies' objectives identified in the Bologna Metropolitan Strategic Plan
	<p>operators and awareness raising actions on sustainability issues towards economic and cultural operators and city users</p> <p>5. Use of sensors and other innovative technologies to collect environmental parameters</p> <p>6. Increasing greening interventions also through public-private-community partnerships</p> <p>7. Introduction of circular practices of reuse of waste connected to cultural products</p> <p>8. Creating green corridors across the metropolitan municipalities, linking urban, peri-urban and rural areas in terms of sustainable tourism and heritage promotion</p>	<p>II. URBAN AND ENVIRONMENTAL REGENERATION/ A. Regeneration of peripheries and urban centers – “A new sustainability challenge: the regenerating city/ B. The contrast to soil consumption – “Mobility and environment for urban transformations”/ E. Protection and enhancement of the environment, of the rural territory and the landscape</p> <p>III. MOBILITY, where cycling and pedestrian routes and sustainable mobility schemes are fostered, together with environmental projects of landscape integration</p> <p>IV. MANUFACTURING, NEW INDUSTRY AND TRAINING/ A. Manufacturing and innovation – “The foundations of industry 4.0: innovative technology and contamination between creativity and industrial tradition”</p> <p>H. SPORT – “HEALTH, WELLNESS AND SOCIAL INTEGRATION” when the Plan recalls its strict relationship with environmental issues</p>

<p>ACTION 3. BETTER ACCESSIBILITY TO CH FOR ALL</p>	<ol style="list-style-type: none"> 1. Mainstreaming accessibility in all cultural and CH interventions 2. Introducing multi-language and accessible communication 3. Encouraging the involvement of representatives of the different migrant communities and disabled people associations in the co-design and co-management of new accessible cultural services 4. Fostering the uptake of new technologies for enhancing the fruition of CH, also through the organization of ad hoc “market places” favoring the encounter of demand and offer of cultural products 5. Organizing specific training activities addressed to cultural operators, academic institutions and local authorities staff and awareness raising towards the wider public 	<p>Accessibility is one of the cross-cutting topics of the Metropolitan Strategic Plan, supporting in particular the implementation of the following policy domains:</p> <p>I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING/ B. Bologna attractive and inclusive for all and all – “Enrich and integrate the metropolitan identity”</p> <p>IV. MANUFACTURING, NEW INDUSTRY AND TRAINING/C. Metropolitan development for good employment – “Relaunching quality jobs”</p> <p>V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/B. Cultural welfare for community well-being and social cohesion – “Culture as a generator of social cohesion”/ F. Theatres, shows and events – “An integrated system for the design and enjoyment of cultural events”</p> <p>VI EDUCATION, in particular when it recalls - the importance of services, among which the cultural ones, to reach the weakest citizenship and to strengthen the social coexistence</p> <p>VII. HEALTH, WELFARE, WELL-BEING/D. Combating social impoverishment and fragility and E. Native migrants or people of migrant origin, where measures are aimed at fighting against discrimination, also through inter-cultural initiatives</p>
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<p>ACTION 4. BLUEPRINT FOR PARTICIPATORY AND SHARED MANAGEMENT AND GOVERNANCE MODELS FOR ADAPTIVE RE-USE OF THE BUILT HERITAGE</p>	<ol style="list-style-type: none"> 1. Online catalogue/Atlas of unused or underused places and buildings which are felt by citizens as urban commons 2. Improving the Regulation on terms of temporary use of particularly complex buildings to be rehabilitated 3. Experimentation of innovative temporary shared governance and management models of re-use 	<p>Shared management and governance models for the adaptive reuse of CH could be implemented in support of the following policy domains:</p> <p>V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/C. Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised”/ F. Theatres, shows and events – “An integrated system for the design and enjoyment of cultural events”/ G. Experimentation and training in the cultural and creative field – “To welcome and sustain creativity”</p>
<p>ACTION 5. HERITAGE COMMUNITIES OF PRACTICE</p>	<p>Creating a community of practice around the Porticoes following the Unesco candidacy²⁵¹, bringing together institutions, the University and other research organizations, relevant stakeholders and citizens, to make the most put of the candidacy itself in terms of promotion, jobs and skills creation, community empowerment and identity creation</p>	<p>This Action is applicable to several policy domains, as follow:</p> <p>I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING/ A. Metropolitan Bologna: positioning and governance- “A strategic node that creates connections”</p> <p>B. Promotion of new business and greater entrepreneurship – “An incubator for new ideas. The Metropolitan area as a Start-up valley”</p> <p>IV. MANUFACTURING, NEW INDUSTRY AND TRAINING/A. Manufacturing and innovation – “The foundations of industry 4.0: innovative technology and contamination between creativity and</p>

²⁵¹Bologna porticoes are candidates to become a UNESCO World Heritage Site. Since 2006, the porticoes have been included in the Italian list of UNESCO World Heritage Sites and the candidature has been reconfirmed in the last reduced lists. The Municipality has prepared the candidature dossier highlighting the exceptional universal value of Bologna's porticoes to be recognised UNESCO World Heritage Site. To know more: <http://comune.bologna.it/portici/>

		<p>industrial tradition”/ B. Promotion of new business and greater entrepreneurship – “An incubator for new ideas. The Metropolitan area as a Start-up valley”</p> <p>V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/ C. Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised</p> <p>VI EDUCATION in general terms and especially when it comes to create networks among operators to foster life-long learning opportunities</p>
<p>ACTION 6.</p> <p>CH AND CULTURAL IDENTITY FOR PLACE BRANDING</p>	<p>Creating a new city narrative also based on citizens memories and images of places across times, collecting pictures, videos, stories, linked to those places that people deem relevant and/or worth being narrated.</p>	<p>This Action impacts on the following policy domains</p> <p>I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING/C. An integrated system attracting new investments – “Innovation and strategic development for a quality growth”/ D. An authentic tourist destination – “A sustainable tourism capable of growing with the territory”</p> <p>II. URBAN AND ENVIRONMENTAL REGENERATION/C. Territorial Agreements</p> <p>V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/ A. Culture: law and identity of the metropolitan area – “From culture a new metropolitan identity”</p>

**ACTION 7.
CH AS A KEY DRIVER FOR
SOCIO-ECONOMIC
DEVELOPMENT IN LOCAL
AND REGIONAL RIS3**

Launch an Entrepreneurial Discovery Process aimed at the definition of a local Smart Specialisation Strategy specifically addressing CH and linked professions and economic activities, so as to maximize CH innovation potential and go beyond the unique Cultural and Creative Industries domain, by integrating fragmented and distributed entrepreneurial knowledge and skills.

This Action impacts on different policy domains, as follows:

I. METROPOLITAN BOLOGNA: SUSTAINABLE, RESPONSIBLE, APPEALING/C. An integrated system attracting new investments – “Innovation and strategic development for a quality growth”

IV. MANUFACTURING, NEW INDUSTRY AND TRAINING/A. Manufacturing and innovation – “The foundations of industry 4.0: innovative technology and contamination between creativity and industrial tradition”/ B. Promotion of new business and greater entrepreneurship – “An incubator for new ideas. The Metropolitan area as a Start-up valley”/ F. Technical-scientific culture as a brand of the metropolitan territory

V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/E. The system of libraries – “A library system that creates shared relationships and values” when it comes to the setting-up to a fund-raising office

VI Education/A. An integrated education and training system for the new generations – “Quality and accessibility of educational pathways”

<p>ACTION 8. BETTER TARGETED FUNDING FOR CH</p>	<p>Lobbying towards the Italian Cohesion Agency to better address CH in next FESR programming and towards the Emilia-Romagna region to allocate a higher amount of resources to fund CH interventions, also evaluating the possibility of establishing an Urban Development Fund for supporting CH interventions</p> <p>Increasing skills in fund raising at the local level for public officials, public and private operators, etc.</p>	<p>V. CULTURE, KNOWLEDGE, CREATIVITY AND SPORT/C.</p> <p>Metropolitan cultural systems: system actions – “A heritage to be preserved and valorised”</p>
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Figure 22. A local Action Plan for Culture and Cultural Heritage

The Figure above summarizes the list of sub-actions that could be implemented locally within each of the Actions that have been included in the proposal of Action Plan for Culture and Cultural Heritage.

Moreover, it indicates the input that could be provided by the 9 EU-funded projects that have been analysed, through the adoption of the methodologies, research findings and tools that they have developed, demonstrating the potential value of transnational projects in providing valuable and tested solutions that could be transferred and adapted to the local context, thus recalling the need of introducing effective mechanisms at the EU and projects levels, aimed at improving the dissemination and take-up of major projects' outputs.

It is obvious that it is a non-exhaustive list of measures that could be implemented and that each Action and sub-action would require the elaboration of adequate feasibility studies and relative workplans, with the identification of the actors to be involved and the alliances to be activated, the human and financial resources needed, the existing barriers and the enabling factors, the key stake-holders to be involved, etc.

Similarly, other topics at stake in the heritage field, like the conservation of heritage at risk as well as themes connected to the illicit trafficking of artefacts and cultural goods, despite being relevant concerns at the EU level, have not been directly addressed, not representing the focus of the research, which is instead aimed at emphasizing the power of CH in activating positive urban transformations, like this ensemble of measures tries to do.

8. Conclusions

On the 30th and 31st of January 2020, with the slogan "together we shape a sustainable urban future", and following the first edition, during which the profile of the Cities of Tomorrow was outlined (see Chapter 2.1), key representatives and stakeholders from European, national and local levels gathered in Porto for the 4th edition of the biannual **CITIES Forum to discuss the future of the European Cohesion Policy and of the EU Urban Agenda**.

The event, which was promoted by the DG REGIO of the European Commission, represented a major occasion of exchange among cities, Member States representatives and EU institutions, allowing to start a joint reflection and debate on how to move forward from the work undertaken by the Urban Agenda Thematic Partnerships (TPs) in terms of progressing towards a better knowledge, better regulation and better funding at the EU level in support of urban areas, by hearing the voices of those that were directly involved in the process at the different levels.

If, on the one side, there was a general agreement on the need of continuing with the EU Urban Agenda process and with the activities carried out by the Partnerships, where outstanding results were achieved in the different thematic domains, for instance, by influencing some legislative proposals which are now underway or by producing a whole set of recommendations, tools and collection of best practices to overcome existing bottlenecks in policy implementation, on the other side, however, some underlying weaknesses were identified, limiting and making the impact of the work undertaken somehow uncertain.

As reported in the study commissioned by the EC services to assess the progress and the achievements of the ongoing TPs (Ipsos Mori, Technopolis Group, Economisti Associati, 2020)²⁵², if the **multi-level and multi-stakeholder approach can be certainly recognized as the main point of strength and novelty of the EU Urban Agenda**, allowing cities for the first time to "sit on the table" together with EU institutions and start a direct dialogue with them, still, key shortcomings and challenges seem hampering a real impact of the Urban agenda in terms of achieving its main goal of strengthening of the urban dimension in EU policies.

The reported **weaknesses** include:

- uncertainty with respect to the implementation of many actions, as well as regarding their impact, due to resources constraints, unclear allocation of responsibilities, lack of specific expertise on the topics and scarce integration among the Partnerships themselves;

²⁵² Ipsos Mori, Technopolis Group and Economisti Associati (2020). *Assessment Study of the Urban Agenda for the European Union (UAEU)*. Final Report. November 2019. European Commission. Directorate-General for Regional and Urban Policy. Luxembourg: Publications Office of the European Union, 2020. doi: 10.2776/8208

- uneven level of engagement of stakeholders, with limited outreach of stakeholders outside the Partnerships and
- governance mechanism ineffective, with lower involvement of Members States and of the EC representatives, and misalignment with other EU ongoing initiatives.

The Report suggests a series of options for the future of the EU Urban Agenda starting from a reflection on the overall strategic approach, namely **whether to continue with the actual thematic approach or to shift towards a more holistic and integrated one**, promoting **cross-Partnership collaborations** or **new transversal and integrated working methods**, while ensuring the **presence of all required competences**, improving the involvement and reach-out to external actors, enhancing links with decision-making processes and policy cycles, as well as improving the alignment with the future Cohesion policy program and other EU initiatives.

Indeed, some of the identified weaknesses could be partially overcome by opening the Partnerships to a wider range of actors, starting from the research community, or by putting in place structured mechanisms capable of favouring the circulation of information, thus promoting the uptake of solutions, through a fruitful exchange and interaction among the Partnerships themselves, the international research teams and other initiatives launched at the different institutional levels.

Obviously, this could be reinforced by taking advantage of the opportunities offered by online platforms and tools, like the *innovatorsinculturalheritage.eu* one, offering a showcase and market place where innovations are displayed to the wider research community and where cultural operators and solutions providers meet. This cross-fertilization could also be enhanced through the activation of joint working groups and Task forces, the organization of regular cluster meetings, or by foreseeing an increased role of EU policy officers within EU-funded projects, that could better liaise projects outputs with policies.

The Cities Forum 2020 represented also the occasion for providing some anticipations on the ongoing **revision process of the Leipzig Charter**, which will be adopted in the second half of 2020, during the German Presidency of the EU Semester. Whereas the key principles of the Leipzig Charter will be maintained, it will be updated to meet new challenges and new targets set at the EU and the international levels, like the UN's Sustainable Development Goals, the New Urban Agenda (Habitat III) and the EU's Urban Agenda²⁵³.

Anne Katrin Bohle, State Secretary at the German Federal Ministry of the Interior, Building and Community, which is also the Ministry which coordinates the Partnership on Culture and Cultural Heritage together with

²⁵³ Federal Ministry of the Interior, Building and Community. *The Leipzig-Charter*. Retrieved from <https://www.bmi.bund.de/SharedDocs/faqs/EN/themen/bauen-wohnen/leipzig-charta-en/leipzig-charter.html>

the Italian government, made an intervention underlining how the updated Leipzig Charter will represent a formidable occasion for highlighting the transformative power of cities and for putting policy into practice.

The new Leipzig Charter will build upon **three key city dimensions: Green, Just and Productive**.

Moreover, it will propose **5 main principles** for supporting integrated urban development planning:

1. Integrated development
2. Multi-level governance
3. Participation
4. Co-creation and urban policy for common good
5. Place-based-approach.

As a matter of fact, the observations regarding the achievements and shortcomings of the EU Urban Agenda, as well as the approach adopted by the German government in defining the framework within which the Leipzig Charter will be updated, confirm the outcomes and the methodology followed by this research, which has intended to apply an **integrated, people-centered, transdisciplinary and evidence-based approach** in the elaboration of the Action Plan capable of providing input to the newly established Partnership on Culture and Cultural Heritage, and whose underlying principles are perfectly in line with the concept of city proposed by the new Leipzig Charter, as well as in terms of responding to its guiding principles.

As recalled in Chapter 2, as challenges cities have to face evolve and become more complex and interrelated, their resolution becomes increasingly more complex as well, thus requiring the adoption of integrated approaches, bringing together a whole range of actors, resources and tools, also in terms of building on the experience and knowledge of scientific researchers and pools of experts and practitioners operating across different scientific disciplines and policy domains (Schaffers, Ratti, Komninos, 2012).²⁵⁴

At the same time, it is not only a matter of following a trans-sectorial approach, overcoming the traditional silos-thinking attitude often reflected in vertical institutional and organizational assets, but also of identifying the most sustainable and evidence-based solutions, whose effectiveness in terms of acceptance and long terms sustainability is granted by the adoption of new methodological methods and tools, for example consisting in the activation of living labs, participatory research groups and other forms of active engagement.

These participatory practices put people and stakeholders at the centre of open innovation processes, from the initial identification of priorities and requirements, to the service and product co-design phases, up to the prototyping and sometimes co-management of the proposed solutions, building upon innovative forms

²⁵⁴ Schaffers, H., Ratti, C. and Komninos, N. (2012) 'Special issue on smart applications for smart cities - new approaches to innovation: Guest editors' introduction', *Journal of Theoretical and Applied Electronic Commerce Research*. doi: 10.4067/S0718-18762012000300005

of collaborations and Partnerships among the different actors. Within this framework, cities, as complex metabolisms (European Commission, 2019),²⁵⁵ may offer incredible space for experimentation, becoming effective testbeds where theories and fresh ideas are put in practice and refined, pioneering innovations that can then be scaled up to become ordinary practice.

It is a virtuous circle that can enhance urban authorities in alimending good urban governance practices by disclosing the hidden potentials deriving from collective intelligence stemming from the activation of the different components of society, bringing together visions, know-how, skills and talents that nurture positive, systemic and circular transformations, alimending the democratic process, where it shifts *from simple citizen activism to effective active citizenship* (Selloni, 2017)²⁵⁶.

As a matter of fact, engaging communities and stakeholders creates expectations from those that have been actively involved in the participatory processes, requiring the activation of proper monitoring schemes, based on verifiable indicators and data and the provision of adequate forms of feedbacks, thus contributing to make the public sector more transparent, while creating trust and accountability towards the public administration and those that have accompanied the engagement process.

All these elements are particularly evident in the Cultural Heritage domain. The research has shown how the concept of Cultural Heritage itself has evolved over time, overcoming the mere physical and tangible character, to encompass its intangible and digital dimensions, going from a definition linked to its merely preservation of objects and artefacts, to include a wider and dynamic concept of CH linked to people identity and perception of what they consider matter for them in terms of identity, ownership and values building. Cultural heritage has demonstrated to be capable of generating multiple benefits in different policy areas and for society at large, fostering social, economic and organizational innovations and positive urban transformations.

Within the research, the possible complementarities and synergies with the different Urban Agenda Thematic Partnerships have been highlighted, demonstrating the strict interconnections among the different actions plans and policy areas, as described in Chapter 6.4, evidencing once more the need of adopting an integrated approach to CH.

CH can be conceived as a vehicle of social inclusion and social innovation practices, improved people well-being, driver of economic and sustainable development of the territories, allowing to build on new jobs, and

²⁵⁵ European Commission – Directorate General for Research and Innovation (2019). The Human-centred city. Opportunities for citizens through research and innovation: a public summary. Luxembourg: Publication Office of the European Union. doi 10.2777/430786

²⁵⁶ Selloni, D. (2017). *CoDesign for Public-Interest Services*. Chapter 1. Citizen Activism and Social Innovation. P. 3. Springer International Publishing AG 2017. Doi 10.1007/978-3-319-53243-1_1

skills, disclosing creativity and talents, as well as contributing to build resilience and meet important international targets, like the SDGs, as it is evidenced in Figure 20 (Chapter 6.4).

Over the years, Cultural Heritage policies have found an increased centrality and relevance also at the European Union level. Being recognized as a common good and a non-renewable resource, European institutions have put Cultural Heritage at the centre of their development policies, launching a series of initiatives aimed at raising awareness and progressing towards its preservation, protection and valorisation, but also recognizing the urban level as the most effective place where to make these policies a reality.

Experience has shown that there are many factors that hamper the effective implementation of the identified solutions, which are not always concretely implementable, or which might not be sustainable in the long term, despite appearing, on paper, as the best possible solutions.

Managing the city means negotiating among different and often contrasting interests and balances, in contexts which are sometimes characterised by political instability or simply due to political cycles or political or cultural trends²⁵⁷ that bring to changes in the identification of priorities and in the allocation of the scarce resources available.

As stated above, the creation of citizens' trust towards the institutions is very much linked to the capability of public administrations of being accountable and transparent, and that's why a growing number of public administrations (PAs) are implementing tools which allow to monitor the city's performance, also through the collection and display of data, through infographics, platforms and other means.

As a matter of fact, *good governance links government to the notion of responsibility for and to the citizenry as opposed to the traditional idea of authority over a nation--legitimacy emanating from popular assent to and participation in government, which is concerned with the welfare of its citizens* (UNESCO, 2016)²⁵⁸.

To end up, despite it is generally recognized that there is no "one fits all solution", due to the variety and peculiarity of each local situation, nevertheless, the relevance and potential scalability of the proposed Action Plan is based on the fact that the selected actions stem from the combined analysis of both policies and practices, as the assessment against the Bologna Strategic Metropolitan Plan 2.0 and its application to the lower local level have shown.

The Figure 23 below summarises the process that has brought to the formulation of the Action Plan and the interrelations from the different levels, starting from the international one, where major global goals are set, but whose achievement is possible only if effective solutions are adopted at the very local level.

²⁵⁷ Garzillo, C., Gravagnuolo, A., Ragozino, S. (2019). *Circular governance models for cultural heritage adaptive reuse: the experimentation of Heritage Innovation Partnerships*. Special Issue. Adaptive reuse of cultural heritage and circular economy: the Clic approach. *Urbanistica informazioni*. 04, 17-22

²⁵⁸ Retrieved from <http://www.unesco.org/new/en/unesco/events/prizes-and-celebrations/celebrations/international-days/world-press-freedom-day/previous-celebrations/worldpressfreedomday200900000/theme-media-and-good-governance/>

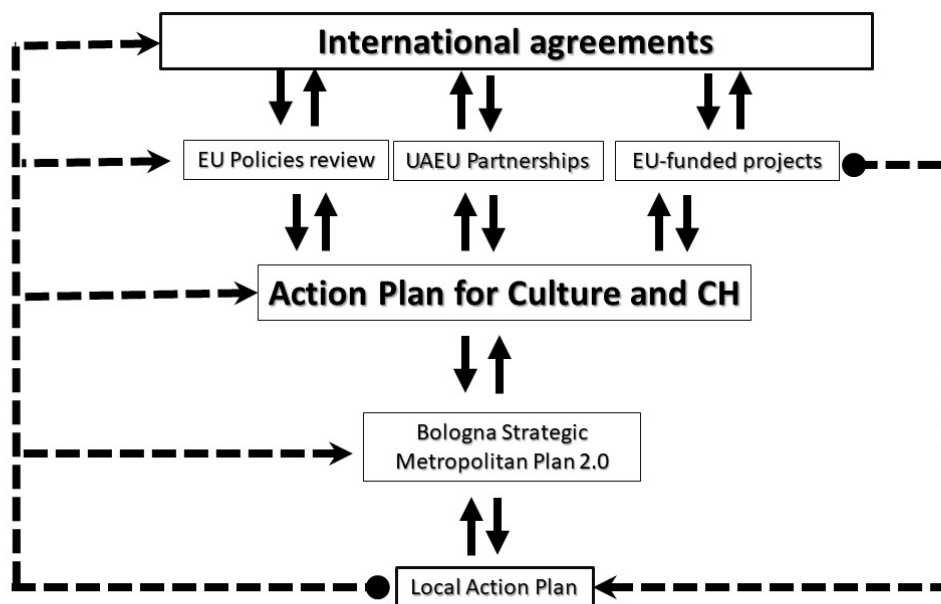


Figure 23. From global to local and vice versa

As explained in the previous Chapters, the review of the latest EU and international policies, initiatives and recommendations in the heritage field has allowed to identify major orientations and issues at stake, whereas the analysis of the ongoing UAEU Partnerships has provided a precise overview of major societal challenges that European cities are facing, and the interconnections among them, highlighting those bottlenecks and barriers that still hamper a smooth implementation of EU policies at the local level and which require the adoption of shared and effective solutions.

On the other side, the analysis of recommendations, findings and outputs of major European research and innovation projects has allowed to identify a set of solutions, approaches and methodologies, whose theoretical backgrounds have been tested on the ground, after an initial knowledge inventory phase providing an in-depth analysis of existing practices, following a research-action and participatory approach. The active engagement of the different categories of stakeholders during the projects' life cycles has allowed to identify priority intervention areas as well as real needs, providing valuable feedbacks also in terms of acceptance of the proposed solutions and subsequent refinements and adjustments, making these solutions more effective and easily scalable, and thus increasing their potential of passing from an experimental phase to their transformation into ordinary practices and policies.

As described in Chapter 5.4, it is an iterative process allowing to translate EU policies into local practices and vice versa, while offering new insights and inspiration for future research agendas, while contributing to meet wider international targets.

APPENDIX A – UAEU PARTNERSHIPS’ ACTION PLANS - SUMMARY TABLES

1. Inclusion of migrants and refugees Partnership Action Plan²⁵⁹

As stated in the Pact of Amsterdam, the objective of the Partnership is to “*Manage the integration of incoming migrants and refugees (extra-EU) and to provide a framework for their inclusion*”. Since more than 60% of refugees worldwide live in urban areas effective inclusion policies should be put into place at the urban level to ensure that potential local and regional benefits are unleashed, including support in finding jobs, housing, social services and education. The following topics have been identified to ensure successful integration and inclusion: reception and interaction with the local community; housing; work; education and vulnerable groups, such as such as children, women and LGBT migrants and refugees.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. RECOMMENDATIONS ON THE PROTECTION OF UNACCOMPANIED MINORS	Improve the protection of unaccompanied minors (access to healthcare, education, housing, etc.)	A large proportion of asylum seekers in the EU are unaccompanied minors (UAM). UAM often live in large facilities with few support structures, with limited supervision and individualised assistance. When coupled with protracted administrative procedures for determining their status, these obstacles can hinder the support they	Pooling best practices from the local level on several issues (guardianship, access to education, transition to adulthood, age assessment, etc.) through best practices, and analyse the lessons learned and transmit these into policy-recommendations at what can be better done at EU	Despite continuous efforts by the European Union, Member States and national, regional and local authorities to protect children in migration, the higher numbers have exacerbated challenges and exposed shortcomings in the protection offered to unaccompanied minors	BETTER KNOWLEDGE AND REGULATION

²⁵⁹ Urban Agenda for the EU, Partnership on the Inclusion of Migrants and Refugees (2018). *Action Plan*. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/action_plan_inclusion_of_migrants_and_refugees.pdf

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		receive to successfully participate in education, and prevent prompt and equal access to education.	level		
2. ESTABLISHMENT OF FINANCIAL BLENDING FACILITIES FOR CITIES AND SMES	Supporting investments concerning migrant and refugee inclusion by combining EU grants with EIB loans.	Need to invest in different forms of social infrastructure to accommodate the longer term integration-challenges by giving cities better access to additional funding for migration/integration-related investments; enlarging the possibilities for SMEs to receive a loan/guarantee for migration/refugee-related investments from financial institutions; facilitating business development services (BDS) to micro-enterprises of refugees/migrants	Establishment of Financial Blending Facilities for cities and SMEs. It would be a blending facility between the AMIF grant resources and EIB loan resources under which AMIF grants could be combined with EIB loans to cities, to financial institutions or to social impact funds. The blending facilities would be administered by the EIB and the EIB would enter into a direct relationship with cities/financial intermediaries, as per normal arrangements for EIB urban funding including financial instruments.	Bottlenecks are the affordability of necessary measures which need to be undertaken by cities to address migrant and refugee integration, many of which do not generate revenue, and the lack of incentives or delivery channels for financial institutions to deliver grant funding – directly or through guarantees – for inclusion measures linked to employment.	BETTER FUNDING

<p>3. FURTHER REINFORCE²⁶⁰ THE ROLE OF MICROFINANCE, FOR INSTANCE THROUGH BLENDING</p>	<p>Support the role of microfinance for vulnerable groups, including refugees/migrants.</p>	<p>To provide, alongside lending capacity, also a business support component, such as for instance advices for drafting of business plans, general mentoring, business-specific training, language support, legal advice, etc. However, since the notional amount of a microloan is small, the business development component becomes a significant part of the overall loan pricing, in case a lender fully passes on such costs to the micro-borrower. If costs related to business development services were covered, this may incentivize lenders to target specifically vulnerable groups while keeping the overall pricing affordable for such borrower groups.</p>	<p>Test the feasibility of mechanism to incentivize financial intermediaries to provide business development services to vulnerable micro-borrowers</p>	<p>There are barriers that refugees/migrants face to start and manage a business in their host locality. Barriers may include the difficulty in creating professional networks, lack of familiarity with administrative and legal requirements to start a business in the host country, and difficulties securing funding – notably linked to a lack of credit history or secure legal status. Opportunities to start a business may be further constrained for migrants and refugees by legal restrictions on their ability to establish and administer businesses</p>	<p>BETTER FUNDING</p>
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²⁶⁰ Actually, at EU level, there is an EaSI Guarantee instrument, which is funded by the EU Programme for Employment and Social Innovation (EaSI), to support vulnerable groups in launching their own enterprises, micro-enterprises and social enterprises through micro-finance and social entrepreneurship. To know more: https://www.eif.org/what_we_do/microfinance/easi/easi-guarantee-instrument/index.htm

<p>4. IMPROVING ACCESS FOR CITIES TO EU INTEGRATION FUNDING</p>	<p>Reduce regulatory and practical barriers for cities and local governments and promote tools to guarantee a better access to EU integration funding</p>	<p>Cities do not have direct or sufficient access to funding under ESIF or AMIF channelled through regional or central managing authorities due to: limited recognition at national level of the need of cities for EU funding for migrants and refugees inclusion; lack of capacity at national level to manage the fund quickly and efficiently; overly complex and long bureaucratic procedures; diverging political priorities, in countries where national governments are unwilling or unable to work with cities or where operational programs do not reflect priorities at local level; MS choices regarding the use of the EU financial support versus national budgetary resources,</p>	<p>Recommendation paper for post EU 2020 funding.</p>	<p>Integration budget lines through AMIF, ESF, EASI and ERDF can be overlapping (in terms of priorities, target groups, policy objectives, etc.) and there is most often no or little coordination between different DGs at EU Level and ministries at national level. Timelines to issue calls, priorities, eligibility and reporting rules, deadlines and scale differ greatly</p>	<p>BETTER REGULATION AND BETTER FUNDING</p>
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		including the allocations; areas of intervention/legal basis between instruments result also in different implementation structure.			
5. ESTABLISHMENT OF AN ACADEMY IN INTEGRATION STRATEGIES	Increase the knowledge and promote sharing of experiences on integration of policy makers at different level of governance	Local authorities do not always dispose of the necessary expertise and capacity to address the issues they are confronted with	Pilot training programme on integration for the establishment of an academy for policy makers from different level of governance, with a focus on the local level with the scope to offer trainings and different kind of activities to enhance their knowledge and capacity to promote the integration of migrants and refugees	Despite the EU already provides support to policy makers in the field of integration through several repositories of good practices, mutual learning programmes, funding and networks and fora where practitioners can exchange on integration and many EU funded projects support sharing of experiences and peer learning between practitioners, these initiatives often do not have as main target policy makers from different level of governance or are organised on a project base and therefore with a limited duration. No mechanisms to ensure that	BETTER KNOWLEDGE

				the best practices collected are effectively used and reach where they are most needed.	
6. ESTABLISHMENT OF AN EUROPEAN MIGRANTS ADVISORY BOARD	Strengthen migrants' and former refugees' voices in European and urban migration policy making	Need to set-up a European Migrant Advisory Board is to provide an objective, third-party viewpoint and reality check on the work of the Partnership on migrant and refugee integration	An inclusive platform in which selected migrants and former refugees from all corners of Europe work together	Integration policies sometimes fail to hit the mark, or are disconnected from the target group, because policy is made for the target group rather than with them	BETTER REGULATION & KNOWLEDGE
7. TOWARDS MORE EVIDENCE-BASED INTEGRATION POLICIES IN CITIES	Increase the evidence base of local policies through integration indicators on urban- regional level, and tools/good practice transfer in integration monitoring	Many cities lack appropriate tools for evidence-based integration policies	Europe-wide knowledge base on migrant integration on urban/regional level according to cities' needs European toolbox for evidence-based local integration policies Recommendations of multi-level stakeholder working group	1. Uneven availability of integration statistics on local level 2. Increased attention for data on urban/regional level, but need for cities' involvement, exchange and synergies 3. No comparable integration indicators on urban-regional level 4. Few knowledge transfer among cities on evidence-based integration policy-making	BETTER KNOWLEDGE

8.IMPROVING DESEGREGATION	To assist local authorities in addressing school segregation of children with a migrant background.	School segregation in national-level reports and studies in at least half of the EU Member States ²⁶¹ Segregation is a concept for social and physical spatial separation and distance between groups and individuals. School segregation means that the student body of a school – and sometimes the teaching body as well – is primarily composed of one migrant ethnic group or of migrants of different ethnicities.	Methodological guidance on educational segregation in the scope of the local urban development policies, in particular the Sustainable Urban Development Strategies, addressing local and national challenges. Pilot action in two cities to test desegregation policies which may lead to relevant local legal amendments.	School segregation is primarily the result of concentration and segregation of migrants in housing. Based on PISA data, Stanat (2006) found that a large concentration of migrant children in schools hinders their academic performance ²⁶²	BETTER REGULATION
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²⁶¹ Fundamental Rights Agency (2017). Together in the EU Promoting the participation of migrants and their descendants. Retrieved from <http://fra.europa.eu/en/publication/2017/migrant-participation>

²⁶² Stanat, Petra (2006), Schulleistungen von Jugendlichen mit Migrationshintergrund: Die Rolle der Zusammensetzung der Schülerschaft, in: Baumert, Stanat und Watermann 2006, 189-219

2. Air Quality Partnership Action Plan²⁶³

The aim of the Partnership is to improve air quality in cities and to bring the “healthy city” higher on the local, national and EU agendas as part of the Urban Agenda. The Partnership’s actions also aim to contribute to the goals of the New Urban Agenda and to the targets set in the Sustainable Development Goals²⁶⁴

Four are the main topics identified: 1. Modelling city-specific situations (To find out how modelling has been carried out by different cities to identify measures that can improve air quality and to establish a firm information base of emission sources affecting air quality and of measures taken to improve air quality in Partnership cities; 2. Mapping of regulation and funding (the Partnership’s analysis of the existing legislation and a selection of city led air pollution schemes (e.g. bus retrofitting, Low Emission Zones (LEZs), etc.) showed that these different regulations do not always work together optimally and in some (worst) cases they might even counteract each other); 3. Assessment of air quality good practices and identification of barriers (to enable cities to make an informed choice on innovations and to keep up with current developments, an overview of best practices should include examples of effective and efficient innovative approaches); 4. Guidelines for cities air quality action plans (Currently many cities are developing their own air quality action plans not knowing what other cities have already developed)

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. IDENTIFICATION OF GAPS IN REGULATION AND IMPLEMENTATION	The action aims at identifying existing gaps in regulation and implementation of air pollutant emission sources through:	Air quality requires common air quality standards, controlling pollutant sources, legislative as well as non-legislative measures, and	Encourage MS and local/regional administrations to adopt a continuous improvement approach to sources of PM and NOx Focus on measures to accelerate	The Partnership’s analysis focused on pollutants, as well as on sources that have a proven negative impact on the health of exposed	BETTER REGULATION AND IMPLEMENTATION

²⁶³ Partnership on Air Quality. (2017). Final draft Action Plan. Urban Agenda for the EU. Retrieved from https://ec.europa.eu/futurium/en/system/files/ged/ua_paq_-_final_plan_action_plan.pdf

²⁶⁴ New Urban Agenda, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador, on 20 October 2016. <https://habitat3.org/the-new-urban-agenda>, and <http://www.un.org/sustainabledevelopment/sustainable-development-goals>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
<p>ON ON AIR POLLUTANT EMISSION SOURCES</p>	<p>1) Studies and consultations in order to formulate recommendations and policy inputs, trying to liaise with inter alia the Partnership for Urban Mobility and the Covenant of Mayors for Climate and Energy.</p> <p>2) Setting-up of a multilevel governance working group.</p>	<p>effective implementation at national and local level. It also requires coordinated efforts at national, regional and local level.</p>	<p>the switch to low- and zero-emission vehicles (such as electric buses and cars) and zero-emission modes of transport (e.g. active modes), and to deploy digital and ITS solutions that would facilitate this transition.</p> <p>Further investigate the possibility to improve coherence of cities' implementation approaches of Low Emission Zones (LEZs), e.g. via road pricing, speed limits or reducing on-road parking facilities.</p> <p>Better Regulation</p> <p>Provide input to EU level policy discussions, for example, to promote additional actions for national governments to remove/retrofit old installations, for local government to improve transport infrastructure, as well as initiatives on car sharing and on negative fiscal incentives for cars.</p> <p>Setting-up of a multilevel governance working group to provide input to the European Commission on relevant policy</p>	<p>populations, especially in urban environments (Particulate Matter (PM); NO_x ; Non-exhaust traffic-related particles; Air pollution from shipping in coastal areas and port cities; Ammonia (NH₃) volatilization from manure application; Space heating and power; Emissions from construction sites)</p> <p>Main findings highlight that EU and national regulatory instruments, and/or the way they are implemented, might not always ensure an adequate and timely reduction of pollutants, sources and effects of air pollution.</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>and regulatory developments</p> <p>Collaboration with the Partnership on Urban Mobility and with the Covenant of Mayors for Climate and Energy will be considered.</p>		
<p>2. BETTER AIR QUALITY PLANNING (GOVERNANCE)</p>	<p>Measures to improve air quality planning</p>	<p>Need to improve the coordination between different levels of governance (national regional, local) involved, respecting specific situations and the subsidiarity principle;</p> <p>Need to improve the coordination within cities between air, health, energy, transport and urban planning, taking into account the contributions that could come from the involvement of citizens in urban policy development.</p>	<p>Development of a Code of Good Practices for Cities Air Quality Action Plans aiming to present examples of consistent interpretation of the content listed under Annex XV, Section A of Directive 2008/50/EU.</p> <p>Assemble and keep updated a register of examples of best practice in urban air quality planning, in order to encourage the dissemination of knowledge on relevant air quality measures and facilitate comparative analysis on their relative effectiveness.</p>	<p>“Air quality planning” in the EU is not always under the responsibility of cities, as the majority of Members States set the responsibility for drafting and adopting Air Quality Action Plans (AQAP) from Art. 23 of Directive 2008/50/EC at regional or even at national level.</p>	<p>BETTER REGULATION AND IMPLEMENTATION</p>

<p>3. BETTER TARGETED FUNDING FOR AIR QUALITY</p>	<p>1) Defining funding needs for the sustainable design/implementation of Cities Air Quality Action Plans, and assessing sources of funding, and options for their integration. 2) Developing a pilot business model. 3) Drafting recommendations for improving the targeting of existing funding instruments on air quality. 4) Sharing draft recommendations with stakeholders through internet-based public consultation and/or Partnership event and finalization of recommendations.</p>	<p>Despite various EU and national funds are available to prepare and implement national, regional and local air pollution policies²⁶⁵, there is a need to better target funding for air quality</p>	<p>Assessing funding needs for the sustainable design and implementation of Cities Air Quality Action Plans and develop an appropriate business model to fund air quality measures, considering also the possibilities offered by the integration of different funding instruments (e.g. blending facilities).</p> <p>Making recommendations for: improving the targeting of existing funding instruments on air quality and for providing technical assistance for cities.</p> <p>Having funding bodies play a more active role in making funding opportunities easier to access for cities, as well as in facilitating the dissemination and the uptake of air quality-related project results in EU and national policy making. Promoting better accessibility and dissemination by managing</p>	<p>Overall lack of specific programmes dedicated to funding of projects aimed at air pollution reduction;</p> <p>Procedures to acquire funding for clean air projects from EU funds difficult;</p> <p>In the operational programmes (OP's) for the large funding mechanisms (i.e.: such as ERDF and Cohesion Funds), air quality tends to be considered as an integrated measure with other priority areas (i.e.: energy, waste, nature) with the lack of funding available for regions to achieve abatement</p>	<p>BETTER FUNDING</p>
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²⁶⁵ Within the European Structural and Investment Funds €1.57 billion is allocated in the period 2014-2020 to air quality measures. Air quality measures can also be funded from the sustainable transport program of the Cohesion Fund and measures to abate ammonia (a precursor of particulate matter) can be funded from the European Agricultural Fund for Rural Development. Management authorities in each member state decide about specific operational allocation of the available funds. Moreover co-funding for innovative projects can be obtained from the Connecting Europe Facility (CEF) program, LIFE-program, the European Fund for Strategic Investments (the so-called Juncker Investment Plan), Horizon 2020 (e.g. the European Green Vehicles Initiative), the Urban Innovative Actions in sustainable development program (€371 million for 2015-2020) and the JPI Urban Europe

			<p>authorities of funding opportunities that are targeted at air quality could help regions and authorities raise awareness on opportunities available and realise the tangible effects of applying for such funds.</p>	<p>measures;</p> <p>Air quality policy is often treated as a stand-alone effort, whereas there should be synergies between policy areas or to include potential negative side effects for air pollution in an early stage of the policy development process.</p>	
<p>4. BETTER FOCUS ON THE PROTECTION AND ON THE IMPROVEMENT OF CITIZENS' HEALTH</p>	<p>Consider health effects of pollution in planning</p>	<p>Additional instruments are needed to take adverse health effects of pollution into account and protect and improve citizen's health. This could be useful for:</p> <p>Stimulating more focus on improvement of citizens' health and encouraging cities to give more emphasis to air quality-related</p>	<p>1) Mapping and assessing existing (health) impact tools, or monetisation tools (e.g. Cost benefit analyses), specifically regarding their applicability for air pollution and/or for environmental stressors, taking also into account context (explanatory) factors (e.g. institutional and cultural factors). 2) Conducting empirical case studies; 3) Developing an instrument, including indicators and use the instrument in a pilot project or in a test run call (e.g. with funding from relevant EU programme/initiative);</p>	<p>In the current situation (spatial) planning is based upon approaches that do not fully reflect adverse health effects of pollution.</p>	<p>BETTER KNOWLEDGE</p>

		<p>impacts on health in the strategic planning of their interventions.</p> <p>Requesting to indicate the impact of air quality on health and apply a new instrument for measuring benefits generated in terms of citizen's health and living environments.</p>	<p>4) Evaluating and disseminating results through event, web and social media.</p>		
<p>5. AWARENESS RAISING AND KNOWLEDGE SHARING</p>	<p>Increasing awareness</p>	<p>Need to increase awareness and knowledge sharing</p>	<p>1) Improving cities' communication strategies focusing on benefits brought by clean air for health, well-being, environment, economy and positive side-effects.</p> <p>2) Developing a Communication Toolbox for awareness-raising strategies on air quality issues and solutions, focusing on an integrated multi-stakeholder approach</p> <p>3) Bringing together educational and information models of awareness-raising campaigns for different stakeholder groups</p> <p>4) Inviting the EC, MS and cities to dedicate resources for the development and</p>	<p>Differences in the level of awareness of the general public across cities about the negative impacts of pollution on health represent a barrier to the effectiveness of air quality policy measures.</p>	<p>BETTER KNOWLEDGE</p>

			implementation of communication campaigns		
6. OUTREACH	Further dissemination activities	Need to further disseminate the outcomes of the Partnership's work and to complement them with the views of an even larger number of stakeholders across Europe	Organisation of local/national/European Air Quality events to exchange experiences and be updated about scientific developments under EU-projects (e.g. FAIRMODE), UNEP, WHO, the UNECE Air Convention, etc.		BETTER KNOWLEDGE

3. Urban Poverty Partnership

As defined in the Pact of Amsterdam, the priority area on urban poverty in the EU’s Urban Agenda aims to “reduce poverty and improve the inclusion of people in poverty or at risk of poverty in deprived neighbourhoods”.

4 main specific priorities have been addressed: (1) Child poverty; (2) Regeneration of urban deprived areas and neighbourhoods (UDAN); (3) Homelessness; and (4) Vulnerability of Roma people, plus 2 transversal priorities: (5) Access to quality services and welfare; and (6) Development of data to identify, measure, monitor, and evaluate urban poverty.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. COHESION POLICY POST 2020: BLOCK GRANT FOR URBAN AUTHORITIES TO FIGHT POVERTY	The Block Grant is particularly oriented to provide the EU with an effective and specific funding instrument able to address the specific challenge of urban poverty through comprehensive strategies, by overcoming limitations of the present EU funding framework.	Urban regeneration projects are complex because of the need to adopt an integrated social, environmental, economic and multi-level approach. These possibilities are very limited under the current funds regulations for the period 2014-2020.	The UPP proposes to establish a Block Grant as the funding instrument to use the Structural Funds under a new Urban Territorial Objective (see Action 6: “Cohesion Policy Post 2020: Setting up a new Urban Territorial Objective”). The strategic and governance mechanism proposed to implement this objective and pilot the Block Grant would be the Local Pact. In addressing sustainable urban development, the Block Grant will have a specific focus on fighting	The current regulation of the ESF is fragmented and optional with regard to the support of social inclusion and economic development, while the lack of a territorial dimension makes it difficult to use the ESF for the regeneration of deprived urban areas. The current ERDF minimum allocation at national level (5%) is not In the current framework, the ERDF and the ESF lack the necessary flexibility to address the complex causes	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			urban poverty.	of urban poverty and their spatial concentration in deprived neighbourhoods through integrated strategies.	
2. SETTING UP A EUROPEAN NETWORK OF NATIONAL OBSERVATORIES WITH EXPERIENCE IN URBAN POVERTY	<p>This action proposes the creation of one unique European website (a one-stop shop) to make relevant statistics on urban poverty available to urban authorities and other actors in order to deliver evidence-based policies to fight urban poverty. It will be based on the experience of national observatories.</p>	<p>Poverty has a spatial dimension, but there is a lack of open access and awareness of the possibilities to compare statistical data on urban poverty, disaggregated at sub-municipal level (district, neighbourhood, census tract, postal code, zip code, etc.).</p>	<p>Setting up an informal network of existing national observatories of urban poverty/deprived neighbourhoods, designed to exchange visions, ideas, innovative approaches, etc. between the national coordinators of the observatories of urban poverty/deprived neighbourhoods.</p> <p>For Member States interested in creating a National Observatory, the network of National Observatories could inform about methodologies and possible obstacles and solutions to establish these observatories.</p>	<p>The lack of reliable and comparable data on the spatial and territorial aspects of urban poverty, including data on intra-neighbourhood level, exists also at national level.</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			Creating one unique European website functioning as a one-stop shop.		
3. DEVELOPING DATA ON URBAN POVERTY AT EU LEVEL	This action focuses on the necessity to deliver solid statistical data on urban poverty as close to the local level as possible (NUTS III). It aims to provide harmonised data and indicators enabling an exhaustive and comprehensive overview of the situation of children at risk of poverty and social exclusion, homelessness, and Roma in the EU.	For the identification of deprived neighbourhoods and social exclusion, local authorities need to have access to statistical data on poverty, on income and living conditions, child poverty, homelessness, and the specific Roma situation at least at NUTS III level and where appropriate at SCD level, in order to be able to map and analyse the spatial dimension of	Development of recommended statistical indicators at EU level to collect, present and distribute data on urban poverty at NUTS III level for the Cities/Urban Audit (and where appropriate at SCD level), giving place to a common EU methodology to identify deprived urban areas through the use of these data.	In European and national statistics there is a lack of reliable and comparable statistical data about poverty disaggregated at sub-municipal level (district, neighbourhood, census tract, postal code, zip code, etc.)	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		poverty.			
4. ADOPTION OF A EUROPEAN CHILD GUARANTEE	The Child Guarantee is a tool aimed at making concrete investments that benefit children and young people in Europe, in particular the most disadvantaged. The Child Guarantee aims to invest in Pillars 2 and 3 of the Commission Recommendation <i>‘Investing in Children: breaking the cycle of disadvantage’</i> . The action also includes measures to make better use of current EU instruments.	There is a lack of political and financial investment in children and young people at EU level, but also at other levels of government. This lack of investment is leading to unchanged poverty levels, with children being the age group with the highest poverty level.	Need to foster shared responsibility between all levels of government and encourage the establishment of a Child Guarantee, taking into account the European Pillar of Social Rights adopted in April 2017 (Principle 11: Childcare and support to children, which highlights that children have the right to be protected from poverty).	Imbalance between the level of commitment to strengthening the labour market versus the level of commitment to structurally tackling poverty through an integrated rights-based approach that ensures access to quality jobs, services and social protection and commitment to redistribute tax/benefit policies	BETTER REGULATION
5. PROGRESS TOWARDS A	This action is complementary to	Need to improve Regulation in the	In a first phase, the European Semester should	As such, the Recommendation is a	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
DIRECTIVE ON INVESTING IN CHILDREN BASED ON THE RECOMMENDATION ON 'INVESTING IN CHILDREN: BREAKING THE CYCLE OF DISADVANTAGE'	<p>the Child Guarantee, aiming to go one step further to strengthen the legislative body at EU level in order to promote the effective implementation of children's rights in all EU Member States, by introducing a directive to break the cycle of disadvantage.</p>	<p>field</p>	<p>include strict monitoring of reforms based on a new indicator related to investment in children. In a second, medium to long-term phase, the Recommendation should be taken a step further and should constitute the basis of a Directive under the European Pillar of Social Rights. This regulation, as a comprehensive body of legislation, will enact Member States' engagements in relation to children's rights (CFR).</p>	<p>comprehensive, integrated, child-rights-based set of policy measures but it has not led to significant reforms at regional or national level with direct impacts at city/local level.</p>	
6. COHESION POLICY POST 2020: SETTING UP A NEW URBAN TERRITORIAL OBJECTIVE	<p>This action proposes to set up a new Urban Territorial Objective in the Cohesion Policy 2020, specifically designed and oriented to face the problems of UDAN and the most vulnerable social</p>	<p>The current programming period of the Cohesion Policy is based on funding and policy instruments that are not fully adapted to the complex and specific challenge of fighting urban</p>	<p>This action proposes setting up a new Urban Territorial Objective in the Cohesion Policy post 2020. It will address sustainable and integrated urban development through the definition of a simple regulatory framework which can overcome the sectorial approach and</p>	<p>The funds oriented to the implementation of regeneration strategies within the framework of the Cohesion Policy, and particularly the ERDF and the ESF, do not share the same logic of intervention, making it difficult for local authorities to combine funding from both sources in the context of integrated</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	groups.	poverty.	substitute it for a territorial and area-based understanding of urban deprivation, with a strong focus on fighting urban poverty. It would also make use of the Local Pact (see Action 7)	initiatives which tackle the complex challenges of deprived neighbourhoods through a holistic approach.	
7. COHESION POLICY POST 2020: LOCAL PACT FOR THE REGENERATION OF URBAN DEPRIVED AREAS AND NEIGHBOURHOODS (UDAN)	<p>This action proposes the Local Pact as a multi-fund instrument aimed to assign urban authorities a leading role in the design of their strategies of urban regeneration of Deprived Urban Areas and Neighbourhoods in the Cohesion Policy post 2020.</p>	<p>Need to promote Local Pacts, based on a multi-level approach, which adopt a mixed place-based and people-based vision, allowing to adopt the necessary flexibility to address the different dimensions of urban poverty through integrated strategies.</p>	<p>The Local Pact includes the following four dimensions to tackle urban poverty:</p> <p>(1) Urban regeneration/living environment by reinforcing their residential attractiveness, the quality of the services, and the quality of the standard of living and social mix</p> <p>(2) Social cohesion including education, employment, health, integration, and access to jobs and skills.</p> <p>(3) Inclusive economic development, to</p>	<p>Urban authorities do not have the necessary flexibility to address the complex causes of urban poverty through integrated urban regeneration programmes, which are, most of the times, managed centrally</p> <p>Urban authorities do not always apply a place-based approach in their urban regeneration strategies</p> <p>EU funds are too dispersed, while a higher spatial concentration and intensity would be more effective to address urban poverty in deprived neighbourhoods</p>	<p>BETTER FUNDING</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>improve integration with local and internal dynamics and support transition to formal economic activities.</p> <p>(4) Environment/energy, tackling challenges such as energy efficiency in housing and urban regeneration programmes, the fight against climate change, adaptation to climate change and urban resilience.</p>		
<p>8. ENDING HOMELESSNESS BY 2030 THROUGH THE REFORM OF SOCIAL INCLUSION STRATEGIES AT NATIONAL LEVEL</p>	<p>This action aims for a formal framework to advance on the commitment of the EU and its Member States to end homelessness in the EU by 2030. This was agreed under the UN's SDGs. SDG1 commits all Member States and the EU to</p>	<p>Homelessness is on the rise across the EU (The Foundation Abbé Pierre & FEANTSA, 2017). Member States should be encouraged to develop and implement an integrated strategy for ending</p>	<p>At EU level, a target is needed to motivate all relevant stakeholders to end homelessness.</p> <p>At national level, Member States that request the use of European Structural Funds must be asked to develop National Social Inclusion Strategies complemented with housing solutions that</p>	<p>While the EU has an anti-poverty target for 2020, this excludes homelessness.</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>eradicate poverty, including extreme poverty and homelessness, by 2030.</p>	<p>homelessness.</p> <p>The active engagement of European, national and local policy makers in the fight to end homelessness in the EU has to be i) underpinned by a specific target detailing both a deadline and the reduction to be achieved and, ii) incentivised through the distribution of European funds. Social inclusion strategies to access EU funds are required to include people who are homeless. They need to be combined with solid housing</p>	<p>specifically aim to support the inclusion of homeless persons.</p>		

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		strategies specifically designed to address homelessness.			
9. CAPACITY BUILDING FOR THE USE OF EU FUNDS TO END HOMELESSNESS	<p>This action focuses on the potential of the ERDF (European Regional Development Fund), the ESF (European Social Fund) and the FEAD (Fund for European Aid to the Most Deprived) to fight homelessness more efficiently. For this, the UPP proposes building capacity for the use of the funds, adopting an approach that shifts from “managing” to “ending” homelessness in the EU.</p>	<p>Need to improve the capacity of the Cohesion Policy funds to be used in the context of preventing and fighting homelessness, including the capability of adopting a holistic approach that considers all the relevant dimensions regarding funding that have to be taken into account (including preventive and long-term assistance)</p>	<p>Managing authorities and those responsible for the implementation and management of the funds will benefit from training on the use of the funds, focusing on tackling homelessness.</p>	<p>Only a small portion of the funds focus on this issue. Moreover, investments made are not always in line with the established evidence base on how to effectively end homelessness. There is a lack of knowledge and shared practices about how the European funds can be used in the context of homelessness.</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
<p>10. ADOPTION OF AN INTEGRATED ROMA FRAMEWORK FROM A MULTI-LEVEL GOVERNANCE APPROACH</p>	<p>This action adopts Roma inclusion to be mainstreamed in inclusive policies and services for all people. It requires that the EU and national and local authorities work together to make Roma integration a transversal issue across policy sectors and across departments, by means of an integrated EU Roma Framework post 2020 and close cooperation between national and urban authorities in coordinating actions</p>	<p>The main problem is the lack of integrated and coordinated approach to Roma integration, as current national strategies are a collection of thematic actions and projects relevant for Roma (on housing, employment, education, healthcare), but often lack a coordinated, integrated approach. As such, the national strategies promote a fragmented approach to Roma inclusion.</p>	<p>The action foresees:</p> <ul style="list-style-type: none"> i) Integration of policy, legal and funding instruments in a renewed EU Roma Framework post 2020 which promotes a coherent approach to Roma integration; ii) Mainstreaming of the Roma perspective in all policies. <p>Each EU Member State should set up, at national level, a steering group to develop or update and implement an integrated national strategy for Roma inclusion</p> <p>At EU level, (2) At EU level, a multi-level governance structure should be set up in the form of an urban partnership for Roma integration as an advisory group (or task force) to the</p>	<p>Despite the measures taken by Member States, only limited progress has been made in advancing towards Roma integration. Reasons for this include insufficient cooperation between stakeholders, a lack of commitment by local authorities, the ineffective use of available funds, and continued discrimination</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			Council of the EU to advise on developing a renewed EU Roma Framework after 2020 and to monitor its implementation		
11. STRENGTHENING THE DESEGREGATION PRINCIPLE IN EU URBAN AREAS	<p>This action proposes that the desegregation principle should be strengthened and mainstreamed into the legislation on the use of EU funds at national level. Desegregation should become a priority in all housing and education programmes.</p>	<p>In European cities, marginalised communities face multiple forms of exclusion, and their living arrangements are often concentrated in space</p>	<p>For the forthcoming implementation period of Cohesion Policy funds (post 2020), cities should include concrete measures for desegregation in their comprehensive strategy, with a specific focus on the fields of housing and education.</p> <p>The action includes: the elaboration of a roadmap and methodology for mapping how city authorities should assess critical levels of residential and educational segregation in their administrative areas; elaboration of a toolkit for better national, regional, and local level regulation</p>	<p>The most explicit tool to support actions against segregation is a (non-binding) set of recommendations in the Commission’s “Guidance for Member States on the use of European Structural and Investment Funds in tackling educational and spatial segregation” (2015) for better planning, more effective local level implementation and monitoring</p>	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			and actions for halting and reducing residential and educational segregation		
12. EASE CITIES' ACCESS TO EU FUNDING IN PARALLEL TO INTRODUCING LOCAL EX-ANTE CONDITIONALITIES REGARDING – AMONG OTHER ASPECTS – ROMA INCLUSION	This action aims to set local ex-ante conditionalities for cities to access EU funding regarding the plan and implementation of Roma inclusion programmes.	Cities could use EU funds more effectively, having a better knowledge of the potential solutions than central governments. To demonstrate that cities are able to plan and implement Roma inclusion programmes and thus use EU funds effectively, local ex-ante conditionalities should be introduced in the Cohesion Policy funds legislation after 2020.	Elaboration of recommendations suggesting that cities fulfilling the ex-ante conditionalities should get more direct access to sufficient EU funding to implement their integrated plans for Roma inclusion.	For various reasons, national and regional authorities are often reluctant to give access to appropriate EU funding and sufficient flexibility to cities to determine how Cohesion Policy funds should be spent.	BETTER REGULATION

4. Housing Partnership

The focus of the Partnership is on addressing affordable housing needs through legislation, knowledge creation and funding, as well as aiding the supply of affordable housing, including public, social and municipal housing, affordable rental housing, affordable cooperative housing and affordable home ownership.

The Housing Partnership has a threefold focus:

- (1) Geographic focus on cities: today, more than 70% of Europe’s citizens live in an urban area. Cities are affected by the housing crisis in a specific way. More economically successful cities have higher housing and land prices (across housing tenures) and therefore seem to exhibit higher challenges in accessing affordable housing.
- (2) Focus on affordable housing: the Partnership defines ‘affordable housing’ as a part of the housing continuum⁸ that receives various forms of support. The term ‘affordable housing’ is interpreted variously in the housing literature and international policy; in the work of the Partnership, it encompasses a broad variety of housing systems and traditions in Europe.
- (3) Focus on specific set of housing themes related to the supply of affordable housing: 10 housing themes were selected and examined. The examination of these themes allowed the Partnership to define concrete actions to address affordable housing needs and aid supply of affordable housing through legislation, knowledge creation and funding.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. GUIDANCE ON EU REGULATION AND PUBLIC SUPPORT FOR HOUSING	The action aims to provide clear guidance on the use of state aid support for social and affordable housing in European cities	The overall increase in housing need in Europe has not been matched with an increase in support for social and affordable housing. The evidence shows quite the opposite: state support, especially in the form	Release of an analytical position paper outlining methods to ensure effective implementation of the current EU state aid rules with the goal of maximizing support for social and affordable housing. It provides input to ensure better and clearer EU state aid rules going forward, in order to unlock and maximize state	A significant proportion of multi-apartment buildings in Europe were built in the 1970s or 1980s. Today, many of them require significant renovation. The renovation of such buildings, including the required improvements in energy efficiency, may present challenges,	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		of public investment in social and affordable housing, has actually declined in the last decade	support in the future.	especially in cases where the housing tenure and ownership are diverse. Securing state aid for such renovations (or qualifying them as SGEI) is a complex undertaking with few legal precedents. In practice, this proves to be administratively difficult to implement and can create a serious burden for any necessary refurbishment work. Moreover, any future demolition and replacement of these or other residential buildings deemed unfit for habitation may require further clarification on the implementation of state aid rules in the housing sector.	
2. CAPACITY BUILDING FOR THE APPLICATION OF STATE AID RULES IN THE AFFORDABLE HOUSING SECTOR AT A CITY LEVEL	The action aims to provide capacity building for the application of state aid rules in the affordable housing sector for	Over the last few years, there has been an alarming decline in public investment at local level across Europe. The uncertainty and instability of financial	Organisation of a capacity-building workshop on ‘State Aid and Affordable Housing Investments’	The lack of clarity around the application of the state aid rules leads to political and legal uncertainty and hinders investment in social and affordable housing, even where investment is	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	practitioners and legislators at a city level.	frameworks and low rates of return are hampering investment in social and affordable housing. To address all these challenges, national and local authorities must be able to adopt adequate housing policies, including state aid measures, to create favourable conditions and support for investment in social and affordable housing		available	
3. REVISION OF THE SGEI DECISION WITH REGARD TO THE NARROW TARGET GROUP OF SOCIAL HOUSING	The action elaborates a proposal to revise the definition of the term 'Social Housing' in the regulation on Services of General Economic	There are many limitations on the ability to fund and finance social and affordable housing, one of which is EU competition law. The Partnership's analytical position	The published review of the SGEI 2012 decision should take this into account and delete the mention of social housing as limited to 'disadvantaged citizens or socially less advantaged groups'. The SGEI decision should cover the provision of social housing for clearly defined groups of	The definition of a target group for social housing by the Commission differs substantially from the definitions at local, regional and national levels, generating legal uncertainty for investors, financiers, and local and national	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	Interest (SGEI)	paper 'Guidance Paper on EU Regulation and Public Support for Housing' highlights that SGEIs in housing should be principally guided by specific national, regional or local requirements, since local authorities have the competence to identify and address local housing needs and the living conditions of various groups. In addition, in order to avoid social segregation, the concentration of vulnerable groups has proven counterproductive and requires active urban policies, including housing.	people, for the promotion of non-segregated communities and for the regeneration of declining urban areas accepted as SGEI. Need for a revision with different decision-makers in the Commission and in various settings	authorities	
4. AFFORDABLE HOUSING GOOD PRACTICE	Design of an online database gathering the	'One Stop Shop' and 'Urban Data Platform' have been recently	Development of the DB on social and affordable	The systematic lack of knowledge about existing social and affordable	BETTER KNOWLEDGE AND GOVERNANCE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
DATABASE	best practices of the social and affordable housing sector, in order to foster learning and knowledge exchange about the provision of affordable housing in European cities.	developed by the Commission. These include online databases, which provide information on a variety of urban topics and housing issues. However, the information on social and affordable housing is still limited, especially at the city level.	housing ²⁶⁶ , focusing on: ageing; empty homes; energy efficiency; integration; mobilizing private stock for social purposes; procurement policy; social housing; social mix and use of EU funding	housing solutions hampers learning and knowledge exchange about the sector at the EU level, and by extension limits the development and supply of social and affordable housing.	
5. POLICY GUIDANCE FOR THE SUPPLY OF SOCIAL AND AFFORDABLE HOUSING IN EUROPE	Development of housing policy guidance that provides examples of the ways that social and affordable housing can be supplied by cities and affordable housing providers	Throughout the EU, local, regional and national housing providers are looking for innovation in terms of established affordable housing solutions and practices at the city level, as well as innovation at the national policy level.	Production of a brochure meant as a robust practical tool for urban housing professionals in Europe, dealing with: 1. Building of new affordable housing – main bottlenecks: building ground, financing, territorial segregation.	Information on how to design local housing policies in the context of EU funding opportunities is limited	BETTER KNOWLEDGE AND GOVERNANCE

²⁶⁶ The toolkit, which gathers best practices to improve affordable housing in cities, is accessible at:

<https://www.google.com/maps/d/viewer?mid=1RcxrQ2QqfgUUAU9Pw3EkuIOYDyJw&en%3Bhl=en&Bll=52.86312542583447&ll=51.17273304804858%2C8.26093650000007&z=4>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>However, knowledge sharing and exchange is mostly organized on an independent basis (city-to-city), within the framework of organizations like EURHONET and Housing Europe, or through working groups in city exchange networks like EUROCITIES.</p>	<p>2. Renovation of existing housing – main bottlenecks: diversified use and ownership, financing, technical issues.</p> <p>3. Community-led urban renewal – main bottlenecks: segregated communities, financing, multiple responsibilities.</p> <p>4. Securing building ground for affordable housing – main bottlenecks: legal issues, spatial segregation, market pressure.</p> <p>5. Setting up a municipal housing scheme – main bottlenecks: lack of knowledge/expertise, budgetary constraints, legal issues.</p>		
<p>6. EXCHANGE PROGRAMME FOR URBAN HOUSING PROFESSIONALS</p>	<p>Elaboration of an exchange programme for urban housing professionals in European cities.</p>	<p>Need to identify ‘role model’ cities that have successfully implemented best practices and are willing to share this knowledge with</p>	<p>Development of two types of knowledge-exchange mechanisms and the development of funding applications to support their development (e.g. URBACT and ERASMUS+ for affordable</p>	<p>The lack of suitable mechanisms for the exchange of knowledge in the area of housing policy can hinder the development of effective policies at a city level</p>	<p>BETTER KNOWLEDGE AND GOVERNANCE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		other cities, in order to help them transfer elements from these good practices and adapt it to their local needs	housing)		
7. MONITORING SYSTEM FOR AFFORDABLE HOUSING IN THE EUROPEAN UNION	Establishment of a system for regular and systematic monitoring and securing of housing properties at national, subnational and city levels in the EU	The EU does not have an official mandate in the housing field; nevertheless, its policies have the potential to influence, and even trigger, housing provision on several levels. While certain aspects of housing policy and data are monitored, this is not done in a systematic manner.	Support excellence projects ('lighthouse' models) with an integrated approach for social, environmental and economic sustainability. Conduct research on legal and financial bottlenecks for housing investment in old and new Member States. Improve urban housing data at EU level. Mainstream gender dimension in housing affordability and urban planning. Prevent energy poverty. Set up exchange and know-how transfer for urban housing professionals. Monitor affordable housing	Lack of a monitoring system for the different strands of EU policy that influence housing provision and funding at EU level	BETTER KNOWLEDGE AND GOVERNANCE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>investment in the context of the European Semester.</p> <p>Promote blending of financial sources for affordable housing in cities.</p> <p>Encourage capacity building for affordable housing financing in cities.</p> <p>Improve regulatory framework conditions at EU level.</p>		
<p>8. EXCHANGE ON AFFORDABLE HOUSING AT MEMBER-STATE LEVEL</p>	<p>This action aims to re-establish the Housing Focal Points²⁶⁷ and the informal Ministerial Meetings on Housing to allow for structural and continuous exchange on housing at a high political level</p>	<p>In order to facilitate learning from international experiences and to improve information exchange on national policy options, it is important to have a stable and long-term framework at member-state level, so that countries can learn from one another in the</p>	<p>Re-establishment of a network of National Focal Points on Housing Policy (or HFPs) is re-established in order to ensure a mechanism for the exchange of information and knowledge, and to scale up monitoring of affordable housing needs and policies in the EU Member States</p>	<p>Lack of of systematic country and city-level exchange on affordable housing policy issues and the need to develop sustainable mechanisms for sharing knowledge and information</p>	<p>BETTER KNOWLEDGE AND GOVERNANCE</p>

²⁶⁷ The National Focal Points on Housing Policy or Housing Focal Points (HFP) was an informal framework set up in the 1990s facilitating meetings between housing ministers of the EU Member States and their respective key administrations, which ran until 2010.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		development of effective affordable housing policies.			
<p>9. RECOMMENDATIONS ON THE IMPROVEMENT OF EU URBAN HOUSING MARKET DATA</p>	<p>The aim is to improve and expand housing market data at regional and city levels, and to establish an EU database mapping housing prices (rent and purchase) on the subnational levels (regions and cities) in the EU.</p>	<p>Over 80 million people in the EU are housing cost overburdened and homelessness has increased significantly, while social housing waiting lists are reaching historical highs. National housing markets are increasingly fragmented. This process poses important questions about the future of territorial development and cohesion.</p> <p>The presence of high housing demand areas (so-called ‘pressure zones’ or ‘heated markets’)</p>	<p>Need to establish a EU DB also in support of macroeconomic analysis</p> <p>Access to spatially disaggregated housing market data could help provide a closer insight into specific regions and cities potentially suffering from economic imbalances, and aid understanding on specific issues around access to housing and housing affordability. For example, this data would help clarify not only what type of housing is affordable (e.g. type of dwelling, quality) and to whom (e.g. type of population, population income), but also where. This is increasingly important, since housing prices (and therefore housing need) may differ dramatically within one country, depending on the</p>	<p>Data – especially spatial data mapping housing prices (rent and purchase) on the subnational levels – is lacking at the EU level. Instead, housing prices are available and monitored only at the member-state level.</p> <p>The limitations and scarcity of housing market data on regional and city levels in the EU hampers the advancement and development of housing-related knowledge, funding and regulation at the EU level, especially in cases where the cities and regions are central.</p>	<p>BETTER KNOWLEDGE AND GOVERNANCE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		and low demand areas (so-called 'shrinking areas') highlights the complexity of housing need, as well as the diverse nature of such a need within one country	location.		
10. RECOMMENDATIONS ON THE IMPROVEMENT OF EU GENDER-POVERTY-ENERGY NEXUS DATA	<p>The aim of this action is to advance knowledge on the gender-energy-poverty nexus by developing gender disaggregated data and making it available to inform policy development.</p>	<p>Energy poverty – a lack of access to affordable energy resources – represents a challenge.</p> <p>Eurostat estimates that nearly 11% of the European population are energy-poor and do not have access to energy-efficient technologies.</p> <p>This particularly affects women, also due to the gender</p>	<p>Access to systematically collected gender-disaggregated data on the gender-energy-poverty nexus in housing would enable a more strategic approach in addressing the underlying challenges that perpetuate energy poverty among women, and especially among groups of vulnerable women (e.g. single women, single mothers, elderly and retired single women). As such, this knowledge could allow for a more efficient distribution of funds to tackle energy poverty.</p>	<p>Since the adoption of the Third Energy Package in 2009²⁶⁸, the EU has been developing a comprehensive framework to tackle energy poverty and The newly established EU Energy Poverty Observatory provides a wealth of data on energy poverty. Nevertheless, the scarcity of gender-disaggregated data in the gender-energy-poverty nexus means that the initiatives for policy development cannot be</p>	<p>BETTER KNOWLEDGE AND GOVERNANCE</p>

²⁶⁸ Directive 2009/73/EC of the European Parliament and of the Council of 13 July 2009 concerning common rules for the internal market in natural gas and repealing Directive 2003/55/EC (Text with EEA relevance) OJ L 211, 14.8.2009, p. 94–136

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>income gap at the EU level. Furthermore, women with low incomes are disproportionately presented as heads of households either in single-parent families or, due to their higher life expectancy rates, as individuals living alone at pensionable age. Therefore, women, and especially low-income and vulnerable groups of women, are more likely to experience or fall into energy poverty.</p>	<p>Access to more gender disaggregated data is essential, not only for elaborating programmes and actions or funding, but also to assess their impact.</p>	<p>backed up with necessary data. The lack of data to prove how energy poverty affects women (and vulnerable groups of women) also means that that the investment in energy efficiency in housing or income support for energy may be inadequate for women who, according to available research, tend to suffer from energy poverty more than men (e.g. because of the income differential)</p>	
<p>11.RECOMMENDATIONS ON EU FUNDING OF AFFORDABLE HOUSING</p>	<p>The aim is to increase the capacity of cities and affordable housing providers to access the different funding instruments of</p>	<p>There is a lack of investments in affordable housing.</p> <p>The report by the Metropolitan</p>	<p>The action foresees a series of capacity building actions for better uptake of EU funding and EIB financing at the local level. It also highlights the knowledge gap in this regard and recommends research to explore the constraints on such</p>	<p>The Cohesion policy has contributed substantially to the housing sector on the local level in the last two funding periods. However, it is not sufficiently clear as to what extent cities and local</p>	<p>BETTER FUNDING</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	the EIB and of the Cohesion policy	Research Institute ²⁶⁹ on the situation in new Member States suggests that effective housing supply in Central and Eastern European countries is a significant challenge that manifests itself in two key ways. Firstly, investment in new construction is limited, resulting in a limited supply of new housing. Secondly, there is a severe lack of renovation and maintenance of the existing housing stock. This results in people living in substandard housing conditions, limited	capacity building.	authorities are able to efficiently access and use the available funds. As regards EIB funding, it has invested €9.5 billion in social and affordable housing in the period 2011–2017, in 18 Member States, whereas it has proven challenging to invest in the remaining Member States because of a lack of robust housing policies and regulatory frameworks, as well as financial structures such as intermediaries and aggregators of various kinds.	

²⁶⁹ Hegedüs, J., Horváth, V., Somogyi, E. (2017). Affordable Housing in Central and Eastern Europe: Identifying and Overcoming Constrains in New Member States. Retrieved from <https://ec.europa.eu/futurium/en/housing/affordable-housing-central-and-eastern-europe-identifying-and-overcoming-constrains-new>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>energy efficiency of existing housing stock and a limited supply of existing housing (for resale).</p> <p>The University of Glasgow carried out research²⁷⁰ exploring some of the key challenges and solutions related to the supply of affordable housing in the old Member States. It found that there appear to be barriers created by a broad lack of public finance.</p>			
<p>12. RECOMMENDATIONS ON THE EUROPEAN SEMESTER AND AFFORDABLE</p>	<p>This action aims to improve the European Semester procedure to better reflect</p>	<p>Concerns about using macroeconomic indicators to provide housing recommendations in the EU Semester have</p>	<p>Four recommendations to improve the European Semester: procedure to better reflect diverse housing tenures, fragmentation of the housing markets, housing need</p>	<p>1.Housing Price Index</p> <p>A key limitation of the HPI (by design) is that it does not have the capacity to address entire housing systems</p>	<p>BETTER FUNDING</p>

²⁷⁰ Gibb, K., Hayton, J. (2017). Overcoming Obstacles to the Funding and Delivery of Affordable Housing Supply in European States. Retrieved from <https://ec.europa.eu/futurium/en/housing/overcoming-obstacles-funding-and-delivery-affordable-housing-supply-european-states>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
HOUSING	diverse housing tenures, fragmentation of the housing markets, housing need and support better financing conditions for affordable housing.	been raised by the Committee of the Regions ²⁷¹ as early as 2011. Subsequently, similar concerns have been communicated by European Housing Ministers. Within the framework of the Housing Partnership, questions about CSRs acting at odds with the subsidiarity principle, as well as the needs of the cities and regions in the realm of affordable housing, have been raised.	and to support better financing conditions for affordable housing: 1. Housing Price Index 2. Housing in the country reports and the CSRs 3. Social Scoreboard 4. Strengthening investment in the existing institutional framework	comprised of several housing tenures and their interlinks. It has neither spatial sensitivity, nor any time element adjusted to housing production, among other critical issues. 2. Housing in the country reports and country-specific recommendations Since 2011, a number of EU Member States have received recommendations on the topic of housing. However, the recommendations do not reflect the differentiation of housing situations on the subnational level and may provide limited information on the location of potential economic imbalances. 3.Lack of affordable housing	

²⁷¹ Committee of the Regions. 92nd plenary session, October 2011. Retrieved from <http://www.eesc.europa.eu/resources/docs/cor-opinion-on-towards-a-european-agenda-for-social-housing.pdf>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				<p>indicators on the Social Scoreboard. Despite it includes an indicator on severe housing deprivation (relating to housing quality issues), there is no indicator with the capacity to address social and affordable rental (and other) housing.</p> <p>4. Limited investment in social and affordable housing</p> <p>The lack of investment in affordable housing amounts to around €57 billion per year, according to the High-Level Task Force on Investing in Social Infrastructure in Europe. Recent OECD findings show that more than 50% of all public investment is undertaken at subnational level. This raises questions about the conditions for public affordable housing investment at this level.</p>	

5. Circular Economy Partnership

The Partnership on Circular Economy has looked into the whole circle, beginning with the extraction of raw materials to design, production, transportation, consumption and, finally, the recycling of waste with residues for final disposal.

Main challenges identified are:

- Need to foster the transition from a linear to a circular economy through a set of concrete actions to realise a city where residents and entrepreneurs do not think in terms of waste, but in terms of resources with permanent economic and social value.
- Need to benefit from European legislation enabling local authorities, companies and investors to make the most of all types of waste, including wastewater and biowaste.
- Need to make post 2020 cohesion policy explicitly make reference to the circular economy, providing cities with concrete tools on how to use economic incentives to improve waste management, as well as tools to guide the city through the different funding possibilities, assisting investors interested in directing funds to supporting the circular transition.
- Need to transform urban resource centres into social and economic hubs for residents and enterprises to meet with each other and collaborate on circular initiatives, and where underused buildings and spaces are considered a resource, stimulating a better use of the built environment.
- Need to define circular city indicators helping the city measure its performance

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. HELP MAKE WASTE LEGISLATION SUPPORT THE CIRCULAR ECONOMY IN CITIES	Reduce legislative barriers	Products/materials entering the waste stream face a set of regulatory measures to protect human health and the environment which are not always necessary and which	To conduct a more in-depth assessment of the (revised) legal and policy frameworks in order to gather more precise and comprehensive information on the regulatory obstacles and drivers for boosting the	Stimulate resource efficiency by the use of secondary raw materials from waste, by improving the resource perspective in the waste legislation of (among others) the Waste	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>prevent the uptake of the use of secondary raw materials (eg. the recycling of source-separated household waste, like food waste and plastics; Preparing initiatives for re-use, like setting up repair or second-hand shops; Supporting initiatives aimed at waste prevention for enterprises and citizens.)</p>	<p>use of secondary raw materials from waste streams.</p> <p>Introduction of so-called ‘beginning of waste’ criteria as a method of setting standards to divert end-of-life products and materials away from the waste stream and into the realms of secondary resources for re-use and recycling</p> <p>Translate results into guidance and recommendations for implementation and improvement</p>	<p>Framework Directive, Packaging and Packaging Waste Directive, End of Life Vehicle Directive, Waste from Electric and Electronic Equipment Directive, and removing legislative barriers without compromising current levels of protection of public health and the environment.</p>	
<p>2. HELP MAKE WATER LEGISLATION SUPPORT THE CIRCULAR ECONOMY IN CITIES</p>	<p>To promote the re-use of wastewater and a more circular urban water management through review of existing legislation</p>	<p>Due to risks for human health and the environment, the re-use of water has strong limitations in the existing EU, national and regional regulations on water</p>	<p>Need for a robust and comprehensive EU legislation to create an environment where cities, as water operators, will develop and implement solutions for water re-use as a part of a</p>	<p>Wastewater from industrial production activities has more regulatory limitations than urban wastewater;</p> <p>The term ‘urban</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>and wastewater. A more efficient re-use of water, however, is essential in the transition towards a circular economy</p>	<p>strategy for better water management and a transition towards a circular economy</p> <p>Need for a better management and re-use of water – and a recognition of the role of all levels (EU, national, regional, local) in European policy making</p> <p>Production of a position paper on promoting the re-use of wastewater</p>	<p>wastewater’ is, according to European legislation, defined as domestic wastewater or the mixture of domestic wastewater with industrial wastewater and/or run-off rain water. Most cities have one system for collecting urban wastewater, including wastewater from industries and commercial activities which results in the limitation for these cities to re-use water;</p> <p>The lack of minimum quality requirements for water in its different uses and processes, like different quality standards for recycled water, results in the use of treated wastewater simply</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				<p>being forbidden;</p> <p>The lack of clear responsibility for and the risks borne by each player has impacts on quality assurance, monitoring, maintenance, blackout scenarios , etc.;</p> <p>Reluctance to allow new technologies to be implemented, meaning that the regulations tend to focus on describing technologies rather than meeting the required standards.</p>	
<p>3. ANALYSE THE REGULATORY OBSTACLES AND DRIVERS FOR BOOSTING AN URBAN CIRCULAR</p>	<p>This action will analyse the regulatory aspects (including potential obstacles and drivers) of the main EU legislations influencing the</p>	<p>High concentration of biowaste poses economic, social and environmental challenges to cities' agendas (e.g. its management is costly</p>	<p>Policy and decision makers should be provided with information on the regulatory aspects for boosting an urban circular bioeconomy in</p>	<p>Technical, regulatory, financial and social aspects can <u>hinder</u> the development of the value chain producing urban biowaste-based products, such as:</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
BIOECONOMY	production of biobased products (e.g. biobased chemicals, plastics, fertilisers, feed ingredients, etc.) from the organic fraction of municipal solid waste (OFMSW) and/or urban wastewater sludge (UWWS).	and it is still too often landfilled, causing GHG emissions and potential hazards to human health and the environment). Moreover, its recycling is generally restricted to a very limited number of products, such as compost and biogas. On the other hand, emerging biobased technologies can help to turn these challenges into <u>opportunities</u>	EU cities, with special reference to the production of urban biowaste-based products. This action aims at providing an analysis of the main EU legislation influencing the development of the value chain producing innovative biobased products (such as biobased chemicals, fertilisers, plastics, feed ingredients, etc.) from biowaste and wastewater. The outcomes of this analysis will be shared with the European Commission towards improving existing legislation in this policy area.	<ul style="list-style-type: none"> • Some biowaste-based processes are not yet achieving a commercial Technology Readiness Level (TRL)17 and its upgrade is often costly; • Further research is needed to assess the presence of hazardous substances in some biowaste-based products; • Some elements of the EU regulation on waste, chemicals, wastewater, fertilisers and other policy areas are perceived as regulatory obstacles for the production of urban biowaste-based products; • The policy and political discussion on regulatory obstacles and drivers is still limited; • The creation of a market for 	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				biowaste-based products could, due to their origin, be met with some concerns among consumers; <ul style="list-style-type: none"> • There is a significant knowledge gap among urban and regional policy makers on the potentials and challenges of this value chain. 	
4. PREPARE A CIRCULAR CITY FUNDING GUIDE TO ASSIST CITIES IN ACCESSING FUNDING FOR CIRCULAR ECONOMY PROJECTS	<p>Guide to help cities identify and access suitable sources of funding and financing for their own circular projects as well as for projects promoted by private and public entities in their territories.</p> <p>The guide will also build knowledge on how to design and set up effective funding schemes for circular city projects, taking</p>	<p>Besides lacking awareness of the existing sources of funding and financing for circular economy investments and the conditions for accessing and/or blending them, cities and funding institutions often lack the knowledge on how to assess, design and set up funding programmes and/or schemes for circular</p>	<p>This action comprises the preparation of a guide to funding and financing sources for circular initiatives and projects in cities. The guide will be available online and consider the needs for funding and financing of not only project implementation, but also technical assistance and capacity building.</p>	<p>With regards to public promoters, projects may face financing gaps due to constrained municipal public budgets and limited credit lines from public and commercial banks. In the case of private promoters, circular businesses and projects are often small and/or carry other risks that are not acceptable to</p>	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	into consideration their varying types, sizes and risk profiles.	economy projects.		commercial banks. Furthermore, there are obstacles and structural barriers that complicate the blending of public and private financing and of loan financing and grants. There are also obstacles to accessing micro financing and to integrating grants and other subsidies from different sources or funds that target different themes or focus areas.	
5. MAINSTREAM THE CIRCULAR ECONOMY AS AN ELIGIBLE AREA INTO THE POST 2020 COHESION POLICY AND CORRESPONDING FUNDS	It is necessary for the European Union's Cohesion Policy to mainstream the circular economy, in order to provide the required impetus through the European Structural and Investment Funds.	The regulatory framework governing the European Structural and Investment Funds (ESIF) in the current programming period (2014-2020) does not explicitly support the shift towards a	It is proposed to provide appropriate amendments and complementary options to the current regulatory framework governing ESIF with references and provisions promoting a circular economy in urban areas. In particular, it is	The current ESIF regulatory framework does not make a distinct reference to the circular economy as one of the eligible areas for funding, neither at the level of thematic objectives nor at the level of	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	Provisions should be introduced in the relative post-2020 regulatory framework to ensure that the ESIF programmes contribute substantially and in a sustainable way to the transition towards a circular economy.	Circular Economy (at least at the urban level). Minor exceptions to this are some funding means such as the Urban Innovative Actions (UIA) and the URBACT under the European Territorial Cooperation goal, that may occasionally use the circular economy as a topic for funding.	necessary to clearly provide for the eligibility of funding actions that support the shift towards a circular economy (including the collaborative e.g. sharing economy) for a more inclusive and sustainable growth.	investment priorities (or anywhere else).	
6. PREPARE A BLUEPRINT FOR A CIRCULAR CITY PORTAL	The main aim of the action is to contribute to the creation of an openly shared knowledge basis that would inspire and guide cities in their journey towards a circular economy.	The vast amount of cities in the EU currently lack a holistic and comprehensive strategy, plan or roadmap for the circular economy that goes beyond the utility and waste management sector.	Setting-up of a Circular City Portal focusing on providing practical implementation oriented “do-it-yourself” guidance, based on case studies of best practices from across the EU, on various aspects of circular city developments covering e.g. policy/strategy development, project preparation and	The circular economy is not yet mainstreamed in existing strategies, and a clear vision is missing (this is the case for most cities); A lack of support from the political level; Insufficient understanding and a (shared) knowledge	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>implementation, monitoring and evaluation, public awareness raising and stakeholder involvement, access to funding/financing, and so on.</p>	<p>basis;</p> <p>Silo thinking within the city administration;</p> <p>A lack of dedicated resources for the promotion of a circular economy (e.g. insufficient funding, staff);</p> <p>The tax system and specific sector legislation are often seen as critical barriers;</p> <p>Lack of understanding and knowledge of the circular economy and its business models;</p> <p>Knowledge gap between the European Commission and Member States on the one side and cities on the other side</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
<p>7. PROMOTE URBAN RESOURCE CENTRES FOR WASTE PREVENTION, RE-USE AND RECYCLING</p>	<p>This action aims to facilitate the establishment of so-called “Urban Resources Centres” - physical centres that enable sustainable consumption within a city, provide education on waste prevention measures, and facilitate re-use, repair and recycling.</p>	<p>To enable the transition to a circular economy in cities, a much stronger focus needs to be put on the role of waste prevention, re-use and recycling with regards to local waste management.</p> <p>Despite that, waste prevention is rarely an integral part of local waste management.</p>	<p>Establishment of so-called Urban Resource Centres in European cities, where a specific focus is put on preventing waste and facilitating re-use</p> <p>Phase 1– Research/Classification</p> <p>Phase 2 - Enabling knowledge exchange platforms</p> <p>Phase 3 – Ensure a sustainable organisation of European Resource Centres, by addressing financial and legislative barriers identified, assessing different business models to ensure a sustainable organisation Urban Resource Centres, ensuring a permanent and sustainable organisation of the</p>	<p>Lack of appropriate physical spaces at city level to put focus on waste prevention, re-use and resource efficiency in collaboration with both citizens and the private sector</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			knowledge exchange platform		
8.DEVELOP A CIRCULAR RESOURCE MANAGEMENT ROADMAP FOR CITIES	<p>Establish a practical roadmap which enables cities to develop an urban resource management plan. In this Roadmap, the three main elements of resource management will be incorporated; a) mapping of resources and resource flows, b) brokerage facilities to bridge the gap between supply and demand; and c) the monitoring of results.</p>	<p>Most cities strongly focus on getting the waste out of the city as quickly as possible, and at the lowest possible costs. This also means limited focus on waste prevention and resource management in the post-use phase of the value chain. At the same time, for most businesses resource efficiency is only an issue at the input side of their processes. At the output side there are end products and waste. The end products represent value and profit, and waste represents costs. In recent years several cities have invested in the mapping of resources. The</p>	<p>The main objective of this action is to establish terms of reference for setting up an effective system of urban resource management.</p> <p>The main outcome of this action will be a practical roadmap that cities can use to develop urban resource management plans that can be tailored to their individual Needs</p> <p>Actions:</p> <p>a) Mapping of resources and resource flows</p> <p>b) Brokerage facilities to bridge the gap between supply and demand (toolbox)</p> <p>c) Monitoring of results, through indicators</p>	<p>Need to a) Gain more insight into the characteristics of resources and resource flows in the city (quantities, flowrates, owners, involved stakeholders, availability, quality, etc.).</p> <p>b) Know which tools and measures can be helpful in connecting supply and demand of secondary resources. Most stakeholders are not aware of or familiar with the possibilities to use certain waste materials as secondary resources for their products. As a consequence, markets for secondary resources do not develop. Local authorities are in a</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>practical impact in terms of resource efficiency has however been limited. This is partly due to the availability, quality and consistency of data.</p>		<p>position to help create a market environment that is resource efficiency friendly. One way of doing this is through so called resource brokerage facilities for bridging the gaps between supply and demand. Although some examples of this exist across Europe, more knowledge about an effective implementation of brokerage facilities is needed.</p> <p>c) Monitor the progress of resource efficiency in the city. At present there is a need to develop indicators and hands on monitoring tools that will provide cities with information about the progress made with regard to resource efficiency.</p>	
9.DEVELOP COLLABORATIVE ECONOMY KNOWLEDGE PACK FOR A	A holistic, co-created and up-to-date	Despite the myriad of sectors with a variety	A field research followed by a step-by-step	<i>“There is no universally accepted</i>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
CITIES	Knowledge Pack on the Urban Circular Collaborative Economy' is a guide for city officials and other partners and stakeholders. With such a Pack, stakeholders will be able to make the most of the Collaborative Economy's benefits as well as anticipate and mitigate possible negative impacts.	of spectra within the Collaborative Economy, ranging from for profit to for benefit; from centralised to decentralised; from global to local; and from online to certainly also offline platforms and communities, it is often only associated to platforms like AirBNB, Uber and Ebay	approach to fine-tune and disseminate acquired knowledge (Stocktaking and assessment of existing initiatives; research paper; conference; white paper; workshops and webinars)	<i>definition of the collaborative economy, which is also referred to by a range of synonyms such as the 'sharing economy', 'peer-to-peer economy' or 'demand economy'. Most definitions of the 'collaborative economy' include some or all of the following elements: online platforms, temporary usage, peer-to-peer (consumer-to-consumer) relations, exchange of goods or services"</i> (European Commission, 2016) ²⁷²	
10.MANAGE THE RE-USE OF BUILDINGS AND SPACES IN A CIRCULAR ECONOMY	The action is aimed at defining a robust and comprehensive framework to develop	Need to move from "urban planning" to a new model of "urban re-use management":	Development of a handbook on Managing the re-use of buildings and spaces in a circular	Economic crises, financial market instability, de-industrialization and	BETTER KNOWLEDGE

²⁷² European Commission (2016). European agenda for the collaborative economy - supporting analysis. Commission Staff Working Document: SWD(2016) 184

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>and implement solutions for urban circular re-use of space and buildings as a part of a strategy for better urban management and a transition towards circular economy.</p>	<p>a new model in which urban authorities must identify the abandoned / underutilised space or building and create the conditions for temporary re-use or permanent transformation.</p> <p>The urban re-use of buildings and spaces facilitates the protection of historic urban landscapes, Cultural Heritage and existing buildings in general. Most of the buildings that will be here in 2050 are already built, and they will need refurbishment and retrofitting in order to achieve carbon reduction targets. Improvements and continuous</p>	<p>economy, in order to give an instrument and knowledge to implement better urban model strategy based on the principle of Urban Re-use Management. This will include Terms of Reference for setting-up an Urban Agency acting as a facilitator in the functional transition of parts of the city, which can have the dual objective of: Managing the public buildings included in the urban re-use program; Connecting the potential demand for new functions with private property (private to private match), following diversified models for public and private buildings.</p> <p>The handbook will foresee: Creation of an archive of unused</p>	<p>political changes often lead to the collapse of the former intended use of a building and leave buildings and spaces in a city abandoned. Often, the process of redeveloping an abandoned space takes time, leaving central buildings and spaces in a city empty for several years. The main barriers for local authorities for an increased re-use of vacant buildings and spaces are typically related to legislation and knowledge issues. Cities need to equip themselves with a real and concrete strategy of urban re-use management of abandoned buildings and spaces, which</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		maintenance of existing buildings are necessary in order to allow circular management and to avoid the creation of waste. Adequate use of the existing building stock is also needed.	buildings; Creation and definition of a model of Urban Re-use Agency; Creation and definition of a diversified re-use strategy according to the type and the building; Creation and commissioning of an urban re-use agency.	vary.	
11.DEVELOP CITY INDICATORS FOR A CIRCULAR ECONOMY	Several European cities have a dedicated strategy for a circular economy, but the management system to measure and evaluate the progress is not operational. There are several efforts made at the national level, but there is still no organised initiative to develop indicators fit for measuring the circular economic transition at a local level.	Monitoring and evaluation systems to measure progress of circular developments are lacking. A well-functioning monitoring and evaluation system that ensures feedback to strategy and planning can be considered as a crucial support tool for circular transitions and paramount for effective learning by doing. This leads to a recommendation of an action on develop	Development of (guidance on) monitoring and evaluation frameworks (indicators) for circular city transitions, with a with a set of indicators suitable to measure circular performance, leaving it for the cities to decide which indicators are most relevant for them	The EU Commission launched in January 2018 a monitoring framework for the circular economy. The indicators proposed by the Commission will help EU Member States to develop a circular economy strategy, and to report on the progress of the work towards a circular economy for the EU area. Through the work of implementing circular economy on city level, cities have	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>guidance on monitoring and evaluation frameworks for circular city transitions²⁷³.</p>		<p>experienced the need of indicators for monitoring and to report on their work. The Partnership has identified the lack of such indicators as a main bottleneck for cities in implementing a Circular Economy strategy.</p>	
<p>12.DEVELOP A “PAY-AS-YOU-THROW”-TOOLKIT WITH COACING</p>	<p>Develop a “Pay-as-you-throw” (PAYT) toolkit as support for cities, connecting stakeholders in need of knowledge with experts with experience in a taskforce that can provide support and coaching to municipalities. Through the implementation of this action, the Partnership aim to make it easier for cities to set the right</p>	<p>In principle, the (lack of) development of circular practices can partly be seen as a matter of economics and price points. One can impose financial disincentives on disposal and recovery while incentivising recycling, re-use and prevention.</p> <p>Municipalities could introduce Pay As You Throw (PAYT)</p>	<p>Develop a PAYT a toolkit as support for cities, connecting stakeholders in need of knowledge with experts with experience. Provide guidelines, workshops and consequently make it easier for cities to set the right price level and monitoring systems so PAYT can be installed for maximum effectiveness.</p> <p>The toolkit as support for cities will define: analysis of application cases; success factors;</p>	<p>Waste is primarily a municipal problem, while both producer responsibility and (tax) legislation are usually set at the national or European level. Indeed, only an intelligent mix of measures (Reducing VAT, Implementing Extended Producer Responsibility (EPR) and introducing PAYT) applied in close</p>	<p>BETTER KNOWLEDGE</p>

²⁷³ Jan Jonker et al (2018). *Report Circular City Governance*. Nijmegen: Radboud University

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	price level and monitoring systems so PAYT can be installed for maximum effectiveness.	schemes, that charge citizens a levy for generating waste either per unit volume or weight.	criticalities and barriers to the implementation of a system of punctual pricing; economic and financial elements of PAYT application; external factors that influence the system; recycling and recovery infrastructures; development and diffusion of a complex EPR system; social involvement and education and training of citizens; tools and practical supports for municipalities.	collaboration with all stakeholders can make a complementary framework delivering necessary incentives. The current situation varies between different materials and value chains, also based on regulatory obstacles, safety requirements and local conditions.	

6. Jobs and Skills in the local economy Partnership

The aim of the Partnership is to support the local economy by increasing the capacity and skills of the workforce, and providing favourable preconditions for business development and the creation of jobs based on distinctive local specificities. The Partnership has identified 3 Priority Areas (Skills, Capital Investment and Governance) and 6 Themes to intervene (Next Economy, Education and Skills, Valorisation of Research and Development, Business locations, Public services and Effective local governance)

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1.TALENT OFFICE	The Talent Office aims to pool the best innovative practices, such as an Observatory and digital platforms, to address Talent mismatch, acting as an enabler to connect talent and all the stakeholders related with the talent supply and demand and to raise awareness on present and future skills, through lifelong career guidance.	In most cities, skills mismatch is one of the crucial issues to address. Need to set-up a talent office as an enabler, enhancing talent and community development. Talent meant as the individual one: the asset, potential and natural aptitude to develop specific skills and career path. Secondly, the city level: the mass of talent that a city offers, the talent ecosystem to fill the needs of labour market. In cities, talent is becoming one of the most important drivers for local, regional and national economic development	1. Mapping talent (Observatory): raising awareness among the main stakeholders by providing labour market information and diagnosing and anticipating qualification needs. 2. Developing a career and talent orientation programme for better choices (Lifelong Career Guidance) and producing a roadmap for better choices. 3. Training, re-skilling and developing talent (hard and soft skills, new transversal skills in particular digital skills). 4. Connecting talent supply and demand and feeding the talent ecosystem. 5. Attracting and retaining talent in the city.	1. Lack of continuous monitoring of the talent supply and demand 2. Serious shortage of adequate talent. 3. Lack of regional integration of useful information to support (the best) decisions in terms of talent demand and supply 4. Lack of an aggregator/enabler to involve, align and create conditions to put stakeholders working together to address common issues. 5. Lack of a common strategy guiding loose and non-integrated initiatives. 6. Career guidance, requalification and integration for unemployed people.	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
2. FUTURE LABOUR MARKET SKILLS	<p>This action foresees the creation of an online repository of the best practices of local approaches to transfer and develop future labour market skills, aiming to provide permanent mechanisms for knowledge exchange in this area.</p>	<p>The New Skills Agenda recognises the challenge posed by digital transformation. However, there are some blind spots that need to be addressed. It is important to not only look at bigger companies but especially consider the needs and demands of the people actually working with digital innovation in SMEs in different sectors. At the same time, it is necessary to discuss how a digital divide can be prevented and how the relevant (local) actors can connect and work together to achieve this.</p> <p>Need to set-up a permanent mechanism to ensure that the best practices regarding digital competences are widely shared, recorded and further developed.</p>	<p>Creation of a repository that will represent a unique database, where detailed yet understandable descriptions of existing approaches to the development of digital competences are portrayed - taking into account existing initiatives such as the Digital Skills and Jobs Coalition's repository.</p>	<p>The EU already provides support to policy makers in the field of labour market skills through the collection and exchange of good practices, mutual learning programmes and networks (e.g. the Digital Skills and Jobs Coalition²⁷⁴)</p> <p>But most of the existing repositories are limited in scope and time.</p>	BETTER KNOWLEDGE
3. THE EUROPEAN PILLAR OF	<p>This action suggests that the European Pillar on Social Rights (EPSR) should be the</p>	<p>Need to involve the local level to succeed in the effective implementation of the EPSR</p>	<p>1. Collecting cities' practices regarding multi-level cooperation in relation to the implementation of Principles 1</p>	<p>1.To maintain fair and well-functioning labour markets and welfare systems, actions for a social Europe are</p>	BETTER KNOWLEDGE

²⁷⁴ The Digital Skills and Job Coalition brings together Member States, companies and various stakeholders to foster the acquisition of digital skills and fight against the digital skills gap in Europe: <https://ec.europa.eu/digital-single-market/en/digital-skills-jobs-coalition>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
SOCIAL RIGHTS (EPSR) AS A FRAMEWORK FOR THE RECONVERSION TOWARDS A SUSTAINABLE ECONOMY	framework for the reconversion towards a sustainable economy in urban areas. Given that all 20 of the principles which characterise the EPSR cannot be elaborated within the scope and timeframe of this Partnership, the action targets “education, training and life-long learning” (Principle 1) and “Secure and adaptable employment” (Principle 5).		and 5 2. Analysing the practices by experts to identify strengths, challenges, pitfalls and possible solutions regarding multi-level cooperation in relation to principle 1 and 5 3. Practical guide about how the EPSR can be delivered at the local level in the framework of the Multiannual Financial Framework (MFF) and its associated funding 4. Connecting-event, bringing different tiers of government together 5. Disseminating of a practical guide about how to deliver the EPSR at the local level in the framework of the European Semester	needed 2. The EU Social Acquis is broadly relevant, but lacks tools to improve the implementation and enforcement of existing rights 3. More than half of the principles of the EPSR have a direct link to local level, therefore it is of utmost importance to have cities involved and supported to implement them 4. The EPSR is accompanied by a Social Scoreboard which tracks trends and performances across EU countries and is monitored through the European Semester. However, the effects of such soft-law tools prove to be insufficient	
4. RIS3 2.0	Including a Human Capital Agenda and the local dimension into the Regional Innovation	In the proposals for the post-2020 programming period ²⁷⁶ , the RIS3 has been renamed as an enabling condition for “good governance of national	1. Including a Human Capital Agenda as an elementary building block of a RIS3 strategy and monitoring. 2. Improving the bottom-	1. The RIS3 is strongly focused on innovation and economic potential investment taking the skills, education and training pillars	BETTER REGULATION, BETTER FUNDING,

²⁷⁶ Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, and the European Maritime and Fisheries Fund and financial rules for those and for the Asylum and Migration Fund, the Internal Security Fund and the Border Management and Visa Instrument COM/2018/375 final - 2018/0196 (COD)

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	Strategies ²⁷⁵	or regional smart specialisation strategies". Furthermore, the proposal for the ERDF and cohesion fund regulation (COM (2018) 372) has reworded the policy objective as "a smarter Europe by promoting innovative and smart economic transformation" and has included as a possible priority for interventions "developing skills for smart specialisation, industrial transition and entrepreneurship". Also, under the social objective ERDF funding, there is a proposal for "improving access to inclusive and qualitative services in education, training and lifelong learning through developing infrastructure". Finally, the proposed Interreg Regulation (COM (2018) 374) includes a new strand for "innovative investments through the	up process by building stronger on local policies and strategies and more systematically including the cities as drivers of innovation and test beds for innovative solutions (e.g. the Smart Cities and Communities approach) within the RIS3 approach. 3. Including the local level as a strategic partner in the Entrepreneurial Discovery Process of the RIS3 as well as in the RIS3 governance. 4. Developing a more flexible monitoring system by including regional trends and bottlenecks, allowing the RIS3 strategy to maintain its long-term focus whilst taking into account unforeseen disruptive economic developments. 5. Building connections between and within regions and cities to boost the innovative potential and performance of regions and neighbourhoods through exchange of experiences and concrete practical	as existing building blocks. OECD research indicates that the availability of a skilled workforce is becoming increasingly important to innovation and growth, requiring a better alignment of employment, skills and economic development policies. 2. The strong development of the Smart Cities and Communities approach, where cities all over Europe act as test beds for new and innovative economic activities, is insufficiently reflected in the regional and national focus of the RIS3. 3. Even though the Funds' Partnership principle specifically includes the local level, the involvement of urban authorities in the RIS3 processes has not been very systematic. 4. RIS3 is a valuable instrument that runs the risk	BETTER KNOWLEDGE

²⁷⁵ "Smart specialisation strategy means the national or regional innovation strategies which set priorities in order to build competitive advantage by developing and matching research and innovation on strengths to business needs in order to address emerging opportunities and market developments in a coherent manner, while avoiding duplication and fragmentation of efforts" (Article 2 of the European Regional Development Fund Regulation 1303/2013)

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		commercialisation and scaling up of Interreg innovation projects having the potential to encourage the development of European value chains	cooperation projects, including the cooperation between strategic cluster partnerships.	of becoming a goal in itself. The monitoring process is very much focused on the realisation of the RIS3 ambitions and not so much on the underlying developments. RIS3 might be delivering concrete benefits to only a few regions or to specific parts of regions with high R&D potential. Without establishing practical cooperation between the successful centres and those with limited experiences, there is a risk for a new regional divide.	
5. LONG TERM INVESTMENTS	This action proposes to promote and optimise the long-term investment framework for jobs and skills.	Need to increase investments as a critical driver of employment and growth (OECD – 2014). Need to make the new InvestEU Programme effective ²⁷⁷	1. Identifying existing investment platforms supporting jobs and skills and taking stock of their strengths and weaknesses. 2. Analysing how the post 2020 EU programmes can (better) support local and regional programmes, the RIS3 and	1. Need to increase investment in research and innovation across the EU; 2. Many funding instruments exist but due to the lack of a single framework investors face a lack of clarity in the	BETTER FUNDING

²⁷⁷ The InvestEU Programme will bring together up to 14 existing financial programmes and 13 assistance instruments into a single Advisory Hub. The new programme will be divided in three parts: **InvestEU Fund**, supporting the public and private investments in Europe in order to contribute to reduce the investment gap among the Member States, in 4 policy areas (sustainable infrastructure; research, innovation and digitisation; small and medium-sized businesses; social investment and skills); **InvestEU Advisory Hub**, supplying assistance to support the planning, structuring and implementation of projects;

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>related regional skills Agendas.</p> <p>3. Identifying ways to better link the Union's investment frameworks to local and regional long-term investment strategies.</p> <p>4. Improving the proposals for a better and more efficient use of technical assistance at national, regional and local level.</p>	<p>requirements that differ from instrument to instrument;</p> <p>3. Funding in many cases can be particularly difficult when a blending of instruments is required;</p> <p>4. As with EFSI, the InvestEU Programme seems likely to provide support to individual projects. It is therefore not clear how the InvestEU Programme can support the Regional Innovation Strategies that are required by other EU support programmes aiming at innovation.</p> <p>5. It is not yet clear how the InvestEU Programme can contribute to investments in skills, education, training and related services that are locally, regionally or nationally organised: for instance, supporting a regional skills Agenda complementing the RIS3.</p>	

European Investment Project Portal, bringing together investors and project promoters, providing an easily-accessible and user-friendly database in order to provide more visibility to projects.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				<p>6. As identified by the Committee of the Regions²⁷⁸, more than half of public investments are carried by local and regional authorities; however, these are still not within the scope of the Union's investment frameworks.</p> <p>7. As recommended in the 'Boosting Investment in Social Infrastructure in Europe' Report by the High-Level Task Force on Investing in Social Infrastructure in Europe, a far-reaching system of technical assistance at local, national and EU level is needed. It needs to be clarified how existing assistance programmes such as ELENA can be incorporated within the focus of InvestEU Programme, where the current proposal is concentrating the support in the InvestEU Advisory Hub.</p>	

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<p>6. HORIZONTAL ACTION: SIMPLIFICATION 2.0</p>	<p>Simplifying future EU cohesion policy programmes for urban areas</p>	<p>Need to modernise and simplify the implementation procedures of the European Structural Investment Funds</p> <p>Need for differentiated approach for policy content and implementation procedures and controls. Programmes with limited budgets require the same amount of controls as large programmes.</p>	<ol style="list-style-type: none"> 1. Identifying how the simplification proposals have been included in the proposals for the new Fund regulations (CPR, ERDF and CF, ESF+, Interreg). 2. Ensuring a more differentiated approach can be negotiated at the level of operational programmes. 3. Improving the relevance and proportionality of the enabling conditions. 4. Strengthening a single rulebook approach, both in the new CPR and in the new Financial Regulation. 5. Introduction of a ban on gold-plating of rules for European Investment Funds by Member States, Secretariats and Authorities in charge of implementing the programmes. 6. Ensuring the timely availability of all programming documents, including guides, guidance notes and interpretations before the start of the programming. 7. Simplifying the (new) State Aid regulations and Block Exemptions to improve support possibilities for investments in innovation, research and 	<ol style="list-style-type: none"> 1. Current programming period still building on a one-size-fits-all approach. 2. Some rules are too rigid for a successful implementation. Some types of investments require strict deadlines and account very stringently on the basis of receipts. For other investments there is a need to manage based on a structural end results. The timing is less important and the accounting should be on final results instead of on receipts. 3. Ex-ante conditionalities are not always linked to the actual investment priorities. When focusing on ‘promoting energy efficiency measures’, it is mandatory to have a strategic policy framework to support energy efficiency renovation of residential and non-residential buildings, even if no funding for buildings is foreseen. 4. Lack of uniformity in rules will not allow the complementary use of instruments, either through 	<p>BETTER FUNDING</p>
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			digitalisation.	<p>combining or blending (i.e. different State Aid rules under COSME, EFSI and ESIF).</p> <p>5. Gold-plating by national and/or regional authorities further complicates the effective and efficient implementation of EU funding programmes.</p> <p>6. Rules and procedures should be clear from the start of the programming and not being given a different interpretation during the implementation. Too much flexibility would result in legal uncertainty for the final beneficiaries. On the other hand, maximum flexibility is required to address rapid changing circumstances.</p> <p>7. Since the implementation of the current State Aid regime and accompanying Block Exemption for Innovation several new forms of clustering (eg. Fieldlabs) in forms of financing (in particular blending of funds) were being set up that are not easily covered by the</p>	
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				existing legislation. Also for more established forms of clustering a recent interpretation showed that instead of using a single article (Article 27 Innovation Clusters) of the Exemption, a combination of articles is required to cover the individual companies and the company providing the cluster facility.	
7. FUNDING DEPRIVED AREAS	Funding for economic and social regeneration of deprived areas “Encouraging an ongoing dialogue with EU institutions to promote a more social and economic approach on investments in deprived areas”	A pro-active approach to restoration and reuse of brownfield land will be essential to achieve the Europe 2020 Flagship Initiative goal of no net land-take by 2050 ²⁷⁹ . Nearby districts around the formerly prosperous but recently deprived, brownfield areas are seriously afflicted by unemployment and connected social challenges. Need to create new financing facilities within the next programming period after 2020 for the regeneration of deprived brownfield areas	Social and economic revitalisation, under Policy Objective No.5 intervention field code No.131 has to be changed ²⁸⁰ . Physical regeneration, including social and economic, and security of public spaces. The regulation has to contain a broader term for “revitalisation of deprived areas”, with an emphasis on economic and social revitalisation. This perspective must be included in the regulation’s guidelines (fiche or working documents).	Main factors for the regeneration of deprived areas: 1. Use territories as a resource for attracting new business. Deprived areas must be revitalised and enabled for future investments. 2. Skilful workforce and cost of resources. 3.Streamline bureaucracy, direct economic tools. 4. The need to find new interventions and innovative policies to deal with such deprived areas.	BETTER FUNDING

²⁷⁹ Second ESPON 2013 Synthesis Report ‘Territorial insight: Where to focus what types of investments’

²⁸⁰ Annexes to the Proposal for a Regulation of the European Parliament and of the Council laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, and the European Maritime and Fisheries Fund and financial rules for those and for the Asylum and Migration Fund, the Internal Security Fund and the Border Management and Visa Instrument

		with social and economic regeneration. The regeneration of deprived areas is directly related to the development of the local economy and the enhancement of the competitiveness and depopulation of the cities.			
8. ITI FLEXIBILITY	More place-based approach - flexibility in integrated territorial investments (ITI)	Need to foster an effective coordination between different policy and administration levels (“place-based development approach”) for successful and efficient development of local areas: first, it covers essential elements and mechanisms constituting smart, inclusive and sustainable growth. Second, it is able to improve policy performance offering important synergies and coordination mechanisms, as well as enhancing endogenous developmental forces including territorial capital described in depth in the 2020 Territorial Agenda	The new Regulation (2021-2027) ²⁸¹ ought to: Potentially increase the scope of Policy objective No.5 Europe closer to citizens by fostering the sustainable and integrated development of urban, rural and coastal areas and local initiatives (PO5), by including economic and service development for local authorities. The new Regulation will contain a broader content. The proposal about flexibility of the PO5 could be included in the regulation’s guidelines (fiche or working documents).	Urban areas need a mix of instruments, which could be adapted to specific local conditions. For instance, instruments for the revitalisation of deprived areas need investments in infrastructure of former industrial sites and areas (infrastructure), as well as investments in skills and education to achieve a long-term use of such areas. The allocation of funding has to be done in the Operational Programme (OP) and the specific objective level – there being no flexibility for cities in the Development Programme	BETTER FUNDING

²⁸¹ Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Regional Development Fund and on the Cohesion Fund COM/2018/372 final - 2018/0197 (COD)

		of EU (2011).		which could have different allocations of funding between specific objectives. This brings very limited flexibility to the planning phase.	
9. CLUSTER OF STATE AID AND DE-MINIMIS	<p>A) More flexible State Aid rules for innovative start-ups - change of De-minimis for investments in innovative start-ups (decrease of binding period or increase of De-minimis amount)</p> <p>B) More flexible rules for regeneration projects - eligible costs for real-estate in deprived areas (State Aid Regulation)</p>	<p>A) As any activities linked to the promotion of local economy could be subject of State Aid regulation, it is necessary to revise and improve the regulation in this respect.</p> <p>B) Since innovative products often require advanced technology, the development of such products might be complicated without start-up capital. One of the instruments that might help would be an appropriate amount of de-minimis support.</p> <p>To make an application for project funding, the city authorities need to reach an agreement with the</p>	<p>Changes in the Regulation No 615/2014 on State Aid eligible costs for real-estate in deprived areas before project submission.</p> <p>Need to make changes in Regulation No 1407/2013 on De-minimis for innovative start-ups by increasing the amount (current 200 000) or decreasing the binding period (currently three years)</p>	<p>The city has an important role in R&D, and there is an interest in a mix of instruments: support for start-ups, venture capital, physical incubation, knowledge and technology transfer, networking, mentoring and coaching.</p> <p>De-minimis is good tool for start-ups. At the same time, that is the main bottleneck for funding R&D and financial costs.</p>	BETTER REGULATION

		landowner about the purchasing of the land for the purposes of the project. In reaching this agreement, the land owner may attempt to maximise the price which he obtains from the city authorities, a common practice when land is being bought for such activities.			
10. JOB-ORIENTED ECOSYSTEM	The action contrives of the creation of favourable conditions for business development, including a job-oriented ecosystem, improved public services and effective local governance.	Local influence the circumstances in which jobs are created, ranging from generating a favourable business climate, promoting the modernization and transition of the local economy, supporting (including social) entrepreneurship, promoting lifelong learning and R&D opportunities, ensuring a proper infrastructure and a good mobility of people and goods, providing high quality public services, which prevent administrative burden and facilitating the establishment of enterprises	<ol style="list-style-type: none"> 1. Gather the findings and knowledge from existing studies/reports and implemented programs (i.e. ESPON, URBACT - with special focus on the report - More jobs, better cities, EUKN, etc.) and develop and agree upon a working methodology. 2. Assess the orientation instruments and conceptual methods, such as quadruple & quintuple helix, that: <ul style="list-style-type: none"> • Promote a more entrepreneurial ecosystem and engage the private sector and the associated collaborative approach from the start; • Bring together all relevant representatives: local & urban policies; regulatory 	<ol style="list-style-type: none"> 1. Low administrative capacity – local public authorities are lacking the capacity to develop a long-term vision for the economic development of settlements. 2. Insufficient cooperation between urban-rural, urban-urban and cross-border localities, the result being fragmented public services and bureaucracy (for example, long and difficult process to obtain building permits). 3. Insufficient cooperation between public 	BETTER KNOWLEDGE

		<p>and their growth. Public services, including urban development and land use are essential for the creation of favourable conditions for business development.</p> <p>In many cases, local authorities cannot successfully fulfil their role as they are unable to ensure an efficient and integrated approach for the aspects mentioned above.</p> <p>Need to introduce specific provision necessary for cities to establish a job-oriented ecosystem in the EU regulatory European framework, starting from the Leipzig Charter review</p>	<p>framework & infrastructure; funding & finance; culture; advisors & support systems; universities and R&D; education & training; human capital & workforce; local/regional businesses and markets;</p> <ul style="list-style-type: none"> • Enable the local authorities as a facilitator and not as a manager. <p>3. Determine cities capacity building needs in relation to creating a jobs and skills ecosystem and identify tools and methods to address these.</p> <p>4. Develop a draft document comprising a set of provisions to be included in the revised Leipzig Charter.</p>	<p>and private sectors.</p> <p>4. Insufficient tools for cross-border cooperation.</p> <p>5. Lack of digitalization.</p> <p>6. Lack of integrated approach, including aspects ensuring coherence in sectoral policies.</p> <p>7. Spatially blind approach (the local potential is not enough valorised).</p> <p>8. Land use policies do not comprise provisions focused on the creation of jobs and economic development.</p>	
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7. Climate Adaptation Partnership

The aim of the Partnership is to *“To anticipate the adverse effects of climate change and take appropriate action to prevent or minimise the damage it can cause to Urban Areas. The focus will be on: vulnerability assessments, climate resilience and risk management (including the social dimension of climate adaptation strategies).”*

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1.ANALYSIS OF NATIONAL MULTILEVEL URBAN DEVELOPMENT AND PLANNING REGULATIONS WITH FOCUS ON CLIMATE ADAPTATION	Collect and analyse all available multilevel regulation tools on urban development and planning regulations in a context of multilevel climate adaptation strategies	<p>Need for long-term strategy and multilevel strategic spatial and urban development planning. Adaptation actions are often based on sectorial regulations. Existing urban planning regulations, urban planning documents and urban planning tools (spatial and land use plans) related to climate adaptation are not detailed enough, or do not contain the relevant information to be used by municipalities.</p> <p>Lack of effective participatory tools for multilevel governance, cooperation concerning the connection between risk management, climate adaptation planning and urban planning.</p> <p>Existing case studies and good practice examples are too few and not accessible for their respective</p>	Collect and analyse all available regulation of urban development and planning process and documents (urban development strategies, land use plans etc.) in the context of European and national adaptation planning; collaboration with national authorities, the Covenant of Mayors and other relevant partners will be important for implementation of a bottom-up approach; collect and disseminate national, regional and local regulation case studies and best practice examples, develop conclusions and suggestions for multilevel regulation and operational programs on national level, making them available for each Member State.	<p>Need to know the extent to which the regulations address the participatory process related to risk management in the climate adaptation field.</p> <p>Too much information available among which to choose</p> <p>There are different timeframes of political cycles and climate adaptation policies</p> <p>Insufficient support information to the decision-making process</p>	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		target groups. Need to determine which political and legal enablers are needed to encourage long-term investments in cities and how regulation can attract private investors			
2. GUIDELINES AND TOOLKIT FOR THE ECONOMIC ANALYSIS OF ADAPTATION PROJECTS	Development of guidance and tools for robust analysis early in the project appraisal cycle to aid decision making on urban adaptation interventions the tools are aimed for in-house use by cities and financial institutions, as part of any Climate Risk and Vulnerability Assessment (CRVA).	The Economic cost-benefit analyses (CBAs) of climate change adaptation for infrastructure, and in particular for urban multi component/sector projects, is technically challenging to complete, as well as time and resource intensive and is often outsourced to external experts and consultants. As a result, it has proved difficult for financial institutions to develop quick and cost-effective in-house CBAs which permit robust decision making for adaptation interventions. Cities need to justify their priorities and use of public funds to the constituencies and funders (loans or grants) and are currently poorly equipped to do so.	Analyse existing methodologies and good practices regarding the economic analysis of climate adaptation and develop these to infrastructure investments including green infrastructure in the urban context. Development of guidance and tools appropriate for in-house use by cities (including small and medium-size) and financial institutions, cost effective and capable of promoting low regret and robust decision making on adaptation interventions.	There are difficulties to establish PPP to execute adaptation actions Economic analysis of adaptation projects is difficult	BETTER FUNDING
3. INCLUDING RECOMMENDATIONS FOR THE OPS OF THE	Establishing recommendations for the Operational Programs (OP) in	The accessibility of the ERDF by cities and towns, especially small and medium-sized towns, due to the degree of complexity to fulfil	Need to define specific barriers encountered by Local Authorities when applying for an ERDF call and to identify the solutions to overcome them that could	National level authorities do not promote funding opportunities in the	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
ERDF IN ORDER TO IMPROVE ITS ACCESSIBILITY FOR MUNICIPALITIES	<p>order to improve accessibility for Local Authorities and to increase adaptation actions' implementation. The recommendations are addressed to the Member States and Authorities managing ERDF. The actions also should be useful to integrate those recommendations into the new ERDF period (2021-2027).</p>	<p>all requirements, is limited. Moreover, Operational Programs are also often sectorial, whereas climate adaptation requires an integrated approach.</p>	<p>be included as recommendations into the OP such as:</p> <ul style="list-style-type: none"> Allocating part of the funds to climate adaptation projects to Local Authorities and considering to co-finance at least part of them, considering the economic profile of the Local Authority. Allowing supra-municipal entities (such as provinces, councils, etc.) to act on behalf of the municipalities, no matter their size, so these Authorities can help municipalities by bringing in technical expertise and, when possible, co-financing Lowering the co-financing requirements for adaptation projects and differentiating the co-financing requirements based on the size of the Local Authority (where smaller authorities should face lower requirements). 	<p>most efficient manner</p> <p>Insufficient resources to finance large projects</p> <p>Significant administrative burden and complexity of the funding application process</p> <p>Difficulties in combining resources coming from the budget of different entities</p> <p>Delays in the launch for the calls for application and/ or in the decision awarding the funding,</p> <p>Adaptation is not included as a specific condition for many funds</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
4. A NEW LIFE FOR URBAN ADAPTATION PROJECTS	<p>The action consists of enhancing the capacity of urban municipalities, cities and towns capacity to access LIFE funding for urban adaptation projects</p>	<p>City authorities face difficulties in accessing LIFE funding for their climate adaptation projects, mainly for these reasons: Insufficient co-financing (only 55%); Complexity; Limited support from regional or national authorities; Low-quality applications , Size of projects - small city authorities fail to reach adaptation projects of a sufficient size and need to bundle them in order to get sufficient critical mass of funding; Lack of technical assistance; LIFE scope: the regulation does not mention explicitly that LIFE funding can be used to draft or implement the Covenant of Mayors Sustainable Energy and Climate Action Plans, including their adaptation component.</p> <p>Moreover, there is a lack of awareness towards climate change and its impacts among decision makers</p>	<p>Need to:</p> <ol style="list-style-type: none"> 1. Identify good practices of Member States or regions working effectively with cities on urban adaptation using LIFE funding. 2. Disseminate those good practices across the EU by making them available to cities, regions and Member States, through city networks and initiatives such as the Covenant of Mayors, in national languages when possible; 3. Convey cities' feedback on the LIFE programme to the European Commission and make concrete suggestions to improve access of cities to LIFE programme 	<p>Funding opportunities not efficiently communicated at national level; scale/timeframes of funding opportunities not tailored to local authorities' needs; insufficient resources for large projects; no specific funds or aids to draft adaptation plans; significant administrative burden/complexity of the funding application process; delays in the launch of calls and awarding; overlapping between different financing opportunities and lack of a single entry-point; difficulties in providing co-financing; etc.</p>	<p>BETTER FUNDING</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
5.IMPROVING EU MUNICIPALITIES KNOWLEDGE IN THE FRAMEWORK OF COPERNICUS CLIMATE CHANGE SERVICE	<p>This action aims at improving the abilities of local authorities to better exploit the knowledge value resulting from the Copernicus Climate Change Service (C3S) to better plan climate adaptation strategies. It will focus on knowledge-sharing through the delivery of city-tailored training, workshop and webinar.</p>	<p>Need to better exploit effective tools already available for territorial analysis to better plan climate adaptation strategies and inform policy-makers at a local level like the Copernicus Climate Change (C3S) Service CDS (Climate data Store) which can be freely used by the cities</p> <p>However, the wealth of information made available by C3S needs to be well understood to be used in an accurate way.</p>	<p>Targeted training tools directed to technical staff of the municipalities or support consultants</p>	<p>Barriers to obtaining the required data</p> <p>The scale of data is not as needed and there's a lack of skills and training to analyse data</p>	BETTER KNOWLEDGE
6.ENHANCING THE LOCAL CONTENT OF CLIMATE-ADAPT	<p>To enhance the local content of Climate-ADAPT, its usability and uptake by cities and other local municipalities.</p>	<p>In the EU Adaptation Strategy, Climate-ADAPT is intended as the platform supporting better-informed decision-making, branded as the 'one-stop shop' for adaptation information in Europe. Climate- ADAPT includes local content, however it does not have</p>	<p>Specific consideration of local practitioners' needs in the ongoing (2018) revisions and development of Climate-ADAPT in 2019-20, including: improvement of UAST (Urban Adaptation Support Tool (UAST- http://climate-adapt.eea.europa.eu/knowledge/tools/urban-ast) content and its promotion; provision of access to climate services and</p>	<p>Too much information available among which to choose</p> <p>Barriers to obtaining the required data National level authorities do not promote/communicate</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>a specific local focus.</p> <p>While there is a high-level categorization aimed to “tag” resources relevant for local stakeholders, a more detailed categorization or rating is not provided. As a result, local practitioners may have difficulties selecting the resources appropriate to their situation. Accessing climatic data at local resolution is another problem for urban practitioners due to data formats and complex user interfaces of many climate services, combined with uncertainty built into climate scenarios.</p>	<p>climate data; promotion of information on and examples of local adaptation funding and financing</p>	<p>te EU CA funding opportunities in the most efficient manner</p> <p>Different types of knowledge, awareness and commitment to climate adaptation in multi-level organisations</p> <p>The scale of data is not as needed and there’s a lack of skills and training to analyse data</p> <p>Mainstreaming is difficult to implement</p>	
7.POLITICAL TRAINING ON CLIMATE ADAPTATION	<p>Give specific training to local politicians (mayors, councillors, political local leaders...) on the benefits of climate change adaptation,</p>	<p>Not every local politician has a deep knowledge of what adaptation means to the city and its’ citizens and which specific actions can be proposed.</p> <p>Adaptation measures require substantial investment that can</p>	<p>Political trainings on climate adaptation further provide opportunities to make linkages to other urban challenges. Communities and groups which are often impacted by climate change can also be vulnerable to other social challenges and inequalities (e.g. women, children, elderly,</p>	<p>There are different timeframes of political cycles and climate adaptation policies</p> <p>Different types of knowledge, awareness or</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>how to deal with adaptation in a city, how to communicate with the citizens and involve all actors affected by climate issues.</p>	<p>only be secured if there is sufficient political buy-in. This political support is often missing: the Covenant of Mayors needs-assessment report indicates that <i>“Changes in the local political priorities”</i> is the third most important barrier faced by city officers for the implementation of their Sustainable Energy and Climate Action Plans²⁸²</p>	<p>ethnic minorities, and the homeless).</p>	<p>commitment to climate adaptation in multi-level organizations</p> <p>Mainstreaming is difficult to implement</p>	
<p>8.ENHANCING STAKEHOLDER INVOLVEMENT AT REGIONAL AND LOCAL LEVELS</p>	<p>Stakeholder engagement is key in municipal policy-making and climate change adaptation planning. Therefore, additional efforts need to be made to inform and raise awareness among citizens and other stakeholders on adaptation-related issues, as well as</p>	<p>Beyond political commitment, climate adaptation calls for a long-term strategy. Drafting such local strategies in consultation with citizens and other relevant stakeholders is a key success factor in strategic decision making on climate adaptation policies and investments. However, sometimes there is a lack of political coordination on how to maximise the actions at city level. Moreover, there is a lack of effective tools and methodologies for communication concerning</p>	<p>The Commission and its initiatives for cities (e.g. the Covenant of Mayors and URBACT) shall continue exploring new ways that encourage and facilitate a more participatory and collaborative approach (e.g. through user-centred research concepts such as 'Living Labs'), through:</p> <ul style="list-style-type: none"> Investigation of citizens' and other stakeholders' involvement in climate adaptation practices through an assessment of developed adaptation strategies, and assessment to identify potential gaps and opportunities; Investigate opportunities to incorporate stakeholder engagement as supporting criteria for allocation of climate adaptation funding; 	<p>Insufficient support information to the decision-making process and Barriers to obtaining the required data</p> <p>Economic analysis of adaptation projects is difficult</p> <p>Economic analysis of adaptation projects is difficult for several reasons</p> <p>Climate adaptation</p>	<p>BETTER KNOWLEDGE</p>

²⁸² Covenant of Mayors (2017). Covenant community’s needs for SE(C)AP design and implementation, p. 9

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>account for their expertise and priorities. This implies encouraging stakeholder consultation and participation as common practices at the municipal level when planning climate adaptation actions (i.e. in the framework of the Covenant of Mayors).</p>	<p>the connection between risk management and planning for the adaptation to climate change.</p> <p>Currently, the EU Guidelines on developing adaptation strategies, the Urban Adaptation Support Tool (UAST step 1.6) on Climate-ADAPT, and the EU Covenant of Mayors guidance on developing Sustainable Energy and Climate Action Plans (SECAPs) and reporting guides encourage the engagement of stakeholders. However, additional measures are required to ensure the information effectively reaches decision-makers. For example, through increased awareness raising and training, and increased resources to support stakeholder engagement.</p>	<ul style="list-style-type: none"> Continued promotion of urban adaptation projects incorporation of stakeholder engagement through funding streams such as LIFE; Continued promotion of stakeholder engagement in development of local adaptation strategies by city-networks through events, training programs, webinars and guidance. 	<p>needs long term strategy and this is not the main dimension of political will and decision making</p>	
<p>9.PROMOTE OPEN ACCESS OF INSURANCE DATA FOR CLIMATE RISK MANAGEMENT</p>	<p>Investigate and promote open access of insurance data for climate risk management.</p>	<p>Risk transfer and disaster risk response are important elements of strategies on adaptation to climate change and disaster risk reduction. The insurance sector and public sector at municipal and</p>	<p>The EU Adaptation Strategy (2013) includes Action 8: Promote insurance and other financial products for resilient investment and business decisions. This action will be a specific roll-out of action 8 of the EU Adaptation Strategy, serving the</p>	<p>Insufficient support information to the decision-making process</p> <p>Barriers to obtaining</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>city levels are not structurally sharing their information on disaster loss data in local risk assessments and identification of adaptation options, which may lead to sub-optimal adaptation practices, leading in turn to higher damages, higher recovery costs and higher premiums charged by insurers.</p> <p>A key issue is the lack of a critical mass of pilot cases, where sharing of risk data and loss data has been applied to improve local, urban or regional resilience.</p>	<p>policy objectives of the Green Paper on Insurance of Man-Made and Natural Disasters and following a number of key recommendations made in the DG CLIMA study on insurance, disaster risk and climate change. The action will lead to insights into structural data sharing to improve adaptation action, risk prevention, risk transfer and disaster risk management.</p> <p>Specific actions:</p> <ol style="list-style-type: none"> 1. Analysis of 20 regional and urban adaptation plans to see which actions and investments are being planned to prevent or reduce the negative impacts of climate change; 2. Integration of the economic development plans for the same regions and cities into the analysis under step a; 3. Mapping of the extent to which insurance loss-data of climate-related extreme weather events have been used in those plans; 4. Improvement of the plans selected in step a, based on insurance data. 	<p>the required data</p> <p>The scale of data is not as needed and there's a lack of skills and training to analyse data</p> <p>The accuracy of available data as well as sufficiently disaggregated information to assess climate change baseline at city scale is missing</p>	

<p>10.FURTHER ENGAGEMENT OF NATIONAL AND SUB-NATIONAL GOVERNMENT'S ASSOCIATIONS AS KEY FACILITATORS (AND RELEVANT COVENANT OF MAYORS SUPPORTERS) TO BEST SUPPORT LOCAL AUTHORITIES IN THEIR ADAPTATION PROCESS</p>	<p>To enhance/strengthen the role and reinforce the commitment of (sub-) national government associations as facilitators (and supporters?) for local municipalities to implement their climate adaptation strategies.</p>	<p>Climate adaptation often calls for the development long-term strategies, and this is not always the main dimension of political will and decision making at the municipal level.</p>	<p>The Covenant of Mayors for Climate and Energy includes intermediate bodies with the specific function of coordinating municipalities' engagement in the region. Need to better to utilize such resources and harness expertise in the adaptation field.</p> <p>Actions:</p> <ul style="list-style-type: none"> - 'Train-the-trainers' sessions - Compilation of case studies/examples to distribute at the train-the-trainers' session - Input to national roundtables organised by CoM at national events 	<p>Climate adaptation needs long term strategy and this is not the main dimension of political will and decision making</p>	<p>BETTER KNOWLEDGE</p>
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8. Energy Transition Partnership

The Actions of the Partnership focused on 4 key areas that were all considered essential in supporting cities to play a full and active role in the energy transition.

1. Mainstreaming Energy Master planning;
2. Making EU Funding Work for Cities in delivering the Energy Transition;
3. Delivering District Energy;
4. Delivering Energy Efficiency.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. CREATION OF 'FINANCING FOR DISTRICT ENERGY' TASK GROUP	Creation of a group of experts to find proper solutions for financing district energy	One of the major challenges for cities in becoming zero carbon is supporting their buildings with the transition to a sustainable heating system, due to the various building typologies, the different models of ownership, and the different characteristics of the buildings. In the future, sustainable heating systems will often be developed for multiple consumers and buildings at a neighbourhood or district-level. Traditional private sector finance is often not	To bring district energy and financing experts together to share experiences, collaborating to identify potential funding mechanisms, and to identify the most appropriate sources of finance (key risks and opportunities in developing and delivering these projects; how to mitigate such risks; how to structure financing support to enable commercially viable projects to be developed and delivered in a quick and easy manner.) A paper will be developed and presented to the European	The combination of a risk profile, high upfront costs, and long steady returns make it very difficult to source affordable finance for delivering district energy projects. The risk is particularly high early on during the capital-intensive development, construction, and the early operational years, whereas it rapidly reduces as the network is established, customers are connected, and income starts to flow back into the project	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		appropriate due to the high cost of capital, the low returns expected for the accommodated risk profile, and the inflexible nature of the re-payment profile.	Commission (DG ENER).	through the heat and electricity supplied to customers.	
2. MAXIMISING USE OF WASTE HEAT IN CITIES	The action is aimed at understanding the real and perceived barriers to using waste heat in district heating networks	<p>Waste or secondary heat source could displace a significant amount of the primary energy demand in cities, and consequently form an essential component of a cost-effective energy transition.</p> <p>Nevertheless, there is a limited utilisation of both existing and new waste heat sources that actively supports the incorporation of waste heat into existing and future heat networks. The barriers to its limited use need to be investigated, from both a heat network operator and waste heat producer’s perspectives. Solutions need to be</p>	<p>The Action would be to develop a Position Paper setting out a suite of solutions to make use of existing policy and regulatory levers, whilst suggesting new ideas, policies and viable financial incentives that would be promoted to EU, national, and local governments.</p> <p>The aim would be to simultaneously enable more comprehensive and consistent implementation of elements of the Clean Energy Package that relate to waste heat and heat networks; whilst developing consensus and support between these stakeholders in order to maximise the amount of waste heat that is utilised in</p>	<p>Inconsistent implementation of relevant Directives, including the Renewable and Energy Efficiency Directives (e.g. Article 14 of the Energy Efficiency Directive 2012/27/EU is designed to guarantee that waste heat from power generation and industry is utilised for space heating whenever practically and financially viable)</p> <p>Need to improve the accessibility and financial value of waste heat, to engage with and persuade the producers of waste heat to work with heat network operators to make</p>	BETTER REGULATION & KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>produced in light of these barriers that would make it easier for heat network operators to access and use available waste heat sources. Additionally, incentives must be created that would actively encourage organisations that produce waste heat to make it readily available to heat network operators.</p>	<p>heating systems across the EU.</p>	<p>their waste heat readily available to the heat network.</p>	
<p>3. GUIDANCE ON ENERGY MASTERPLANNING FOR CITIES</p>	<p>Action aimed at empowering cities and municipalities to develop and implement their own energy masterplanning</p>	<p>Whereas energy systems have historically been relatively simple and centralized, based on matching supply and demand, transmitting energy through a distribution system, and ensuring that users have a reliable supply, the energy transition demands a more complex, decentralised, dynamic system that requires a more interventionist approach from cities and</p>	<p>Develop structured, practical support materials for cities and municipalities including:</p> <ul style="list-style-type: none"> • Recommendations on various issues, such as a criteria for selecting an appropriate spatial area, thematic objectives of an integrated approach, a strategy for implementation, suggestions for an approach for the establishment of a governance system between governmental and non-governmental organisations, 	<p>Energy master planning is a complex activity, and there is currently limited support available to enable cities and municipalities to develop a masterplan for their local energy system.</p>	<p>BETTER REGULATION & KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>municipalities in planning their system.</p> <p>Energy master planning is a spatial, and sometimes also temporal, approach to determining the energy needs of a locality which needs to consider future growth and changes in the locality, dynamic demand, new technologies, and new energy production. It also necessitates the involvement of a wide group of local actors for input.</p>	<p>data sources and the role of data, targets for the energy transition, action-oriented urban transition agenda on district scale, actor activation and options for financing;</p> <ul style="list-style-type: none"> • Emphasis that a structural approach must also be explored, whereby the need for a stronger contribution and involvement of cities towards national-level energy planning is promoted; • Support for the implementation of the energy transition through EU funding resources; • Awareness raising and knowledge dissemination for local authorities and relevant stakeholders. 		
4. 'DEPLOYMENT DESKS' FOR CITY RETROFITTING	The Action is aimed at establishing Deployment Desks: dedicated public offices, at local or	In the EU, buildings are responsible for 40% of total energy consumption and 36% of CO2 emissions. Households are responsible	Need to deliver large-scale retrofitting in cities, which are ideally to be accompanied by potential funding mechanisms, through the setting up of	One of the key challenges for home energy retrofit is a weak or non-existent coordination between advice on technical and	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>regional level, to impulse urban regeneration and energy retrofitting.</p>	<p>for around 68% of the energy use in European buildings. Approximately 70% of the energy consumption in homes is used for heating water and spaces. Most houses require retrofitting to increase their energy efficiency. Additionally, it is estimated that 11% of Europe's population suffer from energy (fuel) poverty as a consequence of a combination of poor building quality, especially thermal efficiency, and the low inhabitants' incomes.</p> <p>Need to establish investment funds linked to energy efficiency, housing retrofitting and urban regeneration and to harmonise the application of regulations and building codes, from European directives to municipal</p>	<p>Deployment Desks to promote retrofitting among property owners, as well as helping them with the process. Its functions would also require coordination between public administrations and the integration of private agents for a successful urban renewal process aimed at reducing CO2 emissions and other co-benefits. Helping property owners might include mediation to reach agreements (dwelling buildings with different property owners), advice on technical solutions, management of public subsidies, quality control of works, help obtaining favorable bank loans, etc.</p>	<p>financial issues. Additionally, there is a need for social mediation when agreements are sought in collective housing or multi-family buildings and administrative support for paperwork to get grants and licenses.</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		legislation			
5. CLOSER CO-OPERATION WITH EU BODIES TO PROMOTE ENERGY TRANSITION FUNDING	Cooperation in view of the new funding stream for large-scale energy transition investments in urban areas	<p>Currently, the initiatives that cities can fund and implement using EU funds are those which are pilot/demonstration projects that test new technological/organisational applications. Many projects also cope with the State Aid Regulation, which limits the extent of widely implementation of energy transition measures (e.g. indirect State Aid in relation to investments for house owners).</p> <p>By 2021, there will be a dedicated funding stream for large-scale energy transition investments in urban areas. This funding stream will be part of a work programme in one of the upcoming European funding instruments, such as Horizon Europe or LIFE.</p>	Elaboration of a position paper to be brought to the attention of relevant stakeholders	No dedicated work programme in EU funding schemes for large-scale investments for the energy transition in urban areas	BETTER FUNDING

9. Sustainable Use of Land and Nature-Based Solutions Partnership

As defined in the Pact of Amsterdam the aim of the Partnership is “to ensure that the changes in Urban Areas (growing, shrinking and regeneration) are respectful of the environment, improving quality of life.” The Partnership's general aim is to ensure the efficient and sustainable use of land and other natural resources to help create compact, liveable and inclusive European cities for everyone and promoting the uptake of nature-based solutions.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. INCLUDING LAND TAKE AND SOIL PROPERTIES IN IMPACT ASSESSMENT PROCEDURES	Promoting the degree to which land take is considered in development decision making procedures, in the hope that land take can be reduced through prioritising development in locations which result in a lesser relative impact in terms of land take.	Inefficient land use consequence of poorly managed land producing long-term impacts Land take considerations not formally included in Environmental Impact Assessment (EIA, Directive 2014/52/EU) and Strategic Environmental Assessment (SEA Directive 2001/42/EC) and lack of experience in its implementation	Mainstreaming the consideration of land take issues into existing assessment procedures, in order to harmonize the ways that MS are considering land take in development and land use decisions To make explicit reference to “land take” into the two Directives and the associated guidelines and methodologies, to help cities to better plan and manage their land with liveable compactness in mind Actions: collection of case studies, events, analysis and elaboration of guidelines, testing	The need to propose/implement actions that work in areas with different challenges (Cities are different, have different densities and have different experiences around the efficient use of land) Missing and improper regulation. Lack of integrated planning, where infrastructure is part of the planning/management process Dealing with piecemeal development (lots of small-scale projects) supported by diversified groups of	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				<p>stakeholders</p> <p>In general, ex-ante conditionalities are not considered in urban planning procedures</p> <p>Meeting the needs of a growing population whilst protecting the natural land resources – a challenge in itself</p> <p>The lack of overarching European Land Use Recommendations was seen as a challenge and as a result spatial planning is overlooked in favour of stronger agendas</p>	
<p>2. FUNDING AND FINANCING GUIDE FOR BROWNFIELD REDEVELOPMENT</p>	<p>Compilation of funding and finance options (including case study examples) to stimulate brownfield development where funding or finance is a barrier. The aim is</p>	<p>Whereas brownfield redevelopment in cities, within the broader context of land recycling and the re-use of buildings, presents a valuable opportunity to limit land take and prevent urban sprawl, there is lack of</p>	<p>Development of a Guide for cities with up- to-date description of relevant funding and financing mechanisms/instruments offering a perspective on how these can be combined or mixed in a holistic approach for brownfield redevelopment projects</p> <p>Preliminary list of funding</p>	<p>Often City authorities do not think ‘smart’ on reusing, recycling and retrofitting land in private ownership – this can stifle delivery of a compact city where land banking occurs or where private partners are not engaged/of common purpose.</p>	<p>BETTER FUNDING & KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>to promote access to funding/ finance such that the cost barrier to brownfield development might be lessened, relative to development on green field development (therefore contributing to sustainable land use through compact city development and limiting urban sprawl).</p>	<p>comprehensive and up-to-date information that exists for cities on how to receive EU-level funding and financing, and on how to leverage private investment for brownfield redevelopment</p>	<p>mechanisms: ERDF, Cohesion Fund, URBACT, Interreg Europe, LIFE, Horizon 2020, etc. Preliminary list of financing mechanisms: EIB Brownfields Redevelopment Fund, EIB GINKGO Fund, EIB Natural Capital Financing Facility. Preliminary list of fiscal and regulatory tools to leverage private investment: Land value finance mechanisms (special assessment zone, tax increment financing, negotiated exaction, joint development, enterprise zone); urban development funds (supported by the JESSICA initiative); support for loans (payment of interests or guarantees); income stream guarantees; different models of PPPs; development fee waivers; tax credits; and innovative financing models (crowdfunding, cooperative</p>	<p>Hard to integrate private initiatives and actions Stakeholders are not open to accepting new approaches/proposals. Lack/ misallocation of funding to support brownfield development/regeneration Dealing with piecemeal development (lots of small-scale projects) supported by diversified groups of stakeholders Usually private investors do not feel attracted toward brownfield development Lack of incentives and rationale for private investors to prioritize brownfield development over greenfield development State owned land: How to leverage brownfield development?</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			finance, green bonds, social impact bonds).	The lack of overarching European Land Use Recommendations was seen as a challenge and as a result spatial planning is overlooked in favour of stronger agendas	
3. IDENTIFYING AND MANAGING UNDER-USED LAND	Identifying and managing under-used land	<p>Need to stimulate more flexible and innovative approaches to the use of land which is currently often under-used (vacant or under-used land, empty, abandoned or under-used buildings, unsustainable areas, such as brownfields)</p> <p>Need to foster the public sector role in increasing awareness and information levels around under-used urban sites with potential stakeholders, users, investors and developers.</p>	<p>Mapping of under-used urban land parcels in order to provide information to the public sector, the private sector, the citizens and other stakeholders (including zoning or use class designations, ownership, relevant policies, designations and restrictions, size, contamination etc) on how these sites might be developed, both regarding temporary and final use options.</p> <p>Include the collection of good practices on innovative urban planning, regarding both mapping and management of under-used properties, in next ERDF regulation.</p>	<p>Land in cities needs to be multi-functional. Often City authorities do not think ‘smart’ on reusing, recycling and retrofitting land</p> <p>The need to propose/implement actions that work in areas with different challenges</p> <p>Land in private ownership – this can stifle delivery of a compact city where land banking occurs or where private partners are not engaged/of common purpose. Hard to</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		Need to promote a more intensive use of under-used properties	Output: Guideline Document for the regions and cities as a framework for local authorities to map their under-used spaces and on managing under-used properties through identifying appropriate incentives for the landowners/ investors to invest in the identified areas (eg fiscal incentives, “temporality manager”, disincentives, e.g. progressive taxation of vacant/ undeveloped land, etc.)	integrate private initiatives and actions Stakeholders are not open to accepting new approaches/ proposals Dealing with piecemeal development (lots of small-scale projects) supported by diversified groups of stakeholders	
4. INDICATORS OF LAND TAKE	Indicators of Land Take	No clear measurement of net land take developed. Definitions of land take and net land take at EU level do not adhere to the ones adopted in the national and regional urban planning laws, thus generating a discrepancy between what is mapped at EU and national levels and	Definition of a set of indicators/composite index of net land take taking into account soil type, urban greening and re-naturalization processes, as well as soil sealing / desealing at different spatial levels and with different resolutions	Lack of understanding around the economic value of strong green infrastructure - planners, funders and investors all need to understand the benefits of green infrastructure to future urban development In general, ex-ante conditionalities are not considered in urban planning	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		what is mapped by local and regional authorities		<p>procedures</p> <p>Meeting the needs of a growing population whilst protecting the natural land resources – a challenge in itself</p> <p>The lack of overarching European Land Use Recommendations was seen as a challenge and as a result spatial planning is overlooked in favour of stronger agendas</p>	
<p>5. PROMOTING FUA (Functional Urban Areas) COOPERATION AS A TOOL TO MITIGATE URBAN SPRAWL</p>	<p>Promoting FUA Cooperation as a tool to reduce urban sprawl through more effective land use decision making at a strategic level. The aim of this action is to make FUA collaboration, especially coordinated spatial planning under the appropriate</p>	<p>Uncontrolled and excessive urban sprawl may result in detrimental environmental, social and economic impacts.</p> <p>The problem is further complicated when urban sprawl spans administrative boundaries. The more fragmented the administrative</p>	<p>Production of knowledge, good practices and recommendations on:</p> <p>More evidence and knowledge related to urban sprawl and its detrimental effects including the associated costs;</p> <p>More knowledge and evidence about the benefits of collaboration within FUAs to reduce the costs of urban sprawl, including communication activities to help MS to construct appropriate</p>	<p>The need to propose/implement actions that work in areas with different challenges</p> <p>Missing and improper regulation</p> <p>Lack of balance between supply / demand – is there demand for development in the places we want to deliver it?</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	governance structure, a widely recognised and attractive tool for better land management and a tool for dealing with urban sprawl.	<p>structure, the more difficult to coordinate policies at the FUA level</p> <p>Need to improve awareness of the long-term and indirect costs linked to urban sprawl reflected by an appropriate land pricing mechanism</p> <p>Need to provide access to relevant and timely data at the right scale (FUA delineation)</p> <p>Lack of regulatory and fiscal incentives framework to coordinate spatial planning</p> <p>Lack of broadly available good practice and know-how in setting up frameworks for intermunicipal cooperation on spatial</p>	<p>frameworks for FUA cooperation (regulatory and financial), as well as less informal cooperation and increase in willingness of municipalities to cooperate;</p> <p>Gathering case studies and good practice from Europe on successful FUAs, demonstrating how coordinated spatial planning has contributed to combatting urban sprawl;</p> <p>Triggering discussion at the EU level (e.g. through various events) on FUA cooperation and promoting this approach amongst stakeholders;</p> <p>Promote financial instruments and financial incentives that would support development of FUA.</p>	<p>Policies promoting trends contrary to achieving compact</p> <p>Lack of incentives and rationale for private investors to prioritise brownfield development over greenfield development</p> <p>In general compactness processes doesn't take into consideration the surrounding areas</p> <p>The lack of overarching European Land Use Recommendations was seen as a challenge and as a result spatial planning is overlooked in favour of stronger agendas</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		planning			
6. BETTER REGULATION TO BOOST NBS AT EU AND LOCAL LEVEL	Considering how regulation at various levels can support the increased uptake and awareness of NBS in development decisions	<p>Concept of NBSs included in H2020 and LIFE funding programmes, but this new multifaceted concept has not been comprehensively integrated within the current EU legislation.</p> <p>MSs, regions and cities are starting to include this concept in their strategies and urban planning laws and instruments but the concept still remains fuzzy and needs a more concrete implementation in terms of targets and actual implementation.</p>	<p>At EU level, to develop recommendations for the EU Commission on the integration of NBS within existing Directives and other EU-level documents.</p> <p>At national, regional and city level, to gather a better overview of the local regulative framework for NBS and to improve it.</p>	<p>Missing and improper regulation</p> <p>Lack of integrated planning, where infrastructure is part of the planning/management process</p> <p>In general, ex-ante conditionalities are not considered in urban planning procedures</p> <p>Meeting the needs of a growing population whilst protecting the natural land resources</p>	BETTER REGULATION
7. BETTER FINANCING ON NATURE- BASED SOLUTIONS	Compilation of funding and finance options (including case study examples) to	Need to increase visibility and understanding of the different sources of grant funding and loan	Development of a guide for those seeking financing for the implementation of NBS, such as representatives of cities and other local authorities, urban planners,	Often City authorities do not think 'smart' on reusing, recycling and retrofitting land	BETTER REGULATION & FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
<p>7.1 PREPARE A NBS FUNDING GUIDE TO ASSIST CITIES IN ACCESSING FUNDING FOR NBS PROJECTS</p>	<p>stimulate delivery of NBS where funding or finance is a barrier. The aim is to promote access to funding/ finance such that the cost barrier to the inclusion of NBS might be lessened.</p>	<p>financing available for the integration of NBS into urban development, as well as to help cities to mitigate the burden of higher initial investment</p>	<p>investors etc, which will include information on funding options both from public and private sources (i.e. both grant and loan, equity/funds) for project implementation (financing, interest subsidy, guarantees and other credit-enhancement mechanisms), technical assistance (for project preparation, feasibility, design studies, monitoring etc.) and capacity and awareness building.</p> <p>An integral part of the guide is the section describing the financial mechanisms to mitigate the higher initial investment costs of NBS versus grey infrastructure.</p> <p>A part of the guide will also contain guidelines on approaches to identifying the overall and mid- to long-term effects of NBS compared to traditional grey solutions in cities, in order to help stakeholders in their decision making</p>	<p>Lack of understanding around the economic value of strong green infrastructure - planners, funders and investors all need to understand the benefits of green infrastructure to future urban development</p> <p>Land in private ownership – this can stifle delivery of a compact city where land banking occurs or where private partners are not engaged/of common purpose. Hard to integrate private initiatives and actions</p> <p>Stakeholders are not open to accepting new approaches/ proposals.</p> <p>Lack/ misallocation of funding to support brownfield development/ regeneration</p> <p>Usually private investors do not feel attracted toward</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
				<p>brownfield development</p> <p>Lack of incentives and rationale for private investors to prioritise brownfield development over greenfield development</p>	
<p>7. BETTER FINANCING ON NATURE- BASED SOLUTIONS</p> <p>7.2 OVERCOMING THE BIAS FOR EXISTING SOLUTIONS THROUGH NBS FINANCIAL INCENTIVES MAINSTREAMING</p>	<p>Compilation of funding and finance options (including case study examples) to stimulate delivery of NBS where funding or finance is a barrier. The aim is to promote access to funding/ finance such that the cost barrier to the inclusion of NBS might be lessened.</p>	<p>Need to overcome actual investments in only existing and technically well-known solutions</p> <p>Perceived higher initial investment costs for NBS</p> <p>Current ESIF regulatory framework does not make a distinct and strong enough reference to NBS as one of the eligible areas for funding. NBS explicitly mentioned in only in the European Maritime Fisheries Fund and H2020</p> <p>Need to include NBS</p>	<p>Elaboration of a set of recommendations directed towards MS and cities regarding NBS mainstreaming in operational programmes and sustainable urban development strategies</p>	<p>Often City authorities do not think ‘smart’ on reusing, recycling and retrofitting land</p> <p>Lack of understanding around the economic value of strong green infrastructure - planners, funders and investors all need to understand the benefits of green infrastructure to future urban development</p> <p>Land in private ownership – this can stifle delivery of a compact city where land banking occurs or where private partners are not engaged/of common purpose. Hard to integrate</p>	<p>BETTER REGULATION & FUNDING</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		and ecosystem-based adaptation in the Cohesion Policy post 2020		<p>private initiatives and actions</p> <p>Stakeholders are not open to accepting new approaches/proposals</p> <p>Lack/misallocation of funding to support brownfield development/regeneration</p> <p>Usually private investors do not feel attracted toward brownfield development</p> <p>Lack of incentives and rationale for private investors to prioritise brownfield development over greenfield development</p>	
8. AWARENESS RAISING ON NATURE- BASED SOLUTIONS AND URBAN SPRAWL	The action aims to raise awareness around the benefits of NBS but also awareness around the benefits of reducing urban sprawl (through compact yet liveable	<p>A – Nature-based solutions</p> <p>NBS is a relatively new concept and knowledge amongst broad society as to what NBS is, is still quite limited</p>	<p>A - Mapping NBS projects in Horizon 2020;</p> <p>Simplification/standardisation of language; Improve cities' communication strategies, through engaging existing organizations and the media in disseminating knowledge and communicating the benefits of NBS in urban areas (i.e.</p>	<p>Land in cities needs to be multi-functional.</p> <p>Lack of understanding around the economic value of strong green infrastructure - planners, funders and investors all need to understand the</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	city development and reduced land take).	<p>B – Sustainable use of land (urban sprawl)</p> <p>Lack of awareness raising activities regarding urban sprawl and its negative consequences and the need of evaluate the financial costs of it for private and public sectors</p>	<p>improved water quality, flood alleviation, access to green spaces for sports and recreation, climate change mitigation, coastal protection from sea level rise , etc.) to reach broad citizen groups.</p> <p>Engage with European organisations in existing NBS related projects, events and advocacy.</p> <p>B - Create visual instruments to highlight the challenges that urban sprawl causes, and its real costs;</p> <p>Identify best practices developed by cities, regions and states, and the creation of media available to main stakeholders (web pages, conferences, social networks etc.).</p>	<p>benefits of green infrastructure to future urban development (i.e. it's not just about making a city look green but more that this can have a positive effect on land/ building prices, people's health etc.</p> <p>A lack of understanding about the reason for urban sprawl</p> <p>There are many reasons why people are looking for a home in the suburbs (affordable housing, higher quality of life due to the existence of more green areas)</p>	
9. DEVELOPING COMMON TARGETS AND INDICATORS	Promoting NBS, urban green infrastructure, increased biodiversity and ecosystem services in cities through the development of/ agreement of	Lack of universal and consistent data in this regard, as well as a lack of agreed common, easily adaptable targets and performance indicators for NBS, Urban Green Infrastructures,	Definition of a set of targets and indicators	<p>Missing and improper regulation</p> <p>In general, ex-ante conditionalities are not considered in urban planning procedures</p> <p>Meeting the needs of a</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	common targets and indicators across the EU.	Biodiversity and Ecosystem Services that cover planning, management, governance and performance		growing population whilst protecting the natural land resources – a challenge in itself	

10. Urban Mobility Partnership

As stated in the Pact of Amsterdam, the objectives of the Partnership for Urban mobility “are to have a sustainable and efficient urban mobility. The focus will be on: public transport, soft mobility (walking, cycling, public space) and accessibility (for disabled, elderly, young children, etc.) and an efficient transport with good internal (local) and external (regional) connectivity.”

The Partnership has identified four topics:

1. Governance and planning
2. Public transport (including clean buses) and accessibility
3. Active modes of transport and public space
4. New mobility services and innovation

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. REINFORCING MULTI-LEVEL COOPERATION AND GOVERNANCE	The action seeks to collect and share examples of practical experiences with multi-level governance and partnership approaches implemented on the ground in urban and functional urban areas across Europe, including planning and financing schemes.	Developing and implementing comprehensive and integrated urban mobility policies for towns and cities, which cover the functional urban area and hinterland connections, requires close cooperation between different levels of government and across administrative boundaries.	Different policy areas, sectors, and modes of transport need to be brought together. A smooth cooperation with national and EU institutions and an alignment of policy priorities is needed to ensure that the regulatory and financial framework created at these levels responds to local and functional urban needs and circumstances. Collection of information will be a publication including recommendations and good practices to be disseminated to national, local and regional authorities.	Need to build capacity on how to implement integrated, multi-partner approaches in practice, in a way that respects the respective competences and responsibilities of all involved actors and delivers good results in a timely and efficient manner	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
2. REINFORCING THE UPTAKE OF SUSTAINABLE URBAN MOBILITY PLANNING	<p>The action aims at presenting a clearer picture regarding the state-of-play of the SUMP implementation across the EU as well as updated SUMP guidelines to make it easier for cities to address recent developments and utilise wealth of experience gathered via EU projects</p>	<p>Despite the Commission has actively promoted the concept of sustainable urban mobility planning for several years, in many urban areas, urban transport planning is still primarily focused on infrastructure projects, rather than fostering new urban mobility paradigms and patterns. It is important to link successfully political vision, strategic planning, and the needs and expectations of citizens and businesses</p>	<p>The action will provide:</p> <ul style="list-style-type: none"> • a clearer picture regarding the state-of-play of the SUMP implementation across the EU; • a city database with information about urban mobility and transport plans in European towns and cities; • an overview and analysis of the national frameworks for SUMP development in all 28 Member States; • updated SUMP guidelines, addressing recent developments in policy and technology. 	<p>Currently there are many approaches to SUMPs at national level, and municipalities indicate that the lack of national/regional support (including financing) and adequate regulatory framework are among the main barriers to develop SUMPs.</p>	BETTER KNOWLEDGE
3. EVALUATING BEST PRACTICES IN CONVENIENT ACCESS TO PUBLIC TRANSPORT	<p>The action targets to understand, on a consistent basis, how accessible public transport systems are in cities and regions (technically, financially, communicatively,</p>	<p>According to Eurostat, 20.4% of people in the EU report 'high' or 'very high' levels of difficulty of access to good public transport. Hence, the access to public transport is considered convenient when an officially recognized stop is accessible within a distance</p>	<ol style="list-style-type: none"> 1. Develop simple walking indicators and best practice case studies on the walkability of cities and access to public transport 2. Highlight best practice case studies and measures on enhancing access through multi-modal public transport 	<p>In many cases, cities collect this information but not in a systematic way meaning that many cities do not know how accessible their public transport systems are or performing, including for citizens with reduced mobility and/or</p>	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>organisationally). This helps to identify the impact of different best practice strategies, which in turn can optimise decision-making at all levels.</p>	<p>of 0.5 km from a reference point such as a home, school, work place, market, etc. This is typically measured using GIS based tools but many cities do not have this mapping capability. Additional proxy criteria for defining public transport that is convenient include how physically accessible public transport systems are, affordability, information on the provision of public transport services and so on.</p>		<p>disabilities.</p>	
<p>4. SCALING UP INNOVATIVE CLEAN BUSES</p>	<p>The present action seeks to support the market introduction of clean buses.</p>	<p>Clean (alternatively fuelled) buses in urban areas can offer considerable advantages. Reductions in emissions of greenhouse gases, air pollutants and noise bring about considerable public health benefits.</p>	<ol style="list-style-type: none"> 1. Support through EU regional policy, relevant EU funding sources (ELENA, EIB etc) and Clean Buses Deployment Initiative. 2. Create awareness of relevant tools and disseminate knowledge for local authorities (use total cost of ownership models in contracting public transport) 	<p>The potential of these innovative technologies is far from being fully utilised in the EU, also due to concerns over technical maturity and high costs (e.g. battery-electric and fuel-cell electric buses). Implementation issues and legal, organisational, technical and financial issues still to be analysed.</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
5. DEVELOPING GUIDELINES ON INFRASTRUCTURE FOR ACTIVE MOBILITY SUPPORTED BY RELEVANT FUNDING	<p>This action should contribute to the development of European guidelines on infrastructure for active mobility and encourage Member States to develop their own guidelines on this basis. It also aims at unlocking more European investments in walking and cycling infrastructure.</p>	<p>There are no European level standards or recommendations on how to design safe, comfortable, direct and attractive infrastructure for walking and cycling and the knowledge is missing in several Member States and cities.</p>	<p>To elaborate quality design guidelines regarding the different types and parameters of Active Mobility infrastructure components.</p> <p>To update the EU Funding Observatory for Cycling⁸ to include references to relevant EU funding instruments. Promote possibilities for EU funding to local and regional authorities.</p>	<p>In some parts of Europe, there is a long and successful history of implementing ambitious cycling policies. In other parts of Europe, however, there is little experience with the development of walking and cycling policies and the design of good infrastructure for the active modes. There are no European level standards or recommendations on how to design safe, comfortable, direct and attractive infrastructure for the active modes and the knowledge is missing in several Member States and cities.</p>	BETTER KNOWLEDGE
6. PROMOTING SUSTAINABLE AND ACTIVE MOBILITY BEHAVIOUR	<p>The action focuses on factors and tasks that are necessary and meaningful to promote sustainable and active mobility</p>	<p>Despite walking and cycling are the most natural and sustainable forms of transport and essential for the full functionality of a multi- and intermodal</p>	<p>Collect best-practices on mobility plans for schools and companies</p> <p>Collect practices of drivers for behavioural change</p>	<p>Promoting walking and cycling in lifestyle, complementary to investment in infrastructure improvements to support</p>	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>in the EU. The measure is based on a planned study of approaches to mobility plans in schools and companies.</p>	<p>transport system, especially walking is often undervalued, if it is measured at all, and without data commitments to improving walkability and supporting and encouraging walking and cycling often lack sufficient policy support, resource allocation and priority.</p> <p>Many people do not change their transport behaviour towards a more active one – even when infrastructure is in place - due to mental barriers</p>		<p>walking and cycling, has proven to be the best way of maximising benefits. Data on mobility behaviour and preferences as well as barriers and drivers of mobility patterns needs to be systematically gathered. Traffic generators such as schools and companies should be primarily addressed because of their high potential for influencing commuting patterns. Therefore focus is needed on introducing mobility plans for schools and companies</p>	
<p>7. REDUCING DIVERSITY OF URBAN VEHICLE ACCESS REGULATIONS (UVAR)</p>	<p>A growing number of schemes for UVAR within the EU may create confusion for citizens and businesses. The action is intended to increase</p>	<p>Cities across the EU are implementing, or considering implementation of UVARs, such as congestion or Low-Emission Zones (LEZs), due to growing evidence and awareness of effects of air pollution on</p>	<p>Increase transparency of the schemes and make available relevant information to the public easier, more effective and increasingly digital, by using the existing tools available</p>	<p>A growing number of schemes may create confusion for citizens and businesses, and will be seen by some as a limitation to the freedom of movement.</p>	<p>BETTER REGULATION</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	transparency and, where possible, to support the effectiveness of existing approaches to Urban Vehicle Access Regulations (UVAR).	health, rising congestion (and related negative costs to society) and the fact that real world driving emissions in a number of cases exceed the limits set down in EU legislation. It is also because cities need to take such action to comply with legal obligations set down in the EU Ambient Air Quality Directive.	(www.urbanaccessregulations.eu) ²⁸³ as a starting point Address fragmentation and patchwork of the schemes while respecting the subsidiarity principle by providing recommendations and best practices that can support local administrators in designing and implementing urban vehicle access restrictions.	It is also difficult, and in some cases impossible, to enforce UVAR rules against vehicles from other Member States	
8. EXPLORING THE DEPLOYMENT OF NEW MOBILITY SERVICES	This action aims to investigate how deployment of New Mobility Services (NMS) can deliver solutions to citizens and support transport authorities in dealing with these challenges.	Increased urbanisation and an overdependence on the personal vehicle, brought cities challenges such as congestion, lack of space, toxic air quality and noise. This action aims to investigate how New Mobility Services (NMS) can deliver solutions to citizens and support transport authorities in dealing with	<ol style="list-style-type: none"> 1. Take stock of existing work done by Horizon2020 research and innovation funds 2. Compilation of case studies looking at needs and expectations of cities and the regulatory and financial frameworks needed for an effective integration of new mobility services in the transport offer of cities and regions 	<p>Need to support cities and regional authorities to develop new approaches for well- functioning new mobility services by investigating needs and expectations</p> <p>Need to find examples of legislation frameworks for integration of new transport operators</p> <p>Need to support research</p>	BETTER KNOWLEDGE

²⁸³ This online platform, provided by Sadler Consultants Ltd, offers information on urban regulations in hundreds of European cities (Low Emission Zones, Congestion Charging and Urban Traffic Restrictions, etc)

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>these challenges.</p> <p>The future transport system will be a combination of transport services aggregating travel data and communicating with the infrastructure around it. The new mobility services theme reflects a dynamic change in the sector.</p>		<p>on impacts and their potential for decarbonisation, cleaner air, urban and rural transport, social inclusion, use of road space behaviour and changing commuting/travel/freight & logistics patterns in relation to a digitalisation of production</p> <p>Need to support pilots, research and innovation actions in small and medium sized cities and potential for rural and poly centric areas</p>	
<p>9. SETTING UP A EUROPEAN FRAMEWORK FOR FOSTERING URBAN MOBILITY INNOVATION</p>	<p>Recommendations for optimising the framework conditions for cities/regions to apply for and finance innovative projects. Support to Extended implementation of successful pilot projects.</p>	<p>Need to support cities in developing, testing and deploying innovative solutions on the ground. This includes new technologies, as well as new service concepts and business models. Innovation is also needed in urban mobility governance and planning including FUAs.</p>	<p>Optimising existing funding schemes to make it easier for cities and regions to apply for and get funding for smaller innovative projects by producing a position paper on how to optimise funding schemes to be disseminated via the Horizon 2020 national contact points.</p>	<p>Lack of flexibility, heavy administrative burden and low success rates</p> <p>New business and governance models, many actors, with different interests</p> <p>Need to enhance follow-up of pilots</p>	<p>BETTER FUNDING</p>

11. Digital Transition Partnership

The objective of the Digital Transition Action Plan is to provide improved public services to citizens, to support European cities in exploiting the possibilities of digitalisation and assist European businesses to develop new innovations and create new business opportunities for global markets.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. MAINSTREAMING EU DIGITAL COMPETENCE FRAMEWORK FOR CITIZENS INTO DAILY USE	Promotion of DigComp also to identify training needs	Need to improve digital competence, the so-called 21st century skill – a universal and basic need for all citizens for working, living and learning in the knowledge society. Digital competence - the ability to use digital technologies - should be acquired by all citizens to enable their active participation in society and the economy	Mapping of level of digital skills based on the instruments and components within Digital competence framework. Mapping on the existing training and educational programs and their alignment with the framework. Awareness raising campaigns.	European Digital Competence Framework for Citizens (DigComp - first developed by the Commission in 2013) is not yet in universal use by citizens, employers and employees alike – there is insufficient awareness and use of the tool	BETTER KNOWLEDGE
2. DIGITAL NEIGHBOURHOOD INSTRUMENT	Creation of access points at districts' level	Need to develop strategies to strengthen digital participation and encourage digital skills. Creating assisted inclusive and accessible spaces, in each district, where digital facilitators, operators and trained volunteers, are available for citizens who need information and advice about using a computer, surfing the net,	Implementation of pilot projects for access points for people to get support and training for using digital services as well as achieving stronger civic engagement and involving more citizens in the process of co-creation of new services. Access points are established in places where people usually meet.	According to latest data 169 million EU citizens lack even basic digital skills. This accounts for 44% of Europeans between the ages of 16-74. Lack of access to digital services as well as lack of awareness of digital possibilities can have major impact to the	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>accessing online public services etc.</p> <p>To reach the target groups, it is important that the assistance and training be provided in already established centres of community life such as libraries, community centres, schools, etc.</p>		digital divide, resulting also in social divide.	
<p>3. CAPACITY-BUILDING AND SPREADING OF PILOTS IN REGIONS AND CITIES</p>	Capacity building actions for civil servants	<p>Cities have to build and manage knowledge and innovation networks, they have to decide about new technologies and data usage, or how to design contracts with data operators, network- and other ICT-providers, to ensure long term capacity to act and informational sovereignty. They will also include accessible and inclusive ICTs. Therefore, the development of a curriculum for the digital transformation at the local level is necessary. Capacity building and pilots for Cities and Regions should</p>	Elaboration/implementation of a capacity building programme on digitalisation for civil servants at local and national level	<p>In its Digital Government Toolkit, the OECD highlights the need for ICT skills of civil servants, including the advanced use of new technologies in carrying out internal tasks, delivering services and engaging with outside actors, for using data for policy modelling, evaluation, data analytics and mining to support policy, service delivery and impact evaluation, project and business case</p>	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		be a possible target in the EU structural funds all over Europe		management skills and for supporting engagement and participatory processes.	
4. HELPING CITIES DEVELOP A USER-CENTRIC EGOVERNMENT MODEL	Supporting cities in developing inclusive and accessible e-government platform	Need to develop a multi-level implementation strategy for cities to implement an inclusive and accessible e- government platform (based on legislation & ethics, services, technical & data layer and implementation & change strategy) re-using the knowledge, technology & legislation which is available within several countries and cities.	<p>Multi-level implementation strategy for inclusive and accessible eGovernment including an 'open source' toolbox with all the instruments available, such as the Digital Service Infrastructure Building Blocks (i.e. eID, eSignature, eDelivery, eTranslation and eInvoicing), open and free of charge to use, share and develop the solutions needed.</p> <p>Three living labs to test the implementation strategy Report on the investments necessary to implement the e-government strategy & framework within Europe</p> <p>Report on the definition and level of implementation of "good" Citizen eXperience</p>	Within Europe there are several examples of fully interoperable e-government solutions which already work, however, this is not yet a reality in every city and country in Europe. Challenge in implementing user-centric which are delivered in a simple and transparent way.	BETTER KNOWLEDGE
5. DEVELOPING THE DIGITAL	This action aims at creating an index on the state of	It is difficult to assess and benchmark with comparable data the digital	Need to develop a local DESI index through: - Analysis of data	The level and progress of Europe's digital performance is	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
ECONOMY AND SOCIETY INDEX (DESI) AT LOCAL LEVEL (“DESI LOCAL”)	digitalisation which would be measured at a local, including urban level.	competitiveness of European cities and urban areas since an evaluation instrument to test how digital you are as a city on a local level is not yet available	sources for DESI local to assess which data sources for the proposed index already exist and which are missing - The development of DESI local index (composite) - Assessment of estimated costs related to data collection for DESI local from 3-5 Member States as a first step	measured regularly only at the Member State level using the Digital Economy and Society Index (DESI), a composite index summarising progress on connectivity, digital skills, use of internet by citizens, integration of digital technology by businesses and digital public services. No such joint index, which is measured regularly, exists currently at the local government level.	
ACTION 6. BUILD A DATA TAXONOMY AT A EUROPEAN LEVEL	Development of a data taxonomy, as hierarchical classification of the data based on shared characteristics, to have shared definitions for all types of data.	<ol style="list-style-type: none"> 1. Large quantities of public data are present in all public policies without the administration necessarily being aware of this. 2. A large part of data of general interest is not held by public authorities. 3. Businesses and start-ups are proactive in creating services using data 	Development of a data taxonomy which will ease the standardisation process and use of data, through: <ul style="list-style-type: none"> • A state of the art study, based on the existing studies, to recognise the commonalities between the already existing developments. 	There are data concepts that are too fuzzy to be used efficiently: “public data”, “private data”, “data of general interest”, “my data”, “data about people like me”. These concepts are overlapping and a proper data taxonomy	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>of general interest, however the available data is highly variable from one territory to another (not open in a homogeneous way, formats differ, etc.</p> <p>4. The intervention of the private sector in the implementation of services of general interest might raise risks (particular interest prevails)</p> <p>5. Data about oneself (“self-data”) is widely available but not easy to use, making it difficult to create personalised services by third parties.</p> <p>6. The transformation of public action requires a systemic vision and the elimination of “silos” represented by each public policy.</p>	<ul style="list-style-type: none"> • Development of a framework for European data taxonomy. 	is useful to drive a data strategy.	
ACTION 7. ACCESS AND REUSE OF PRIVATE SECTOR DATA OF GENERAL INTEREST BY THE PUBLIC AUTHORITIES	This action aims at guaranteeing the development of a harmonised EU regulatory framework based on fair, reasonable and non-	Public authorities have begun experimenting with the use of aggregated and anonymised data analytics to discover insights that can guide better and more targeted policy decisions or improve public service delivery. To serve these	Proposal for an EU regulation on access to and re-use of data by public authorities to data generated and collected in public spaces.	Non-personal data is increasingly generated through Internet of Things (IoT) and machine to machine (M2M) solutions. In many cases, this data is strategic, and crucial	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	discriminatory terms to provide public authorities, public agencies and bodies, citizens and local businesses to access to and re-use of data collected in public spaces for the development of new services and solutions for and in cities.	purposes, public sector cannot just rely on their own public data. Other kinds of data held by private companies, such as telecommunications operators, online platforms or social media, or data generated by sensor-equipped, connected IoT devices could enhance the analytical insights and greatly benefit the public sector with economic savings and more efficiency. Where private data of general interest includes personal data, the processing must be in full compliance with the GDPR.		for the daily management of the city and for the development of new and innovative services and solutions. At present, access to data generated by machines or through products and services is often limited, or unavailable, when the data is managed by private companies.	
8. SPECIFY AND MONITORING OF STANDARDISED PLANNED LAND USE (PLU) DATA FOR FORMAL AND INFORMAL URBAN PLANNING PARTICIPATION PROCESSES	The action will increase knowledge in new types of data and how to use it for urban analytics (with the help of research partners contributing to the methods and long term strategic inquiries and impact	For the exchange of digital planning data between actors involved in planning processes, as well as for the internet-based visualisation of planning data to potential users, a digital harmonised data exchange format is needed.	Aspect 1 - Standardisation of data: use of PLU data model in European cities; monitoring techniques for analysing comparable land use indicators (e.g. density); analysis of existing regulations and data models for providing digital legal spatial land use plans on city level; analysis of what level of information (meta data / data model) in digital spatial land use plans is	When it comes to urban planning, many cities still lack the finance or knowledge to implement platforms for (digital) participatory urban planning. At the same time, (private) actors who acquire data in cities are restricted by	BETTER REGULATION

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	<p>analyses). Therefore it is necessary to analyse whether the use of the INSPIRE PLU data model is able to comply the described necessity for digital harmonised data models and data exchange format for spatial land use (zoning) plans in cities. It should also be explored as to whether the PLU data model supports the installation of e-government services (e.g. participation und monitoring services) in spatial planning and building action fields.</p>		<p>needed to establish e-government services (e.g. electronic building application/participatory processes in urban planning/land use monitoring); analysis of national regulations to ensure digital planning data are legally binding; weak points identification in PLU data model and of actual level of accessibility to develop strategies for improvements (e.g. guidelines); monitoring techniques for PLU, for analysing comparable land use indicators (e.g. density) for cities.</p> <p>Aspect 2 - Participatory urban planning: identification of used standards for participatory (user-generated) and 3D data in European cities; analysis of what level of information (metadata / data model) in participatory (user-generated) and 3D data is needed to improve citizen inclusion; definition of standards for participatory (user-generated) and 3D data regarding the use in</p>	<p>legal and economic issues (e.g. right of ownership, business models) regarding sharing the data with public authorities for purposes of general interest.</p> <p>Besides INSPIRE Planned Land Use data (PLU data) model specification, no guidelines for standardisation of participatory data are defined until now, making it difficult for entrepreneurs to create solutions implementable in multiple member states.</p>	

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			<p>participatory projects; involvement of stakeholders/partners: cities (preconditions, needs), businesses (needs, solutions) and academia (research, impact)</p> <p>A possible testbed: eGovernment-project DIPAS (Digital Participation System) in the city of Hamburg as a prototype for a participatory urban planning platform</p>		
9. MYDATA²⁸⁴ IN DIGITAL TRANSITION – ELABORATION OF A EUROPEAN ROADMAP ON “MYDATA”	Action aimed at introducing MyData principles to improve personal data management	Public services are collecting more and more personal data from their citizens also based on novel digital technologies, sensors and personal devices. Knowledge of exploiting the citizen generated data is very poor in public sector. In addition, people do not understand the power of their personal data in service development and the possibility to co-design	<p>Awareness raising in personal data management models.</p> <p>A roadmap at a European level on “MyData” based on personal clouds, including innovation and research (with technical and social concerns)</p> <p>Concrete practices in processing personal data usage, including templates and data protection/ privacy policies.</p> <p>Practical user cases (health,</p>	The MyData principles start from the idea that people should have control over the data about themselves. They suggest that people should have practical tools for authorising the reuse of their data in other services and to make choices about its processing in line with the GDPR, in particular Art. 20.	BETTER KNOWLEDGE

²⁸⁴Poikola, A., Kuikkaniemi, K. and Honko, H. (2015). “MyData – A Nordic Model for human-centered personal data management and processing.” Ministry of Transport and Communications. Available at (PDF): <http://urn.fi/URN:ISBN:978-952-243-455-5>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>new services with the public authorities.</p> <p>There is a need to increase the awareness of new models and impact to exploit the personal data as a new source of information in urban planning.</p> <p>The human-centric data management is one of the models and it is called MyData model.</p> <p>The shifts and principles that MyData principles aim at ensures effective protection of personal data.</p>	energy transition)	<p>Making data available through human centric data management model could reduce the costs of developing new services and experimentation in both the private and public sector. At the same time, they would make public services more understandable and strengthen the rights individuals to their own data.</p>	
<p>10. BUILDING INNOVATION AND DISSEMINATION ACCELERATOR</p>	<p>The objective of this action is to set up an innovation acceleration platform that works as an instrument for cities in disseminating practices and experiences on different activities and processes regarding the development and</p>	<p>Set-up of the innovation acceleration platform</p> <p>The infrastructure which is necessary to facilitate in funding and validation of ideas/solutions</p> <p>The innovation process; from ideation, prototyping towards business and accelerations and implementation at large scales ('beyond the pilot').</p> <p>The accelerator distinguishes itself by</p>	<p>An innovation acceleration platform including an 'open source' toolbox with all the instruments available which helps cities to innovate in digital transition.</p> <p>Five living labs to test and pilot the innovation acceleration platform</p> <p>Implementation strategy guidelines to make sure that all cities of different levels in the digital transition continuum can easily apply</p>	<p>The challenge in digital transition is that at city level, in many cases cities are conducting the same activities without necessarily knowing about each other. A European-wide innovation disseminator for digital transition is missing. Lack of knowledge distribution and information sharing at city level is resulting in</p>	<p>BETTER KNOWLEDGE</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	application of a variety of digital solutions.	explicitly generating and focusing on business and economic scalability, adaptability and sustainability with human centric solutions for urban challenges in digital transition.	<p>the toolkit based on their contextual factors</p> <p>A number of businesses which have tested value models to help the EU on defining future funding mechanisms.</p> <p>Evaluation of how public procurement helps value funding mechanisms in innovation and replication</p>	insufficient use of resources, the wasting of resources, lack of innovation potential and missed opportunities, which prevent or hinder the scalability, adaptability and sustainability of digital solutions within European cities	
11. SUPPORT AGILE EXPERIMENTATION OF EMERGING DIGITAL TECHNOLOGIES	Foster the experimentation of emerging digital technologies through living labs approach	<p>In order to exploit the opportunities and value of digital transition, cities need a business model approach that could help them to expand from traditional closed service business models towards the development of digital services through co-created open or mixed business models that are based on different levels of collaboration.</p> <p>As new services are often co-created, questions such as how to carry out experimentation and validation of new services and respective business models will arise and will</p>	<p>Develop connections to cities and living labs for knowledge sharing focusing on:</p> <ul style="list-style-type: none"> • 5G & IoT and new local operator models for their deployment • Artificial intelligence • Blockchain • Virtual reality • Augmented reality <p>Testing will be carried out the following themes:</p> <ul style="list-style-type: none"> • the funding mechanisms (especially for scale ups) • the public interest boundaries you need to safeguard (procurement, technical, ethical, legislation and vendor 	Agile experimentation through living labs is required, but it brings new challenges to make sure the experiments are effective and to safeguard the public interest. There are several issues to be taken into account - the technical specifications, ownership of the technology, investment and funding mechanisms, ethical dilemmas and the adaption & implementation. All to assure that the	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		need to be taken in account.	lock-ins as described in action 13) <ul style="list-style-type: none"> • the business model approach • implementation and adoption of services and solutions. 	solutions will become scalable, adaptable and sustainable.	
12. IMPLEMENTING THE DIGITAL FRAMEWORK FOR EMERGING TECHNOLOGIES WITHIN THE DIGITAL INFRASTRUCTURE	Supporting cities in exploiting new technologies as part their digital infrastructure	<p>Need to build a (dynamic) digital framework which helps cities & countries to implement the new technologies (from ethical, inclusive and accessible, technical, procurement & legislation perspective) within European boundaries and to deliver continuous input for European legislation (tools, guidance and instructions in a practical and easy way to implement, develop and integrate new technologies)</p> <p>Development of a white label (an instrument that provides tools, guidance and instructions) for cities on how to implement (and invest) in digital infrastructure for your city.</p>	<p>A practical digital framework for cities & countries to implement new technologies which will feed into discussion about the potential EU legislation during 2020-2024.</p> <p>An implementation strategy for digital infrastructure based on a white label which helps cities to implement a digital infrastructure which is adaptive for new digital technologies.</p> <p>A funding report of the investment which is necessary to implement a digital infrastructure based on the white label.</p> <p>Input for the discussion about the potential European legislation and funding regarding new technologies.</p>	The new technologies will force cities to think about how to implement these technologies to reach the full potential and safeguard the public interest. There are two main challenges to solve; what do cities need to do (and invest) to create an adaptive digital infrastructure? And how can cities exploit new technologies as part their digital infrastructure (including safeguarding the public interest)?	
13. CO-CREATING A	The action	Cities need the business	Although smart city initiatives	A business model tool	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
BUSINESS MODEL APPROACH FOR CITIES	complements the EU level initiatives that aim to disseminate business model thinking such as EIP-SCC Business Model Action Cluster, Public Procurement Partnership in the Urban Agenda, and numerous Lighthouse projects (e.g., REPLICATE or REMOURBAN) aiming at developing replicating smart city business models of individual digitalized services	model approach in the governance and decision-making of their future digital services especially regarding three key questions: <ul style="list-style-type: none"> • How to identify opportunities for digitalization? • How to create and capture value from digital solutions? • How to build competitive advantages for sustainable innovation and business policies? 	often seek to address urban context such as open innovation platforms, knowledge in practice is still largely in silos, and vertical structures dominate in the public sector. Hence, business models can be considered as an umbrella approach to digital transition for fostering better use and spread of knowledge that emerges in the city context, across different vertical and horizontal domains, and for accelerating urban growth by breaking the silos.	and approach that cities can apply in digital transition. <p>Exploration and co-creation of new ideas and concepts, demand-driven solutions, and new digital services to be made available for the citizens and other stakeholders through digitalisation.</p> <p>Exploitation and commercialisation of prototypes or pilots of currently used digital city processes and services.</p> <p>A framework and criteria for cities to assess, develop and select existing or currently available digital solutions.</p>	
14. DEVELOPMENT OF 5G REGULATION TO ENABLE LOCAL MICRO-OPERATORS IN	Development of circumstances and related regulations that enable businesses and cities to take	The promotion of locally deployed 5G networks is a key for Europe to speed up innovation and delivery of new high demand local services. This calls for 5G	A practical framework for cities & countries to implement 5G networks as innovation platforms to support development, testing and introduction of services,	The full benefits of 5G as a key enabler for digital transition in cities can only be realised when the mobile	BETTER

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
CITIES	local operator roles in cities is a key priority and should take into account the specifics of the cities in the national level while still providing European wide harmonisation of best practises.	innovation platforms that promotes competition in the mobile connectivity market by allowing new local entrants to serve vertical sectors' specific needs. While national regulations are in the key role of adoption of 5G networks, European level best practises will help in preventing market fragmentation.	benefitting of fast and reliable wireless networks Input for national legislation and European funding regarding 5G regulation Living labs with 5 to 7 cities with Europe which implemented 5G and work on Urban platforms in order to boost local innovations and Smart City development	communication market is made open for new entrants to offer innovative services by establishing local 5G networks. Need to respond to the emergence of a diverse set of new market players in addition to the existing network operators that requires different spectrum authorisation approaches to deliver innovation and meet the socioeconomic policy objectives of each European country.	
ACTION 15. STRENGTHEN THE ABILITY FOR CITIES TO ACT WITHIN THE DIGITAL TRANSITION	Development of a Digital Transition Funding Programme that enables diversified projects, combining many sectors and a wide range of	The promise of a digital transformation is a combination of better and more accessible service with lower operating costs. At the same time, the set time-frame to reach expected results is not realistic. This means that it is challenging to create a	Proposal for a multiannual Framework programme to be adopted by the European Commission for supporting cities in digital transition.	The challenge is how to find financing tools which enable true transition, accelerating the adoption of new processes and solutions in cities. The funding tools should support multi-	BETTER FUNDING

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	measures.	budget for digital transition processes' initiatives for a multi-year complex, cross-functional digitalisation process.		disciplinary approach. Multi-disciplinary execution challenges funding programmes as funding is needed to link different types of actions and investment types since it is not enough to invest in IT infrastructure.	

12. Innovative and Responsible Public Procurement Partnership

The Partnership on Innovative and Responsible Public Procurement seeks to facilitate a joint effort for a public procurement strategy of cities that facilitates and supports innovation and sustainability (social, economic and environmental). The focus of the Partnership is on the mid- and long-term perspective of public procurement. Thereto, the Partnership has established three topics that need to be addressed:

- building a procurement strategy and managing strategic procurement;
- developing relationships with economic operators; utilising the market potential and bringing it closer to the purchasers;
- providing guidance on legal tools and improving competence on innovative, sustainable and circular procurement.

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
1. GUIDANCE ON BUILDING CITY STRATEGIC PROCUREMENT AND HOW TO MANAGE STRATEGIC PROCUREMENT	This action aims to produce a guidance toolkit to help politicians and technicians in cities to build their own Public Procurement strategy that allows the implementation of the global strategy of the city and face sustainability challenges.	Public Procurement is an important strategic tool to solve different economic, environmental and social challenges. These challenges are translated into local policy targets. Building a Procurement Strategy and managing strategic procurement is needed in order to ensure that public procurement practices are aligned with the city's broader goals. It implies that public procurement is	Need to raise their awareness and knowledge on the strategic role of public procurement; To present the steps, process and their effects on cities' organisation when drafting and implementing a strategic procurement strategy; To adapt the public procurement strategy to the context of each city at both global and sectorial levels; To build partnerships	Cities elected representatives in cities often not aware of the potential of the new provisions and of the strategic role that Public Procurement can play on the economic, environmental and societal development of their city; Different public procurement strategies within a specific geographic area makes access to public procurement for	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		no longer seen as a job to be done by the purchasers, but rather a tool for implementing various policy priorities.	between local authorities within a specific economic territory and shaping a common framework; To provide guidance on Procurement Spend, and how to follow, manage and measure the strategic effectiveness.	companies challenging; Lack of analyses of the public spend and of common methodology for measurement and wider impact. Lack of links between evidence and procurement strategies.	
2. MEASURING SPEND AND WIDER IMPACT IN EUROPEAN CITIES	The goal is to develop a common cross-Europe methodology for municipalities and other institutions to measure directly where their procurement spend goes and the impact it has (economically, socially and environmentally).	The main objective is to understand where the 14% of GDP ²⁸⁵ across Europe goes geographically, sectorally and in business type terms as well as its wider economic, environmental and social impact. Through data, cities can confirm if their aligned procurement strategy has led to smart, sustainable and	Analysis of existing tools available, including Contract Registers across the Member States and other tools such as the 'Zelf Evaluatie' Tool from the Netherlands. Methodology of how to analyse spend and measure impact, building upon existing tools and particularly Contract Registers (e-procurement). A common framework, into which municipalities	Inability to communicate the positive effects of tenders Needs of cities for objective data feedback loops for their procurement strategies in general to be accountable and evidence based	BETTER KNOWLEDGE

²⁸⁵ Source: European Commission, at: <http://ec.europa.eu/growth/single-market/public-procurement/>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
		<p>inclusive growth, by using public funds innovatively and effectively. At present, it is not always clear which European data standards cities can use when collecting and processing procurement data from spend analysis and wider impact measurement.</p>	<p>and other institutions can input their procurement spend for a defined period and which then enables them to identify: geography of spend, the sectors which they are spending with, and the types of organisations they are spending with</p> <p>A common set of indicators for measuring wider economic, environmental and social impact of procurement and procurement strategies and metrics to enable analysis to be undertaken.</p>		
<p>3. RECOMMENDATION(S) FOR FUNDING FOR PROCUREMENT OF INNOVATION, STRATEGIC PROCUREMENT, JOINT CROSS-BORDER PROCUREMENT AND</p>	<p>Formulation of recommendation(s) to the European Commission, European Parliament and Member States on providing funding for procurement of innovation, strategic</p>	<p>Cities need financial support to be able to introduce novelties in their procurement strategy and processes: for instance for developing ‘circular procurement’, for introducing social</p>	<p>Desk research and development of a rationale to explain why cities need to seek this EU financial support and recommendations on what kind of financial support cities need</p>	<p>Cities need financial support to learn from more advanced cities in circular procurement, to procure innovation and to develop joint cross-border procurement;</p> <p>More expensive than</p>	<p>BETTER FUNDING</p>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
IN PARTICULAR SOCIAL PROCUREMENT AND CIRCULAR PROCUREMENT	procurement, joint cross-border procurement and in particular social procurement and circular procurement.	responsibility in their procurement and for procuring innovation and joint-cross border procurement. By developing and implementing novelties in procurement urban authorities will have new tools to respond to social, environmental, economic challenges and boost innovation in the cities		traditional procurement (e.g. market failure); Need of support to address risks and of financial support to develop multi-stakeholders' strategies, projects where they could learn from more advanced cities in circular procurement and strategic procurement; social and fair trade procurement; to procure innovation and to develop joint cross-border procurement.	
4. INNOVATION PROCUREMENT BROKERAGE	Achieving a more efficient public sector by means of a new paradigm of interaction among public and private players that contributes to fully exploit the innovation	Much innovation can come from market potential, and bringing this market potential closer to the purchasers is important, e.g. by pre-procurement engagement of market parties. Innovation	Define specific needs and requirements for innovation procurement brokerage between demand and supply-side Define how innovation procurement brokers can involve civil society and local communities in the	Links between start-ups offering innovative solutions and innovative SMEs, on the one side, and public procurers who may be willing to procure from them, on the other side, are often weak and do	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	capability of the market	procurement brokers can play a crucial role in capturing this innovation and by promoting the spreading and take-up of innovative procurement practices.	<p>co-creation of innovative solutions to urban challenges by establishing a pilot project possibly in cooperation with the Urban Innovative Actions Initiative aimed at (i) raising awareness (ii) seeding transfer policy exercises through knowledge sharing and initiate policy experimentations; (iii) promoting the drafting of soft law at the EU level to provide city and public officials with procurement guidelines</p> <p>Define functional and operational criteria for the Innovation Procurement Broker</p> <p>Define requirements for concrete compliance with the EU legislation, ,</p>	<p>not arise spontaneously. Therefore, 'Innovation procurement brokers' can help to build or strengthen them. Nevertheless, the issue of defining practical ways of interaction between contracting authorities, innovation broker(s) and suppliers is critically complex and has to take into account the specific procurement procedure (competitive dialogue, innovation partnership, pre-commercial procurement ...).²⁸⁶</p>	

²⁸⁶ Procurement Directive 2014/24/EU. Preamble, para. 14. Retrieved from <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32014L0024>

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
			reducing the risks of “grey zones”		
5. LEGAL HANDBOOK INNOVATIVE PUBLIC PROCUREMENT	Production of a legal handbook on innovative public procurement will contain a practical guideline regarding legal aspects for the procurement of innovation	Need to provide enough (practical) knowledge and explanation regarding the procurement law in order to reduce the feelings of uncertainty, the perception of complexity and therefore the risk aversion of the people who are responsible for the procurement of innovation	<p>Research and other activities aimed at producing a legal handbook focussing on:</p> <p>Legal interpretation of the way local authorities may use on specific issues like the “link of the awarding criteria with the subject matter”;</p> <p>Legal aspects of market consultations;</p> <p>Legal aspects of dialogue phases/stages of the “competitive dialogue”;</p> <p>Legal aspects of the innovation partnership.</p>	Complexity, uncertainty and risk aversion in regard of procurement law: the challenge for many European cities seems not necessarily to be the EU law on procurement, but rather how to apply the Directives that are transposed in national laws at their local level.	BETTER KNOWLEDGE
6. DEVELOP A FLEXIBLE AND CUSTOMISABLE CONCEPT FOR LOCAL COMPETENCE CENTRES FOR	Setting-up of Local Competence Centres specifically valuable for smaller and medium-sized cities which could	Since a great amount of procurement is performed locally, and knowing that by interacting, working together and	Outlining the concept of a local competence centre by: collecting existing initiatives; exploring core strategic questions; addressing funding; outlining which tools,	Organisations responsible for planning and conducting public procurement at local level vary considerably in size and form, and	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
INNOVATIVE AND SUSTAINABLE PROCUREMENT	complement new and on-going national and EU-wide initiatives, such as the Procure2Innovate project launched by DG CNECT	exchanging best practices local and regional leaders are better able to tackle the challenges of innovative public procurement, it is important to establish Local Competence Centres which will enable even smaller local contracting authorities and entities – procurement officers within these organisations and external public procurement experts helping them – to be prepared to successfully conduct such procurement.	knowledge, experience and (human) resources can or have to be component parts of the concept; defining possible priority policy areas of competence centres; scoping possible intermediation activities of a local competence centre; liaising with national competence centres on strategic procurement (e.g. innovation procurement competence centres); networking	many of the smaller municipalities and municipal bodies and companies do not have expert procurement officers. The competence of local procurement officers on the details of applicable law, and on the processes and general know-how of innovative procurement varies from little to sufficient - but their competence on what the municipalities actually need to buy is high.	
7. COMPETENCE BUILDING IN CIRCULAR PROCUREMENT	Making knowledge on circular procurement easily available by providing conferences, workshops and training material that	Learning is key to innovative and responsible public procurement and specific efforts are required in new policy areas where	Offer public procurement officers in local and regional authorities (cities, municipalities, counties/departments, regions) across the EU the opportunity to attend	Knowledge related gaps: circular procurement procedures unknown, possibilities given by the new directives/regulations	BETTER KNOWLEDGE

Name of the action	Description	Problem addressed	Actions needed	Bottleneck addressed	Main Contribution
	cities can use to build and develop competence for relevant staff	competences are still underdeveloped, such as Circular procurement competences.	workshops and trainings that support them to conduct circular procurement, through: workshops and trainings; and the establishment of a Circular Procurement Academy ²⁸⁷	<p>are not spread, available circular solutions not known, differences between general public procurements and circular procurement is to many buyers and their clients, managers, policy advisors and budget holders not clear.</p> <p>Need for cultural changes as central procurement departments are not always keen to promote circular/green procurements, existing good practices are not being sufficiently promoted and lack of available training and education on circular procurement</p>	

²⁸⁷ Based on the experience from the Dutch “Circulaire Inkoop Academie” (<https://www.circulairondernemen.nl/events/circulair-inkopen-academie-2019-2020>)

13. Security in Public Spaces Partnership

Launched in 2019, the aim of the Partnership is to promote the creation of safer public spaces where citizens can develop their freedom and fundamental rights, starting by identifying the different security related needs that the public spaces encounter and the new preventive measures that can tackle the new challenges that European urban areas face in terms of security in public spaces.

The Orientation Paper, which has been adopted in May 2019, highlights the following priority themes, that will steer the following Action Plan’s definition:


- Priority 1. Urban planning and design ‘to create safer cities’, to preserve the open and welcoming nature of European cities (no fortified castles and no barbed wire fences) while ensuring security for their residents and visitors
- Priority 2. Fostering the use of technologies for smart and safe cities
- Priority 3. Managing security and sharing public space, in terms of better horizontal and vertical coordination at the different levels of governance (local, regional, national)


Foreseen action	Main Contribution
Revise the European Agenda on Security of 28.04.2015 to integrate a pillar on urban security, based on the EU Action Plan on Security in Public Spaces of 18.10.2017 and the work implemented by the EU Urban Agenda Partnership on Security in Public Spaces	BETTER REGULATION
Contribute to the definition of a European guidance or legal framework for securing the urban public spaces, including a better definition and an adequate coordination of all different levels of government involved in urban security policies	BETTER REGULATION
Define a European model of a smart and safe city combining state-of-the-art innovation, compliance with the EU’s Data Protection Reform package (GDPR, Police Directive), ethics and European values (fundamental rights, democratic control) in cooperation with the EU security industry, the research community, the data protection authorities and the European Union agency for fundamental rights	BETTER REGULATION
Develop new regulation tools that could help law enforcement agencies and citizens to effectively prevent crime and make public spaces safer in terms of development of freedom and rights	BETTER REGULATION
Help find the right balance between the new regulation tools and the data protection rules within the framework of the EU	BETTER


Foreseen action	Main Contribution
regulation	REGULATION
Law enforcement agencies face big challenges in the fight against new types of criminality. Therefore, only with an updated regulation LEA can tackle the current threats and can take effective measures to prevent criminal activities and enhance the perception of security in the public spaces	BETTER REGULATION
Help find the right balance between the new regulation tools and the data protection rules within the framework of the EU regulation	BETTER REGULATION
Integrate security actions in the existing tools and explore the possibilities for investment.	BETTER FUNDING
Take into account proposals of the European Commission on the multiannual financial framework and the Cohesion policy post 2020 and the explicit reference to urban security as a new area of intervention for the ERDF; guarantee targeted EU funding for security in public spaces in the framework of every ERDF Operational programmes (granted that security contributes to cities' quality of life and attractiveness); ensure the eligibility of investments in security (including equipment), as well as in the framework of Horizon Europe and the reinforced Internal Security Fund. Encourage identification of EU funded best practices in this field, lessons learnt from current programmes, knowledge building and guidance to future beneficiaries	BETTER FUNDING
Improve the readiness and presentation of projects to increase financing opportunities, for example in the form of an integrated programme eligible for EIB financing	BETTER FUNDING
Regenerate urban spaces in a way that could help to prevent crime and create objective and subjective security, taking also into account the perspective of social cohesion and social innovation	BETTER FUNDING
Develop a review on good practices for security equipment, urban planning, architecture design (security by design), maintenance of public spaces	BETTER KNOWLEDGE
Develop a study on safe and smart cities approaches in Europe (on technological and regulatory aspects).	BETTER KNOWLEDGE
Develop a guidance on related public procurement procedures and investment strategies	BETTER KNOWLEDGE


Foreseen action	Main Contribution
Promote a space for a Covenant of Mayors on the protection of public spaces (for the EU and then worldwide) to exchange good practices and monitor efforts on common goals	BETTER KNOWLEDGE
Ensure consistency and possibly contribute to the relevant global agendas in order to highlight the need to ensure security in public spaces	BETTER KNOWLEDGE
After having taken stock of existing tools with regards to security issues/perceptions, explore relevance and mobilize funding for a EU-wide victimisation study and develop statistics on perceived security.	BETTER KNOWLEDGE
Promote the sharing of research and best practices, to create methodological tools, and common evaluation measures	BETTER KNOWLEDGE
Launch an EU-wide survey on the use of security-related technologies in cities and their perception by citizens	BETTER KNOWLEDGE
Promote awareness raising and communication tools (such as an EU Platform) to ensure better understanding of urban security issues in the society and better acceptance of security measures and technologies.	BETTER KNOWLEDGE
Promote the development of better information exchange tools at EU level, from the local and regional levels up to the national and European level.	BETTER KNOWLEDGE
Enhance the collection and exchange of data at local level and its analysis to create intelligence that could help authorities to design strategies in the prevention of criminal activities and the increase in security perception	BETTER KNOWLEDGE


APPENDIX B - EU-funded projects recommendations and position on the EU Urban Agenda on Culture and Cultural Heritage


PROJECT ACRONYM	DESCRIPTION	ON THE UNDERSTANDING OF CULTURAL HERITAGE	ON THE ROLE OF CULTURAL HERITAGE FOR SUSTAINABLE AND CREATIVE URBAN DEVELOPMENT	RECOMMENDATIONS TO THE PARTNERSHIP
<p>I-MEDIA CITIES</p> 	<p>I-Media-Cities is a European research project that brings together 9 major European film archives with different important European research institutions. The goal of the project is to find easy ways to facilitate the sharing of digital content and to make that content accessible through a digital platform to many different types of users.</p>	<p>Cultural Heritage is wider than artefacts, buildings, archaeological sites left behind in time and space, it includes all evidence of human creativity and expression: films, photographs, documents, books, and instruments, etc. either as individual objects or as collections. Furthermore, CH is everything people choose to identify themselves with, be it natural landscapes, dances, songs, feelings. Cultural Heritage is all the little dots that make up the lifeline.</p>	<p>CH films and photographs are at the basis of I-Media-Cities and they function as living windows into the life of cities at different periods in the past. These objects show the way cities looked in the past and provide insight into how cities dealt with problems still plaguing them today.</p>	<p>Get all actors of a city together to help transform their urban areas. No city is ever changed without collaboration. CH can bring these actors together and can get them to share their insights and experiences through memory walks and personal show and tells. CH should never exist in a vacuum of the past. It should interact with the present and show the possibilities of remixing different input, one of which is CH expressions. In order to do so, sort out the IPR regulations that now often limits the reuse of CH. It is this that makes them dead witnesses, while they could be living inspirations.</p>


<p>FORGET HERITAGE</p> 	<p>The main objective of Forget Heritage is promoting cooperation between Central Europe cities in order to identify innovative, replicable and sustainable Public Private Cooperation management models of the historical sites by valorising them through setting up Cultural and Creative Industries</p>	<p>In the consideration of Forget Heritage CH might be extend over the “cultural” boundaries when we care about abandoned industrial sites or left iconic industrial/commercial buildings in the cities.</p>	<p>Forget Heritage supports sustainable urban living with its policy recommendations for citizens’ involvement. Its FH Management manual is powerful tool of municipalities in revitalization of abandoned heritage sites, buildings. Reshape and finding new functions of these CH places helps the preservation, supports citizens’ activities. Revitalization keeps resources within the city, while devastation cause further costs.</p> <ul style="list-style-type: none"> - A novel web-application translated to six languages helps to collect citizens’ ideas and recommendations about desired new functions of the abandoned sites. - Cultural creative enterprises are involved in eight pilot projects in revitalization and function innovation. Based on the experiences of pilot project a final policy recommendation will be developed. 	<p>The dialogue and the collaboration with citizens are recommended. Citizens’ involvement helps to find the new temporary way of CH usage, keeps the revitalised sites living. Using modern communication tools and social media make the dialogue equal and real. Citizen’s involvement especially needed in post-communist societies, where the CH is almost fully owned by municipalities and the citizens’ access is very limited.</p> <ul style="list-style-type: none"> - Cultural Creative Industries’ involvement helps to elaborate new business models for sustainable operation of new functions.
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<p>ARCHES</p> 	<p>The project is developing online resources, software applications and multisensory technologies to enable access to Cultural Heritage Sites, working in a participatory manner with people with differences and difficulties associated with communication, cognition, memory and perception.</p>	<p>ARCHES is working with six art and design museums across Europe. Cultural Heritage is meant as something that everyone has the right to access fully as it is part of our history. It is a space that needs to be welcoming and fully inclusive.</p>	<p>No input (not working directly with cities, no input provided)</p>	<p>Cultural Heritage sites need to explore participatory methodology further. There is a lack of space where the citizens themselves have the opportunity to voice their concerns and be part of the development. Giving people that ownership is the urban agenda's responsibility. It is not enough to design policies from the top it is necessary to implement them with the citizens themselves. The project has explored that labelling people according to disabilities is not the way to go. Instead the project encourages people to focus on accessibility needs and preferences. These needs and preferences benefit everyone in every way. Only by shifting the focus in this direction will Cultural Heritage sites be fully accessible, inclusive and welcoming to everyone.</p>
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<p>EUCANET</p> 	<p>Inspired by the Pact of Amsterdam, EUCANET explores how the urban political process can contribute to tighten the connection between the local and EU level, reframing the interaction between Urban Authorities (UA), local communities, civil society, business and knowledge institutions</p>	<p>CH can be understood as our common EU urban identity, a system of tangible dimensions, intangible values and locally rooted resources that intertwine and coexist, framing a shared and multifaceted urban culture.</p>	<p>CH is the expression of how the communities grow, develop and make sense of themselves, of their story and inheritance, conflicts, diversities, capabilities, resources (knowledge, skills, know-hows, etc.) and potentialities. It is the strengths from which envisioning and shaping site-specific, balanced future developments.</p> <p>CH can contribute to make our cities more sustainable, as it intercepts common and cross-cutting identities and values, that can help local communities better acknowledge new development paradigms</p> <p>Given its strong generative dimension, CH (and the public discourse on CH) can contribute making our cities more capable to frame creative solutions to urban issues, exploring new forms of cooperation, self-organization and communities protagonism.</p>	<p>It explores the role of spatial policies in enhancing a more direct (operational and proactive) involvement of communities, using the public discourse on space (i.e. the use, government, transformation, management of lands and buildings in the city) as a “translational” device, a “trading zone” between different instances, issues, interests, languages, concepts and concerns. The project’s focus is on how the debate about the physical dimension of cities can be used as a means to explicit shared common values, blending knowledge and resources to set urban issues, to generate urban commons and services, and to strongly commit citizens and stakeholders (even beyond space-oriented policies). Key is the role of City Agencies as site-specific, locally based organizations capable to involve local actors, facilitating, empowering and activating their understanding and involvement in the urban planning and decision-making process.</p>
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<p>ROCK</p> 	<p>ROCK aims to develop an innovative, collaborative and circular approach for the regeneration and adaptive reuse of historic city centers. Implementing a repertoire of successful heritage-led regeneration initiatives, it will test the replicability of the spatial approach and of successful models addressing the specific needs of historic city centres.</p>	<p>CH in ROCK is considered as:</p> <ul style="list-style-type: none"> - a common good, (on the basis of FARO Convention 2005, Council of Europe’s Framework Convention on the Value of Cultural Heritage for Society) capable of generating new social, economic and sustainable environmental processes; - a living inheritance capable of evolving over time while preserving its own identities and enriching itself with new meanings and values; - a current but non-renewable resource capable to enable virtuous circle of transforming underused resources in living urban space. 	<p>In the ROCK project, cities put Cultural Heritage at the heart of a process to improve local sustainable growth. The ROCK approach is based on a circular urban model (the ROCK Circle) composed of both social and technical components, using different elements to facilitate organizational, technological and social innovation and accelerate transition towards sustainable city growth: use of new technologies (or providing a new use for existing ones), inclusion of stakeholder knowledge, modification of materials flow, change of organisational practices and mutual influence with institutions.</p>	<p>European cities host a large amount of underused cultural spaces and resources that need to be valorised to be transformed into living engine of regeneration on urban, social, economic and climate resilience perspective.</p> <ul style="list-style-type: none"> - Participatory approaches need to start from the consideration and analyses of underused Cultural Heritage in cities and need to be focused on Living Laboratories where citizens can meet each other with Local Ecosystem of Stakeholders and co-work on services and products for cities. - It’s crucial to overcome the conventional silos structure of management of culture and Cultural Heritage, fostering an integrated approach, combining data from different sources, and defining enabling tools to promote innovation in culture and CH governance.
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<p>REACH</p> 	<p>The REACH social platform will create tools and instruments to trigger the debate on how participatory approaches can contribute to develop a common horizon of understanding. Furthermore, participatory approaches are expected to contribute to a deeper engagement of civil society in the research and establishment of innovation processes in the CH sector</p>	<p>The project proposes to add a reflection on the diverse and heterogeneous nature of society, and the related political pressures and challenges associated with ensuring different communities have a voice and are represented in the European Cultural Heritage.</p>	<p>The legacy bequeathed by historic buildings can offer a significant imaginative use for the way CH disciplines are practised and researched. In particular, this could offer considerable help in attempts to promote the preservation and re-use of such important but undervalued heritage assets. An interesting dimension of the research is on the heritage held in the small cities.</p>	<p>The project is working on the development of a framework to build and enhance a multi-dimensional resilience for CH in different milieu. A CH milieu is intended as a 'unit of synergy', occurring between different components of CH (tangible/intangible, urban/rural/small cities, institutional/community-based/related to minorities, ...), which is suitable for adaptation to changes and transformations. The framework will include a best practice model for participatory approaches to preservation, (re)use and management of CH. This framework would be a concrete contribution of REACH to the development of the urban agenda partnership for culture and Cultural Heritage.</p>
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<p>CLIC</p> 	<p>The CLIC project develops financing, business and governance models for the circular adaptive reuse of Cultural Heritage and historical urban landscapes to implement a full circular economy in cities and regions.</p>	<p>Cultural Heritage has a complex value that embeds the “intrinsic value” linked to “cultural significance” (Burra Charter, ICOMOS, 2013), its “meaning” stratified through history. The intrinsic value of heritage is linked to the sense and meanings recognized in particular by local communities, the spiritual value of sacred sites, its capacity to stimulate relationships, to link together people and places, the built environment with intangible values and the ecosystems.</p>	<p>CLIC understands culture and CH as the “connective infrastructure” of cities through three virtuous circuits:</p> <ul style="list-style-type: none"> - CH as connective infrastructure in social-cultural terms: it is able to create glue values that are the ‘non-economic conditions for economic development’ - CH as connective infrastructure in ecologic-territorial terms: stimulating synergies between urban and rural areas, and orienting territorial developments towards a new organisation of man-environment-biosphere interactions - CH as connective infrastructure in economic terms: it enhances the attractiveness to cultural and creative industries and stimulates networks of cooperative economic activities, innovative startups, and local economic vital networks - CH contributes to the urban paradigm shift and to the “<i>humanization</i>” of development processes, as highlighted in the 	<ul style="list-style-type: none"> - The maximum coherence between the intrinsic value and new use values should be pursued in the adaptive reuse of Cultural Heritage, in order to regenerate its complex value in the long term. - Innovative “circular” business, financing and governance models should be identified for the adaptive reuse, management and regeneration of Cultural Heritage and landscapes. - The partnership should foresee the evaluation of the multidimensional impacts of Cultural Heritage regeneration and adaptive reuse at different scales in the perspective of the circular economy and circular city/territory development model
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			<p>introduction of Joan Clos and in §26 of the New Urban Agenda.</p> <ul style="list-style-type: none"> - CLIC is exploring how Cultural Heritage concretely supports the transition towards circular economy and circular territorial development, particularly through the adaptive reuse of abandoned and underused heritage assets. <p>The creative reuse of disused CH realizes operationally the circular economy, reducing land consumption and allowing the preservation of natural resources. It should be an integral part of the circular development model, realizing in practice many circuits of the theoretical model:</p> <ul style="list-style-type: none"> - the reduction of materials use - reducing the need of new land and buildings; - reuse and shared use of existing goods with new functions; <ul style="list-style-type: none"> o maintenance of existing assets ensuring longer life; o energy recovery – valorisation of the embedded energy; 	
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			<ul style="list-style-type: none"> ○ re-creation of value through the use of parts of existing historic buildings (refurbishing / remanufacturing) ○ regeneration of new values in the local context 	
<p>OPEN HERITAGE</p> 	<p>Open Heritage will develop and test an inclusive governance model and a supporting toolbox for the adaptive reuse of Cultural Heritage assets. It builds on the role of communities and the possibility of empowering them in the redevelopment process based on the concepts of heritage community and participatory culture.</p>	<p>EU calls CH “a rich and diverse mosaic of cultural and creative expressions, our inheritance from previous generations of Europeans and our legacy for those to come”. [1] OpenHeritage uses this definition, but applies the term heritage community [2], putting attachment building and engagement fostering into the center of its activities, and expressing its commitment to involve various groups attached to the heritage sites, including those residing outside of the actual locality.</p>	<p>OpenHeritage works with communities and endorses participatory culture as a mean to sustain Cultural Heritage, and through this to support urban environments. The public is invited to create, share, and connect, to engage in a process related to what heritage means for their particular community and how a heritage asset awaiting re-use can be fitted into this, connecting its new function with the needs of the community. OpenHeritage emphasizes a change of perspective: it acknowledges that creation, definition and sharing CH should not occur merely for the community but with the community.</p>	<p>Relying on local knowledge and the heritage community around a heritage asset, not only brings opportunities, but the responsibility to tackle sensitive issues such as the question of community representation, diverging interests and aspirations within a community, and sensitive issues such as ethnicity or religion, contested or multi-layered identities tied to a heritage site.</p>

<p>RURITAGE</p> 	<p>European rural areas embody outstanding examples of Cultural and Natural Heritage (CNH) that need not only to be preserved but also to be promoted as a catalyst of economic competitiveness and sustainable and inclusive growth. RURITAGE establishes a new heritage-led rural regeneration paradigm able to transform rural areas in sustainable development demonstration 'laboratories', through the enhancement of their unique Cultural and Natural Heritage potential.</p>	<p>Taking in mind our focus on rural areas, we intend Cultural Heritage in its broader definition including cultural tangible and intangible heritage and natural heritage. Moreover, RURITAGE refers to inclusive heritage communities, able to use heritage as a powerful driver of local regeneration.</p>	<p>RURITAGE establishes a new heritage-led rural regeneration paradigm able to transform rural areas and small cities in sustainable development demonstration 'laboratories', through the enhancement of their unique Cultural and Natural Heritage potential. Based on past research and experiences, RURITAGE identifies 6 Systemic Innovation Areas (SIAs) (<i>Pilgrimage, Sustainable Local Food Production, Migration, Art and festivals, Resilience, Integrated Landscape management</i>) and 11 Cross-cutting Themes which represent the ways in which Cultural Heritage acts as driver for regeneration of a rural area and its economic, social and environmental development</p>	<p>Rural areas, small cities and peri-urban areas can strongly benefit from heritage-led regeneration strategies, and their linkages within the city should be further investigated and formalized.</p>
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APPENDIX C – FACTSHEETS ON RELEVANT CULTURAL HERITAGE EU PROJECTS

1. I-MEDIA-CITIES



ACRONYM AND TITLE

I MEDIA CITIES - Innovative e-environment for Research on Cities and the Media

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation

EU.3.6.3. - Reflective societies - Cultural Heritage and European identity

ACTION TYPE

IA - Innovation action

DURATION

01/04/2016 – 31/03/2019

URL

<https://www.imediacities.eu/>

<https://cordis.europa.eu/project/rcn/200091/factsheet/en>

PARTNERSHIP

	Organization	Activity type	Country
1.	Cinematheque Royale de Belgique (Coordinator)	Public body	Belgium
2.	CINECA Consorzio Interuniversitario	Research Organisation	Italy
3.	Fraunhofer Gesellschaft Zur Foerderung Der Angewandten Forschung E.V.	Research Organisation	Germany
4.	Interuniversitair Micro-Electronica Centrum	Research Organisation	Belgium
5.	Fondazione Cineteca di Bologna	Other - Foundation	Italy
6.	Istituto per i Beni Artistici Culturali e Naturali della Regione Emilia Romagna	Research Organisation	Italy
7.	Museo Nazionale del Cinema - Fondazione Maria Adriana Prolo - Archivi Di Cinema, Fotografia ed Immagine	Other - Foundation	Italy
8.	Associazione Urban Lab	Research Organisation	Italy
9.	Osterreichisches Filmmuseum Verein	Research Organisation	Austria

10.	Universitat de Barcelona	Higher or Secondary Education Establishments	Spain
11.	Institut Catala de les Empreses Culturals	Higher or Secondary Education Establishments	Spain
12.	Stiftelsen Svenska Filminstitutet	Public Body	Sweden
13.	Stockholms Universitet	Higher or Secondary Education Establishments	Sweden
14.	Archeia Tainion tis Ellados Tainiothiki tis Ellados	Other	Greece
15.	Ethniko kai Kapodistriako Panepistimio Athinon	Higher or Secondary Education Establishments	Greece
16.	Det Danske Filminstitut Danish Filminstitute	Public body	Denmark
17.	Deutsches Filminstitut - DIF EV	Other - Museum	Germany
18.	Ludwig Boltzmann Gesellschaft Osterreichische Vereinigung zur Forderung der Wissenschaftlichen Forschung	Research Organisation	Austria

SHORT DESCRIPTION

The project is a collaboration between archives and research institutions in eight European countries which aims to provide digital access to primarily moving image material relating to the history of nine European cities: Athens, Barcelona, Bologna, Brussels, Copenhagen, Frankfurt, Stockholm, Turin and Vienna. Through an interactive website the aim is to provide users with advanced search functions, including tools for automatic video analysis, such as automatic detection of shots and camera movements and recognition of buildings and people.

PROJECT SUMMARY

I-Media-Cities is the result of an ambitious and innovative research project, funded by the European Union. It is a collaboration between 9 film archives, 6 research institutions, 2 large digital expert centers and an expert in business models, with the aim to develop a new platform that provides access to historically unique digital films and photos of European cities. The goals of the project are to discover new approaches to perform research on this digital content, improving overall accessibility of European Cultural Heritage, and stimulating collaborations between archives and researchers. I-media-cities strives to be a cross-border, cross-language platform for the study of the history and urban development of large EU cities through large media collections, which were previously not accessible. It also stimulates the study of the history of media through the way they depicted urban spaces. The project started in April 2016 and lasted for three years, at the end of which this platform was set-up.

RESEARCH OBJECTIVES

The project contributes to an understanding of Europe's intellectual basis, its history and the many European and non-European influences, as an inspiration for our lives today. The archival resources, together with intangible heritage, represent indeed the history of individual Member States but also the collective heritage of a Union that has emerged through time. The project has made available such materials through new technologies. The I-Media-Cities portal represents a useful tool to researchers and citizens to enable a look to the future through the archive of the past to researchers and citizens to enable a look to the future through the archive of the past. As a matter of fact, accessibility and preservation of Cultural Heritage in these forms is needed for the vitality of the living engagements within and across European cultures now and contributes to sustainable economic growth.

DISSEMINATION OBJECTIVES

The four main goals of the dissemination plan were:

- **Reach:** raise awareness, increase visibility and promote use of I-Media-Cities, as well as collect and process feedback, amongst the different target groups in Europe and globally.
- **Effectiveness:** providing effective strategies, tools and methods of communication within the dissemination infrastructure.
- **Extensibility:** making sure the extent of dissemination will continue to grow during and after the completion of the project, in terms of both geographical area coverage and size of the community involved.
- **Sustainability:** getting the dissemination infrastructure to function beyond the lifetime of the project.

EXPLOITATION OBJECTIVES

Enrichment and validation through different techniques and specific services were aimed at engaging other target groups, mainly through two key actions:

- **Incidental enrichment:** result of research
- **Deliberate enrichment:** specific elements for validation purposes

PROJECT RESULTS

The I media cities platform has implemented several innovative tools and digital technical solutions in order to improve the way all our visitors find, watch and interact with the films and images on our platform.

The project has been built on three key digital strategies, aimed at maximising impact and helping users:

- Open Source
- Machine learning
- Linked Open Data

Main project outputs:

Websites

- **I-Media-Cities Public Central portal and visual framework concept:** definition of functionalities, design and concept for the Public Portal, the main public access point to content from different collections. It equally defines the type of environment and functionalities in which researchers will be able to process content.
- **Content metadata subsets selection and analysis of metadata schemas and vocabularies:** an exhaustive report defining the different categories of metadata coming from multiple sources and relevant in the domain of the project. The report also include a mapping of each in-house schema used by each collection-holding institution towards the common metadata standard.
- **Metadata schemas and vocabularies**

Demonstrators

- **Content Selection and plan for Content enrichment:** based on a mapping and selection of relevant resources available in the collections, this structures the enrichment plan by cities, themes and other relevant domains

2.FORGET HERITAGE



FUNDING PROGRAMME

Interreg CENTRAL EUROPE Programme

Priority axis 3 – Cooperating on natural and cultural resources for sustainable growth in CENTRAL EUROPE
SO 3.2 To improve capacities for the sustainable use of Cultural Heritage and resources

ID

CE489 – Forget Heritage

DURATION

01/06/2016 – 30/11/2019

URL

<https://www.interreg-central.eu/Content.Node/Forget-heritage.html>

<https://www.interreg-central.eu/Content.Node/discover/Output-Library.html>

<https://www.interreg-central.eu/Content.Node/projects/projects.html#Documents>

PARTNERSHIP

	Organisation	Activity type	Country
1.	Municipality of Genoa - Culture and Tourism Department (Lead Partner)	Public body	Italy
2.	Cultural Innovation Competence Centre Association (Kulturális innovációs kompetencia központ egyesület)	Other - Non-governmental organization	Hungary
3.	Institute for Economic Research (Inštitut za Ekonomska Raziskovanja)	Research organisation	Slovenia
4.	City of Rijeka (Grad Rijeka)	Public body	Croatia
5.	Regional Development Agency of the Ljubljana Urban Region (Regionalna Razvojna Agencija Ljubljanske Urbane Regije)	Public body	Slovenia
6.	Statutory City of Ústí nad Labem (Statutární Město Ústí nad Labem)	Public body	Czech Republic
7.	City of Nuremberg - Culture and Leisure Department (Stadt Nürnberg - Amt für Kultur und Freizeit)	Public body	Germany
8.	Lombardy Region	Public body	Italy
9.	City of Bydgoszcz (Miasto Bydgoszcz)	Public body	Poland
10.	City of Warsaw (Miasto Stołeczne Warszawa)	Public body	Poland

PROJECT SUMMARY

Most cities are characterized by the presence of historical buildings in a state of neglect, such as former factories, hospitals, schools, garrison towns, consequently, their historical memory is being forgotten and they have a negative impact on the surrounding areas by turning into "urban voids". The main objective of Forget Heritage is promoting cooperation between European cities in order to identify innovative, replicable and sustainable Public Private Cooperation management models of the historical sites by valorising them through Cultural and Creative Industries. The partnership aims to provide recommendations for other cities on how to enhance the hidden potential of the Cultural Heritage to influence the quality of life of the citizens and cultural creative industry operators who will have new working opportunities and boost their managerial skills.

RESEARCH OBJECTIVES

1. To improve capacities of the public and private sector for the sustainable use of Cultural Heritage and resources in Central Europe achieved through transnational cooperation.
2. To develop and implement strategies and policies for valorizing Cultural Heritage and resources and the potentials of cultural and creative industries.
3. To develop and implement integrated territorial development strategies and concepts that build on Cultural Heritage to foster sustainable economic growth and employment into innovative tools, applications and functionalities.
4. To develop and test innovative management tools for the preservation and sustainable use of Cultural Heritage and resources.

RESEARCH METHODOLOGY

Cooperative Cultural Heritage revalorization projects require to consider a wide set of goals, among which: to provide affordable space for creative initiatives and crafts, to conduct urban future experiments or to improve the socio-cultural liveliness of town districts. Moreover, the aspect of heritage preservation shows strong potential for generating cultural identity, opportunities for tourism and inspiration for ideas for modern re-use. These goals, combined with social, cultural and sustainable economic values, constitute the base of the cooperative Cultural Heritage revalorization approach. They imply diverse models of usage leading to vibrant, lively and open formats which unlock latent social and cultural capital and strengthen the ability to transform a city. To support these concepts, a series of pilot actions have been conducted in real contexts to provide valuable data and feedback based on the field-trials.

PROJECT OUTPUTS

The project was aimed at elaborating a Management Model able to provide an overview and orientation for the elaboration of revalorization projects, able to ensure: a co-creation process for the definition of sustainable financial and business plans; an identification of needs and priorities regarding financial plans; a reflected PPC (Public-Private Cooperation) approach, fostering a win-win collaboration between all stakeholders, including citizens who become no longer merely contributors, but also eye-to-eye level partners and professional bottom-up initiators of long-term projects.

The tools implemented to achieve these goals are: management model; guidelines for Citizen Involvement; transferable elements of best practice studies; scientific evaluations of bottom-up valorisation projects; experiences from previous Interreg-projects or best practice project development approaches.

PILOT ACTIONS

- **Genoa** The Quadruple Helix, Pilot site: Auditorium of Strada Nuova
Within Forget Heritage Pilot action, the Auditorium of Strada Nuova is developing in a Multidisciplinary creative centre dedicated to Live Performance, Workshop and Educational activities, Business and personal services. The stage will be enlarged in order to widen the performances possibility.
- **Regional Development Agency of the Ljubljana** Urban Creativity for historical identity preservation, Pilot site: Vodnik Homestead – Writers Hub
RRA LUR pilot action is focusing on partial renovation and refurbishment of two unused rooms in the 1st floor of the Vodnik Homestead in order to develop a new programme – Writers’ Hub. In addition to physical renovation, new programmes will be also developed, for example workshops, mentorship programmes and accompanying events for various population. The Writers’ Hub will be also a co-working place with four desks for young writers.
- **Nürnberg** Intercultural garden in Z-Bau North Garden, Pilot site: Z-Bau North Garden
The place is changing from urban wasteland into a place to be and begins to be an important brick for the socio cultural center Z-Bau, through the implementation of an intercultural community garden.
- **Bydgoszcz** Young generation job access support, Pilot site: Young craftsmen in old city
Setting-up of a Creative Centre that will stimulate creative environment in Bydgoszcz to set common goal: craft renewal and business based on it. It’s a beginning of networking different institutions: private, academic, business support or training schools. It’s an occasion to build new creative entities and brands in Bydgoszcz which will be also examples of job possibility for young people who don’t want to work for corporations/institutions. The Creative Centre should be a place which attracts creative people and works as an incubator at the local map of craft business.
- **Rijeka** Environmental sustainability, Pilot site: Re-use center
The space is connected to the re-use center, which will be established in September 2018. within the RiHub complex – the new work/social space, as the future epicenter of the European Capital of Culture (2020) project.
- **Usti nad Labem**, Integrated tourism services, Pilot site: Integrated tourism offer in Hraničář Area
The main attractive of the project will be a large-scale projection (“video-mapping”) on the whole area in front of the entrance to the Hraničář Public Hall. This will create a regular evening light show which will change over the months. Regularly, approximately bimonthly, an artist will be asked to prepare a “site-specific” projection for this area, dedicated to Ústí nad Labem main attractions.
- **Regione Lombardia in Milano** CCIS Marketing, promotion and networking, Pilot site: Marketing and promotion in Fabbrica del Vapore
The pilot will integrate with an already running project started by Milano municipality for the requalification of a former industrial area, with the objective of involving young people both as users and as producers of cultural, performative, multidisciplinary artistic content, promoting the active participation of citizens and encouraging spaces for exhibition, exchange and enhancement of culture.
- **Warszawa** Innovation in North Praga District
The pilot includes: Affordable workshops and studios for local craftsmen, designers and artists; Coworking spaces for freelance creatives; Fabrication Laboratories (FabLab’s); Exposition spaces and conference halls; Cultural centre for local community, NGO’s and individual activists.

DISSEMINATION OUTPUTS

A number of Manuals and Handbooks have been produced:

1. "Management Manual"²⁸⁸
2. "Analysis of the transferable elements of the Best Practices" Manual
3. "Collection of Best Practices" Manual
4. "Policy Handbook for the Revitalization of Ghost Buildings in Central Europe Cities"
5. "Transnational Training Model for Historical Sites Management"
6. "Guidelines for the Citizens Involvement in Historical Sites"

OTHER RELEVANT PROJECT OUTPUTS

- Facilitate a good balance between the preservation of Cultural Heritage and sustainable long-term socio-economic development of regions in order to strengthen their attractiveness and competitiveness.
- Manage conflicting usage interests and capitalise the potential of Cultural Heritage assets for economic, social and cultural activities.

²⁸⁸ M. A. Maria Trunk, "Analysis of Transferable Elements in Good Practices of Cultural Heritage Management", City of Nuremberg - Department for Culture and Leisure

3.ARCHES



ACRONYM AND TITLE

ARCHES - Accessible Resources for Cultural Heritage EcoSystems

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation
REFLECTIVE-6-2015

ACTION TYPE

Innovation action (IA)

DURATION

01/10/16 – 31/12/19

URL

www.arches-project.eu
<https://cordis.europa.eu/project/rcn/204798/factsheet/en>

PARTNERSHIP

	Organisation	Activity type	Country
1.	VRVis Zentrum für Virtual Reality und Visualisierung Forschungs-GmbH (Coordinator)	Research organisation - leading institute for application-led research in visual computing	Austria
2.	University of Bath	Higher or Secondary Education Establishments - University	United Kingdom
3.	The Open University	Higher or Secondary Education Establishments - University	United Kingdom
4.	Sign time GmbH	Private for-profit entity	Austria
5.	Neumuller Moritz	Private for-profit entity	Austria
6.	Centro Regional de Bellas Artes de Oviedo	Public body	Spain
7.	Coprix Media Doo Beograd-Stari Grad	Private for-profit entity	Serbia
8.	Treelogic Telematica Y Logica Racional Para La Empresa Europea Sl	Private for-profit entity	Spain
9.	Khm-Museumsverband	Research organization	Austria
10.	The Wallace Collection	Public body	United Kingdom

11.	Fundacion Coleccion Thyssen-Bornemisza	Other - Foundation	Spain
12.	Fundacion Lazaro Galdiano	Research organisation	Spain
13.	Victoria and Albert Museum	Public body	United Kingdom

PROJECT SUMMARY

In recent years, the popularization of digitization techniques has boosted the generation of digital Cultural Heritage assets. However, such techniques should not be regarded as an end in and of themselves, but as a means for enabling European citizens to engage with Cultural Heritage more closely and in different ways.

ARCHES aims to create more inclusive cultural environments particularly for those with differences and difficulties associated with perception, memory, cognition and communication, through in-depth research analysis and the development of innovative applications, functionalities and experiences based on the reuse and redevelopment of the aforementioned digital resources.

A participatory research methodology is applied to situate real user needs at the heart of an iterative design and implementation process, actively involving them in pilot exercises.

Potential solutions have been evaluated in 6 museums, as well as the potential of engagement with broader audiences (e.g. children, the elderly, and other potentially marginalised groups) and its possible extension to other sectors, mainly in the education and tourism ones.

The online accessible software platform, applications for handheld devices and multisensory activities allow people touching sculptures form the basis of a technical approach exploiting state of the art technologies – e.g. augmented reality, avatars, relief printers and models, context-sensitive tactile audio guides, metadata and advanced image processing techniques – to underpin the generation of a dynamic ecosystem.

In this framework, **museums play an important role by adapting content and reinterpreting Cultural Heritage in manners most suitable for target groups.**

RESEARCH OBJECTIVES

- To develop and evaluate strategies which enable an exploration of the value, form and function of mainstream technologies by and for people with differences and difficulties associated with perception, memory, cognition and communication.
- To develop and evaluate the use of mainstream technologies to enable inclusion of people with such disabilities as museums visitors and consumers of art.
- To identify sources – Internet, internal archives, libraries, etc. – that can provide digital cultural resources and take advantage of their possibilities with the purpose of integrating this content into innovative tools, applications and functionalities.
- To validate the technological outcomes in operational environments based on a participatory research methodology consisting of three pilot exercises in museums.

DISSEMINATION OBJECTIVES

- To validate the technological outcomes in operational environments based on a participatory research methodology consisting of three pilot exercises in museums.
- To work with Cultural Heritage sites to enable them to develop provision which will engage with a wider range of audiences through the reutilization of digital cultural assets.
- To promote the tools and applications developed in ARCHES by means of on-site demonstration activities all around Europe.

EXPLOITATION OBJECTIVES

- To promote the involvement of stakeholders and potential end-users in the value chain during and beyond the project.
- To identify opportunities in sectors such as Cultural Heritage, education and tourism, and define market strategies in the different niche markets.

RESEARCH METHODOLOGY

Participatory research groups have been set-up composed of people with differences and difficulties associated with perception, memory, cognition and communication, to work with the Cultural Heritage sites and the developers of software platforms, applications for handheld devices and multisensory activities.

PROJECT RESULTS

- Serious games
- Sign to language conversion and avatars
- Software platform development
- Development of generic functionalities common to all Cultural Heritage museums
- Design and implementation of attractive and user-friendly interfaces for handling devices targeting people with differences and difficulties associated with perception, memory, cognition and communication
- Reliefs of paintings
- Realisation of a relief printer prototype
- Improvement of context-sensitive tactile audio guide

4. EUCANET



Co-funded by the
Europe for Citizens Programme
of the European Union



ACRONYM AND TITLE

EU.CA.NET - European City Agencies NETwork for citizenship, inclusion, involvement and empowerment of communities through the urban transformation process

FUNDING PROGRAMME

Europe for Citizens

Strand 2: Democratic engagement and civic participation

Sub-Activity: Networks of towns

DURATION

01/02/2017 – 31/01/2019

URL

<https://eucanet.wordpress.com/>

PARTNERSHIP

	Organization	Activity type	Country
1.	Urban Center Metropolitan Torino (Coordinator)	Other - Association	Italy
2.	Fondazione per l'Innovazione Urbana	Other - Foundation	Italy
3.	City of Skopje	Public body	Republic of North Macedonia
4.	City of Marseille	Public body	France
5.	Asociatia de Dezvoltare Intercomunitara Zona Metropolitana - Cluj	Other - Non-governmental organization	Romania

PROJECT SUMMARY

EUCANET sustains active citizenship at city level, enlarging civic involvement and commitment to the decision-making processes. Inspired by the Pact of Amsterdam for EU Urban Agenda, EUCANET explores how the urban political process can contribute to tighten the connection between the local and EU level, reframing the interaction between Urban Authorities (UA), local communities, civil society, business and knowledge institutions.

RESEARCH OBJECTIVES

EUCANET has established a **network** between Urban Authorities (UA) and City Agencies (CA) in order to:

- strengthen CA's capability to cross different levels, issues and policy areas, using the discourse on EU urban space as a "trading zone" between different instances;

- exploit CA as collectors of shared common EU values, blending knowledge and resources to set urban issues;
- explore how CA can boost local socioeconomic development, urban commons and services generation, committing citizens and stakeholders to space-oriented policies;
- explore how CA could help Cities and Member States raise the standard of democratic participation, by an enlargement in scope of spatial policies.

DISSEMINATION OBJECTIVES

To disseminate project outputs, EUCANET organized meetings to:

- I) **transfer** usable knowledge, operational models and methods;
- II) **encourage** peer to peer confrontation on specific issues and questions;
- III) help involved parties to **experiment and develop innovative** actions in their hometowns.

EUCANET meetings included following **activities**:

- **Thematic Seminars:** exploring existing fore front initiatives bearing on the involvement and empowerment of communities in the urban transformation process, focusing on the role and the scope of CA as local facilitators and devices for the enlargement of the cooperation at neighbourhood, city and territorial level.
- **Policy Workshops:** working together on “testing grounds”, taking advantage of open and crowdsourced data platforms, map-based interfaces and innovative engagement tools (i.e. gamification) to achieve a better understanding of how CA can favour and stimulate the structuring of innovative urban policies, capable to enhance governance and communities empowerment.

The main dissemination output is the implementation of the **Online portal**.

RESEARCH METHODOLOGY

Reflection, knowledge and best-practices exchange dealt with:

- how EU citizens can better acknowledge their **common EU urban identity**, contributing to define the priorities of the cities they live in;
- how, and with which tools, they can get effectively involved in the problem-setting, policy-making and planning processes concerning cityscape and land use;
- how their contributions can become useful for other urban contexts, proactively fuelling the framing of better urban policies for EU cities.

PROJECT RESULTS

EUCANET intends to establish a network between this kind of organizations in order to strengthen CAs’s capability to cross different levels, issues and policy areas, using the discourse on EU urban space as a “trading zone” between different instances; exploit CAs as collectors of shared common EU values, blending knowledge and resources to set urban issues; explore how CAs can boost local socioeconomic development, urban commons and services generation, committing citizens and stakeholders to space-oriented policies; explore how CAs could help Cities and Member States raise the standard of democratic participation, by an enlargement in scope of spatial policies.

5. ROCK



ACRONYM AND TITLE

ROCK – Regeneration and Optimisation of Cultural Heritage in creative and Knowledge cities

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation

Societal challenge: Climate action, environment, resource efficiency and raw materials

TOPIC SC5-21-2016-2017 - Cultural Heritage as a driver for sustainable growth

ACTION TYPE

Innovation action (IA)

DURATION

01/05/17 – 30/06/20

URL

www.rockproject.eu

PARTNERSHIP

	Organization	Activity type	Country
1	BOLOGNA MUNICIPALITY (Coordinator)	Public body	Italy
2	UNIVERSITY OF BOLOGNA	Higher or Secondary Education Establishment - University	Italy
3	LISBOA MUNICIPALITY	Public body	Portugal
4	TURIN MUNICIPALITY	Public body	Italy
5	LYON MUNICIPALITY	Public body	France
6	CLUJ-NAPOCA MUNICIPALITY	Public body	Romania
7	FILIALA TRANSILVANIA A ASOCIATIEI ROMANE PENTRU INDUSTRIA ELECTRONICA SI DE SOFTWARE (ARIES)	Other – Enterprises' association	Romania
8	UNIVERSITY OF YORK	Higher or Secondary Education Establishment - University	United Kingdom
9	EUROCITIES ASBL	Other – Cities' network	Belgium
10	ICLEI EUROPEAN SECRETARIAT GMBH	Other – Cities' network	Germany

11	Nowhere srl	Private for-profit entity	Italy
12	TASO Desarrollos S.L.	Private for-profit entity	Spain
13	SKOPJE MUNICIPALITY	Public body	Republic of North Macedonia
14	Corvallis S.p.A.	Private for-profit entity	Italy
15	URBASOFIA SRL	Private for-profit entity	Romania
16	DFRC AG	Private for-profit entity	Switzerland
17	ACCIONA INFRAESTRUCTURAS S.A.	Private for-profit entity	Spain
18	ATHENS Development and Destination Management Agency (ADDMA)	Private for-profit entity	Greece
19	Julie's Bicycle	Other	United Kingdom
20	VIRTUALWARE 2007 SA	Private for-profit entity	Spain
21	FONDAZIONE FITZCARRALDO	Research Organisation	Italy
22	Asociación de Empresas de la Economía Verde (dropped-out)	Other	Spain
23	VILNIUS MUNICIPALITY	Public body	Lituania
24	TECHNICAL UNIVERSITY OF VILNIUS	Higher or Secondary Education Establishments - University	Lithuania
25	ATHENS ARTS SCHOOL	Higher or Secondary Education Establishments	Greece
26	UNIVERSITY OF LISBON – SOCIAL SCIENCES INSTITUTE	Higher or Secondary Education Establishments - University	Portugal
27	LIVERPOOL MUNICIPALITY	Public body	United Kingdom
28	EINDHOVEN MUNICIPALITY	Public body	The Netherlands
29	Confindustria Servizi Innovativi e Tecnologici	Other	Italy
30	EINDHOVEN TECHNOLOGICAL UNIVERSITY (TU/E)	Higher or Secondary Education Establishments - University	The Netherlands
31	SKOPJE UNIVERSITY	Higher or Secondary Education Establishments - University	Republic of North Macedonia
32	Viabizzuno	Private for-profit entity	Italy
33	ART-ER	Other	Italy

PROJECT SUMMARY

The ROCK project brings together 32 partners (10 Urban authorities, 5 Universities, 3 networks of enterprises, 3 networks of cities and several companies, foundations and charities) from 16 European countries, with the aim of demonstrating how historical centres of European cities can be considered as extraordinary living laboratories where to experiment with new models of urban regeneration guided by Cultural Heritage (tangible and intangible), as well as innovative and unconventional funding mechanisms, in an integrated, shared, sustainable, multi-cultural and multi-actor perspective.

ROCK is developing an innovative, collaborative and systemic approach to effective regeneration and adaptive reuse strategies in historic city centres.

By implementing a repertoire of successful heritage-led regeneration initiatives, it tests the replicability of a spatial approach and of successful models addressing the specific needs of historic city centres. The project foresees that 7 Role Model cities (Lyon, Turin, Liverpool, Vilnius, Cluj, Athens, Eindhoven), that have already developed regeneration actions through the enhancement of cultural and creative heritage, will export their knowledge and skills to 3 replicating cities (Lisbon, Skopje, Bologna) through workshops, innovative activities of data collection, mentoring, communication, city branding, and tools for urban regeneration that will be adapted, implemented and shared (eg. web platform, monitoring tools, sensors). Actions have been implemented along three main axes which have been identified as particularly relevant by the involved participants: accessibility, sustainability and new collaborations to support new cultural productions.

RESEARCH OBJECTIVES

ROCK aims at catalysing challenges and innovative pathways across EU and beyond, addressing CH as a production and competitiveness factor and a driver for sustainable growth.

The civic wealth, the unique architecture and the public and private activities that characterize the historic centers are unfortunately often accompanied by alterations and social degradation due to lack of security, inefficient management of space, environmental pressures. In this context, the historical centres become, therefore, areas where:

- testing new formulas for regeneration and new ways of accessing Cultural Heritage;
- promoting a new perception of collective ownership as a common and shared heritage (based on the 2005 FARO Convention, Council of Europe's Framework Convention on the Value of Cultural Heritage for Society) and thus support social cohesion;
- favouring the use of the spaces for all types of users, also with the support of ICT technologies;
- experimenting with solutions to attract residents, students, tourists, activities, events and cultural operators, transforming them into engines for the economic, social, cultural and environmental quality of cities.

The general objective of ROCK is to support - through the elaboration of Integrated Management Plans - a systemic transformation of historical centres through the generation of new environmental, social, economic and sustainable processes enhanced by the combination of ordinary and extraordinary developments.

RESEARCH METHODOLOGY

ROCK is based on two guiding concepts:

- the Creative city, which recognizes creativity as a strategic factor for sustainable development in economic, social, cultural and environmental aspects (as defined by UNESCO);
- the City of knowledge, characterized by a knowledge-based economy, used as a primary point of reference and as an engine for socio-economic and technological dynamics.

7 model cities, with their different profiles, are offering a range of examples and solutions that are being transferred to 3 replicating cities according to their specific needs, thus defining a specific regeneration agenda in a process in which the key elements of Cultural Heritage (buildings, monuments, open spaces, roads, cultural spaces) become the backbone and at the same time the engine of permanent regeneration of specific areas.

The ROCK methodology is creating collaborative protocols for urban regeneration driven by Cultural Heritage between model cities and replicator cities that will ensure the process of tiling, transferability of activities and dissemination of results to a wider network of cities through the project partner networks.

The ROCK methodology is articulated on several levels and will be based on four fundamental phases:

- 1) knowledge inventory;
- 2) sharing and creating a personalised model;
- 3) implementation and demonstration of the model;
- 4) evaluation and upscaling.

EXPECTED OUTPUTS AND BENEFITS

ROCK has been transferring the role models blueprint to the replicators and among themselves, through cross disciplinary mentoring and clustering activities, with the aim of delivering new ways for accessing and experiencing Cultural Heritage, while ensuring environmental sound solutions, city branding, bottom-up participation via living labs. ICT sensors and other innovative tools developed by research organisations and technological partners have been used during the implementation of demonstration activities and to collect data on the concrete application of the ROCK principles. An online platform has been set-up where data are collected and exchanged to facilitate networking, synergies and the creation of CH related services.

The added value is the combination of sustainable models, integrated site management plans and associated funding mechanisms encouraging PPP, based on successful financial schemes and promoting the creation of an industry-driven stakeholders' ecosystems. A monitoring tool has been set up from the beginning, which will last after the project lifetime. Main expected impacts deal with the achievement of effective and shared policies able to: accelerate heritage led regeneration, improve accessibility and social cohesion, increase awareness and participation in local decision making and wider civic engagement, foster businesses and new employment opportunities.

The expected impacts of the ROCK project are divided into macro-categories:

- social impacts: improving accessibility and supporting social cohesion; increasing participation in public life and respect for Cultural Heritage;
- economic impacts: increasing the attractiveness of the project development areas; increasing employment opportunities in the area and business development; developing new financing opportunities, thanks to the attraction of interest and capital by private individuals;
- environmental impacts: based on the increase of the overall sustainability of the area
- policies and management impacts: increasing opportunities for cooperation between different stakeholders and with citizens; effective implementation of strategies and policies capable of accelerating regeneration processes.

Main project outputs can be summarised as follows

- New mentoring strategies;
- Conceptualisation of a circular model applied to CH (Circular Urban System);
- Elaboration of Guidelines for Sustainable Adaptive Reuse of CH;
- New governance models for creative and sustainable districts in the historic city;
- New approach linking Cultural Heritage and RIS3;
- Creating communities of practice and Living Labs implementation;
- New approach to green city growth and testing of new technologies for climate change and the environment;
- Elaboration of Integrated Management Plans for the historic city;
- Supporting market deployment of CH-related technologies, organisation of roadshows;
- Setting up of an online Atlas of urban transformations;
- Setting up of an interoperable platform based on open data, data collected through sensors and other tools to share data on cities' performance;

- ROCKME Database for the collection of best practices and monitoring;
- Training and production of a Toolkit on innovative City-branding;
- Definition of a regulatory framework on heritage-led protection and regeneration
- Implementation of pilot demo actions and testing of innovative technologies for improving accessibility and fruition to CH (e-g- augmented reality, gaming, etc.)

As regards the Circular Urban System conceptualisation, CH becomes a “living engine”: new knowledge pathways are created to 're-think' the ways historic cities' economy works (being made and remade) while regenerative actions are implemented to re- design the built environment and increase the usability and sustainability of CH spaces. This approach also tackles issues such as reducing carbon footprint and unsustainable trends in mobility, shelter, education, health, food and entertainment, while providing innovative solutions to manage climate change impacts, land use, water and air pollution.

6. REACH



ACRONYM AND TITLE

REACH - Re-designing access to CH for a wider participation in preservation, (re)use and management of European culture

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation

ACTION TYPE

CSA - Coordination and support action

DURATION

01/11/2017 – 31/10/2020

URL

<https://www.reach-culture.eu/>

<https://cordis.europa.eu/project/rcn/212215/factsheet/en>

PARTNERSHIP

	Organization	Activity type	Country
1.	Coventry University (Coordinator)	Higher or Secondary Education Establishments - University	United Kingdom
2.	Promoter SRL	Private for-profit entities	Italy
3.	Stiftung Preussischer Kulturbesitz	Public Body	Germany
4.	Eotvos Lorand Tudományegyetem	Higher or Secondary Education Establishments	Hungary
5.	Universidad de Granada	Higher or Secondary Education Establishments- University	Spain
6.	Univerzita Karlova	Higher or Secondary Education Establishments - University	Czech Republic
7.	Ministero dello Sviluppo Economico	Public body	Italy

PROJECT SUMMARY

The REACH project aims to unlock the potential of people to engage in culture and Cultural Heritage (CH) in order to foster creativity and innovation and, thereby, to empower citizens to face the immense and rapid changes taking place in Europe and beyond. Across three years, the REACH project is working towards the establishment of a social platform as a **sustainable space for meeting, discussion and collaboration** by a wide-ranging network of development bodies, tourism, education, creative industries, CH professionals, academic experts, arts practitioners, professionals in archives and galleries, associations and interest groups representative of non-professionals and local societies, and policy-makers – all those with a stake in the field of culture and CH. Addressing the challenge of how to give culture and Cultural Heritage a greater, more relevant and even transformative role – in the economy, communities, and territories - requires solid

foundations. In this respect, REACH intends to adopt an integrated model of a **resilient European CH milieu**, and a two-step process is proposed:

- construction of a participatory model based on the theoretical understanding of resilient European CH,
- and testing and applying this model in a series of pilots - namely CH milieus - to develop frameworks for achieving integrated social, economic and ecological sustainability on a European level.

For this purpose, REACH is designing a **toolkit of participation** that promotes maximum use and involvement, and refines and generalizes the initial model.

The REACH Social Platform's activities have a **twofold scope**:

- **Support**: to map and provide analysis of research results achieved in previous programmes, to identify current and emerging research trends, and to offer authoritative new knowledge of the CH field to the European Commission and policy-makers
- **Coordination**: to offer benefits to its participants, expanding knowledge of complementary research and practice domains, and of new methodologies, generating opportunities for cooperation, offering pathways to wider user-engagement with research and practitioner outputs

The REACH Social Platform uses tools and instruments, accessible through the REACH portal, to trigger the debate on how **participatory approaches** can contribute to develop a common horizon of understanding and trigger social innovation processes.

REACH consists of three practical areas of work:

1. development of a sustainable **REACH network** aggregating the widest range of stakeholders and audiences, and offering concrete participatory experiences through the REACH pilots;
2. implementation of a rich **programme of public encounters** (workshops, conferences and meeting with local stakeholders) focusing on participatory approaches to preservation, use/reuse, and management of CH;
3. publication of the **REACH online portal** (made of reach-culture.eu and open-heritage.eu websites) to give access to open spaces for debate, dialogue, interaction and experimentation, and to a repository of resources and data to be exploited in research activities.

RESEARCH OBJECTIVES

One of the main objectives of the REACH project is to produce a proposal for resilience in European Cultural Heritage, but before that can be developed there are various stages and considerations that have to be made. This deliverable is the first step on that pathway, as it sets out the **three pillars of milieu, resilience and participation** that the REACH project wishes to use as lenses to evaluate prior projects' work and areas of culture and heritage that affect the lives of citizens across Europe, taking into account the effects of **continuous time, special considerations and perceptions of local communities on culture and heritage**.

DISSEMINATION OBJECTIVES

The main dissemination objective is the **implementation of the online portal and the online platform at open-heritage.eu**. Open-heritage.eu was published in 2018 as an independent, long term platform with tools for interaction among the users. The users can find on Open-heritage.eu information about the research addressed in the social platform and its activities, the resources developed, a critical bibliography, a list of reviewed and curated references to best practices and a thematic organisation of participatory experiences gathered and extended to initiatives beyond the REACH project.

RESEARCH METHODOLOGY

The notion of Cultural Heritage has become an essential part of social sciences and humanities discourse in recent years, shifting from conservation or an object-centred approach to one that considers continuous

time, spatial categories and perceptions of local communities. As such, the REACH project has established three pillars to use as a lens for its work: **milieu; resilience; participation.**

A **REACH conceptual framework** has been developed to consider a number of aspects of Cultural Heritage, including:

- the concept of resilience in natural and social sciences
- resilient Cultural Heritage and communities, and community of heritage
- European identification
- local communities' cultural diversity

REACH is a Coordination and Support Action project with the remit to share outcomes and results of Cultural Heritage projects through its open-heritage.eu portal. To enable this, **36 national and international projects have been critically mapped to understand their findings.** To quantify and benchmark this process, several categories have been used:

- **spatial aspects:** integrity and territorial cohesion, including landscape and convergence of central and Eastern European heritage;
- **temporalities:** resilience, sustainability, including management of risks and changes and digital heritage;
- **heritage communities:** identity and participatory governance including enhancing European identification, local community as a reference place for identification, cultural diversity, marginalized communities and participatory heritage governance.

PROJECT RESULTS/ACTIONS

- Set-up of a **network of 4 pilots** developed in different European countries each with the aim to validate and improve the models of participation elaborated demonstrating in practice the advantages and possible difficulties that may arise ⁽²⁸⁹⁾. The pilots deal with:
 - Minority Heritage, focusing in particular on marginalized minorities;
 - Institutional Heritage, comparing participatory approaches in the case of big CH institution with international audiences and small institutions targeting local users;
 - Rural Heritage, promoting participation in cultural and environmental protected areas as a way to solve conflicts between preservation, reuse, economical activities;
 - Small Towns Heritage, analyzing the representations and (re-)valorization of their heritage.
- Publication of a **report on the way how community building** activities and stakeholder consultation shall be carried out
- Elaboration of **recommendations, tools, procedures and common protocols** to be validated in the experimental pilots.
- Creation of a **cross-disciplinary and international network of relevant heritage scholarship**, focusing on minorities, rural landscapes, small towns, Cultural Heritage institutions, with the aim to establish new interconnections in a rather fragmentary field.
- Organization of **thematic workshops** held in Berlin, Coventry Prague and Granada
- Drafting of **working papers and best practice guides**. These documents will be organized in two transversal categories: the first analysing the case studies from social aspects and the second considering the cultural rights and perspectives of these encounters in the light of adoption of participatory approaches.

⁽²⁸⁹⁾ **PILOTS: 1.) Minority Heritage in Hungary and Czech Republic** -focusing in particular on marginalized minorities; **2.) Institutional Heritage in Germany and Central Europe** - comparing participatory approaches in the case of big CH institution with international audiences and small institutions targeting local users; **3.) Rural Heritage in Sierra Nevada (Spain) and Carpathian regions** - promoting participation in cultural and environmental protected areas as a way to solve conflicts between safeguarding, preservation, reuse, and economical activities; **4.) Small Towns Heritage in Czech Republic and Central Italy** - analyzing the representations and (re-)valorisation of local heritage in the small centres.

- Production of a **report and a video** about the adoption of REACH participatory models for building dialogue and consensus for Cultural Heritage preservation in rural areas.
- Realization of a **critical review of the results of the desk study and encounters** carried out with local actors, with particular focus on resilience of small towns. This will provide a framework for sharing knowledge and analysis from academic partners, experience and other inputs from locally involved stakeholders, and a matrix of good practices from other countries in the form of a participative interactive map.
- Production of a final version of the “**REACH proposal for a resilient European Culture Heritage**”

**ACRONYM AND TITLE**

CLIC - Circular models Leveraging Investments in Cultural Heritage adaptive reuse

ID

776758

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation – SC5-22-2017 (H2020-EU.3.5.6.)

ACTION TYPE

RIA Research and Innovation action

DURATION

01/12/2017 – 30/11/2020

URL<https://www.clicproject.eu/><https://cordis.europa.eu/project/rcn/212930/factsheet/en>**PARTNERSHIP**

	Organization	Activity type	Country
1.	Institute for Research on Innovation and Services for Development, National Research Council of Italy (IRISS CNR) (Coordinator)	Research organisation	Italy
2.	Uppsala Universitet	Higher or Secondary Education Establishment - University	Sweden
3.	Groupe ICHEC - ISC Saint-Louis - ISFSC	Higher or Secondary Education Establishments	Belgium
4.	University College London	Higher or Secondary Education Establishment - University	United Kingdom
5.	Technische Universiteit Eindhoven	Higher or Secondary Education Establishments - University	Netherlands
6.	University of Portsmouth Higher Education Corporation	Higher or Secondary Education Establishments	United Kingdom
7.	Univerza v Novi Gorici	Higher or Secondary Education Establishments - University	Slovenia
8.	Wirtschaftsuniversitat Wien	Higher or Secondary Education Establishments - University	Austria
9.	Uniwersytet Warszawski	Higher or Secondary Education Establishments - University	Poland

10.	ICLEI European Secretariat GMBH (ICLEI Europasekretariat GMBH)	Other	Germany
11.	Facilitylive OPCO Srl	Private for-profit entity	Italy
12.	Vastra Gotalands Lans Landsting	Higher or Secondary Education Establishments	Sweden
13.	Grad Rijeka	Public body	Croatia
14.	Comune di Salerno	Public body	Italy
15.	Stichting Pakhuis de Zwijger	Other	Netherlands

PROJECT SUMMARY

The CLIC project addresses significant challenges of Cultural Heritage and landscape adaptive reuse. It progresses the agenda on heritage-led local sustainable development by developing flexible, transparent, integrated and inclusive tools to manage the change of cultural landscape, which are required to leverage the potential of Cultural Heritage for Europe. The investment gap in Cultural Heritage and landscape regeneration is addressed by CLIC through careful evaluation of all costs, of "complex values" and impacts of adaptive reuse, selecting functions not only linked to tourism attractiveness, but also for the well-being improvement, providing critical evidence of wealth, jobs, social, cultural, environmental and economic returns on the investment. The overarching goal of the CLIC trans-disciplinary research project is to identify evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for systemic adaptive reuse of Cultural Heritage and landscape, demonstrating the convenience, in terms of long lasting economic, cultural and environmental wealth.

RESEARCH OBJECTIVES

1. To synthesize existing knowledge on best practices of Cultural Heritage adaptive reuse making it accessible to researchers, policy makers, entrepreneurs and civil society organizations, also through a direct dialogue with their promoters.
2. To provide a holistic ex-post evaluation of the economic, social, cultural and environmental impacts of Cultural Heritage adaptive reuse, stressing on the importance of appropriate conservation and maintenance approaches able to highlight the integrity and authenticity of heritage.
3. To provide EU-wide participated policy guidelines to overcome existing cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for Cultural Heritage systemic adaptive reuse.
4. To develop and test innovative governance models and a set of evidence-based, participative, usable, scalable and replicable decision support evaluation tools to improve policy and management options/choices on Cultural Heritage systemic adaptive reuse, in the perspective of the circular economy.
5. To analyse hybrid financing and business models that promote circularity through shared value creation, and assess their feasibility, bankability and robustness for Cultural Heritage adaptive reuse.
6. To validate the CLIC circular financing, business and governance practical tools in 4 European cities/territories representative of different geographic, historic, cultural and political contexts.
7. To contribute to operationalize the management change of the cultural landscape also by implementing the UNESCO Recommendation on Historic Urban Landscape²⁹⁰.
8. To re-connect fragmented landscapes, through functions, infrastructures, visual relations at macro and micro scale.

²⁹⁰ UNESCO (2011). Recommendation on the Historic Urban Landscape, including a glossary of definitions. Retrieved from http://portal.unesco.org/en/ev.php-URL_ID=48857&URL_DO=DO_TOPIC&URL_SECTION=201.html

9. To design and implement a stakeholders-oriented Knowledge and Information Hub to make tools and information accessible, useful and usable and test them with policy-makers, entrepreneurs, investment funds and civil society organizations.
10. To contribute to the creation of new jobs and skills in the circular economy through Cultural Heritage adaptive reuse.
11. To contribute to the monitoring and implementation of SDGs and the New Urban Agenda.

MAIN ACTIONS

1. Creation of a common framework to support the adaptive reuse of Cultural Heritage, by collecting, analysing and classifying existing successful tools currently implemented to support for adaptive reuse of Cultural Heritage, through:
 - a. best practices selection and analysis
 - b. identification of cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for adaptive reuse of Cultural Heritage at city, regional, national and EU level
 - c. assessment and analysis of barriers to implementation
2. Evaluation and comparison of the impacts of adaptive systemic reuse in the economic, social, environmental and cultural dimension, through the identification of specific criteria and indicators in the perspective of the circular economy and creation of a common framework for the identification of innovative circular financing, business and governance models for Cultural Heritage systemic adaptive reuse, through:
 - a. Development of methods and tools for the assessment of the spillover effects of Cultural Heritage adaptive reuse on local economy,
 - b. Development of methods and tools for the assessment of the social and cultural impacts of Cultural Heritage adaptive reuse
 - c. Development of methods and tools for the assessment of the environmental impacts of Cultural Heritage adaptive reuse
 - d. Development of the multidimensional impact indicator set for the assessment of adaptive reuse circular models
3. Development of a Decision Support System (DSS) to integrate into a systemic tool a set of specific planning, design, economic and multi-criteria analysis tools able to support decision-makers in adaptive reuse management choices and design choices. The CLIC DSS will support decision-makers in identifying the most effective mix of functions for adaptive reuse design considering estimated costs, technological/cultural constraints, estimated cash flows of each function, spatial localization and other influencing factors. It will include the development of a Knowledge and Information Hub for integration and smart visualization of sectorial databases.
4. Development of circular financing and business models, supporting impact investment and circular economics in the adaptation of Cultural Heritage assets
5. Testing and validation in pilot cities and regions of the innovative financing, business and governance models developed during the previous stages through direct involvement of end-users (policy-makers, social entrepreneurs and investors, community foundations and associations), through:
 - a. Assessment of Heritage Commons in pilot cities
 - b. Setting Heritage Innovation Partnerships (HIPs) made up of one local authority and one academic/research partner, including the organization of events like HIP dialogue and open days
 - c. Strategies for mobilizing new investments

DISSEMINATION OBJECTIVES / EXPLOITATION OBJECTIVES

The overall objective is to communicate, disseminate and exploit the project's findings and promote the results on a national and European level. The aim is to implement a series of communication and dissemination activities involving heritage cities/landscapes across Europe to transfer the models and approaches developed, among which the organization of a European start-up competition open to actors of

the third sector aimed at the selection of 5 best innovative ideas that will access mentoring and coaching support to enhance skills and stimulate the creation of new jobs in Cultural Heritage adaptive reuse.

Dissemination activities include:

- Coordination with other related projects and initiatives;
- Communication, dissemination and exploitation strategy preparation;
- Implementation of communication and dissemination activities envisaged;
- Start-up creative and innovative initiatives competition;
- Mentorship activities for Start-up creative and innovative initiatives competition;
- Maximisation of communication and dissemination activities;
- Preparation of further exploitation of project results and Education, training and continuous professional development.

RESEARCH METHODOLOGY

The CLIC project adopts a trans-disciplinary and systemic approach that integrates technology, business models and economic organisation, finance, governance and regulations as well as skills and social innovation, framed in the perspective of the circular economy as possible model for a more inclusive, resilient and sustainable development. The project combines traditional knowledge with scientific knowledge, developing multi-stakeholder win-win business, financing and governance models, inclusive planning and decision-making.

PROJECT RESULTS

1. **Validation of integrated approaches and strategies for Cultural Heritage adaptive reuse**, comprising innovative finance with high leverage capacity, business models and institutional and governance arrangements that foster multi-stakeholder involvement, citizens and communities' engagement and empowerment;
2. **New investments and market opportunities in adaptive reuse of Cultural Heritage**, also stimulating the creation of start-ups;
3. **An enabling context for the development and wide deployment of new technologies, techniques and expertise** enhancing industrial competitiveness and contributing to economic growth, new skills and jobs;
4. **Innovative adaptive reuse models that are culturally, socially and economically inclusive**;
5. **Contribution to implementing the Sustainable Development Goals (SDGs) (Goals 1, 15, 11 particularly) and the United Nations New Urban Agenda**.

All the above-mentioned specific goals are also guaranteed by the wide experience held by the Partnership in developing and testing CLIC proposed tools, ensuring the effective and time-constrained achievement of project's aims. The integration of sectorial knowledge, tools and methods is enhanced through a trans-disciplinary approach promoting partners and stakeholders' cooperation, co-creation of knowledge and co-delivery of outcomes.

8.OPEN HERITAGE



ACRONYM AND TITLE

OpenHeritage - Organizing, Promoting and ENabling HEritage Re-use through Inclusion, Technology, Access, Governance and Empowerment

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation – SC5-22-2017

H2020-EU.3.5.6. Innovative financing, business and governance models for adaptive re-use of Cultural Heritage

ID

776766

ACTION TYPE

RIA Research and Innovation action

DURATION

01/06/2018 – 31/05/2022

URL

<https://openheritage.eu/>

<https://cordis.europa.eu/project/rcn/216085/factsheet/en>

PARTNERSHIP

	Organization	Activity type	Country
1.	Varoskutatas (Metropolitan Research Institute) KFT (Coordinator)	Private for-profit entities	Hungary
2.	Eutropian GMBH	Private for-profit entities	Austria
3.	Universiteit Gent	Higher or Secondary Education Establishments - University	Belgium
4.	University of Newcastle upon Tyne	Higher or Secondary Education Establishments - University	United Kingdom
5.	Humboldt-Universitaet zu Berlin	Higher or Secondary Education Establishments - University	Germany
6.	Oddzial Warszawski Stowarzyszenia Architektow Polskich (The Warsaw Branch of the Association of Polish Architects - OW SARP)	Other	Poland
7.	ICLEI European Secretariat GMBH (ICLEI Europasekretariat GMBH)	Other	Germany

8.	V.O.F. Eurodite	Private for-profit entities	Netherlands
9.	Stiftung Trias Gemeinnutzige Stiftung für Boden, Ökologie und Wohnen	Other	Germany
10.	Università degli Studi Roma Tre	Higher or Secondary Education Establishment - University	Italy
11.	Center for Urban History of East Central Europe	Research Organisation	Ukraine
12.	LUISS Libera Università Internazionale degli Studi Sociali Guido Carli	Higher or Secondary Education Establishment - University	Italy
13.	Platoniq Sistema Cultural	Other	Spain
14.	Kozep-Europai Egyetem	Higher or Secondary Education Establishments	Hungary
15.	Camara Municipal de Lisboa	Public body	Portugal
16.	Tyne and Wear Building Preservation Trust Limited	Other	United Kingdom

PROJECT SUMMARY

Open–Heritage works towards creating a sustainable management model of heritage assets. It operates with an open definition of heritage, involving sites that are not listed or incorporated into the official heritage discourse. Rather, these buildings, complexes, and spaces have a symbolic or practical significance for local and trans-local communities. The model is based on the recognition that heritage preservation and management efforts are often inefficient and unsustainable without the integrated application of interdisciplinary knowledge, multi-stakeholder cooperation, and community involvement. The project is working on an inclusive governance and management model for adaptive heritage re-use and a supportive toolbox that is applicable under various institutional circumstances.

The project's activities rely on three main pillars:

- **Community and stakeholders' involvement** - the concepts of heritage community and participatory culture are applied, identifying various approaches, and ensuring sustainable involvement;
- **Resource integration** - innovative financial and business solutions are tested to overcome resource scarcity and to encourage the financial involvement of local stakeholders;
- **Regional embeddedness** - The re-use processes are part of broader territorial development initiatives. They consider the regional social, environmental, administrative and economic contexts of the heritage sites.

RESEARCH OBJECTIVES

1. **Surveying** - The project produces a macro-level overview and evaluation of current heritage re-use practices in Europe. The aim is to develop a state-of-the-art understanding and typology of the institutional and regulatory context, as well as of the funding and economic landscape of adaptive re-use practices.
2. **Analysing** - The sixteen Observatory Cases are good practices of an adaptive re-use projects that will be studied and compared in-depth. They are innovative in terms of their community and stakeholder involvement, financial management, as well as their regional embeddedness. The selected sites vary in their original function (industrial, ecclesiastical, royal, administrative, military, residential, etc.) and they are dispersed all over Europe. The work done at the sites will be documented in written reports, video footages, and podcasts made accessible to a wider public.
3. **Testing** - The six Cooperative Heritage Labs (CHL) are experimental sites where Open–Heritage tests tools and practices to promote the sustainable re-use of heritage assets. Each CHL is of important heritage value, but in need of an appropriate function, facing diverse problems of economic, social and environmental nature. Work in the CHLs promotes engaging citizens into the discussion about

the future of the heritage assets, helping them understand and redefine the heritage value, and involving them into the long-term operation of the sites. A multi-purpose website provides a forum for the activities, and serve as a surface for crowdfunding and crowdsourcing campaigns

DISSEMINATION OBJECTIVES

The objective is to ensure knowledge sharing within and beyond the consortium, as well as the dissemination and take-up of Open–Heritage’s model of inclusive adaptive heritage re-use during and after the project’s lifetime. Activities include the coordination of dissemination and knowledge sharing activities, organization of knowledge co-production and sharing among different stakeholders concerned with heritage re-use and training programme development aimed at professionals involved in the issues of heritage protection and adaptive re-use.

At the end of the project, a toolbox aimed at supporting the uptake of the inclusive models will be made available.

RESEARCH METHODOLOGY

To achieve new ways of community involvement, emphasize resource integration and embed the re-use in a broader territorial scale, three steps are followed. First, it surveys current policies of heritage management. Second, it analyses good practices on a local level, encompassing 16 cases from around Europe. And finally, it tests new ideas and methods in six experimental sites where it works in close cooperation with various stakeholders. For each site, an online platform is created to facilitate dialogue between policy makers, residents, local entrepreneurs and the interested public. This framework will allow them to maintain the site and to think about its future. The project's aim is to make these ties resilient and enduring beyond the scope of Open Heritage. The European consortium focuses on buildings, complexes, and spaces which lie outside traditional and centrally located heritage spaces, but have an important symbolic or practical significance for local and trans-local communities. Through community and stakeholder involvement, resource integration, and territorial embeddedness, Open–Heritage selects, surveys and analyses peripheral, often marginalised and neglected heritage sites spread over sixteen Observatory Cases and six Cooperative Heritage Labs in ten European countries.

MAIN PROJECT OUTPUTS

Intervene effectively in the six Cooperative Heritage Labs (CHL). The areas of intervention are: policy; building decay; accessibility; environment; funding employment.

List of Cooperative Heritage Labs (CHL):

Sunderland, United Kingdom. The area been recently give 'Heritage Action Zone' status, the three buildings addressed are an opportunity to address the unemployment and social challenges.

Prötzel, Germany. Old manor house purchased by Trias Foundation in 2016 where today 24 adults and 12 children run activities.

Warsaw, Poland. The area used to be the industrial part of the city and has rare pre-WWII buildings. There are clashes between the existing population, with high unemployment, and the incoming middle class

Pomáz, Hungary. The environmental heritage site is situated in the metropolitan area of Budapest. The area has a fragmented ownership pattern and difficulties in organising a sustainable economic model.

Rome, Italy. The Centocelle Archeological Park is in the outskirts of Rome with many parts not open to public and in bas condition. The local population, with high unemployment rate, has been involved in activities on site.

Lisbon, Portugal. The site is in the oriental suburbs of Lisbon, it was a historical palace in decay that has been marginally used by the local community for organising festivities.

OTHER RELEVANT PROJECT OUTPUTS

Online collection of good practices (Heritage Reuse. Old Buildings with New Life) - Online collection of successful examples for built heritage re-use. On this site, the examples of adaptive heritage reuse are collected by interested people from all over the world. All registered users on this web site can contribute with their items cases.

Observatory Cases Online DB - An online database will be available displaying the results of the overview of the European policies of heritage re-use and analysis of the Observatory Cases. In doing so, the database will allow comparing the legal and institutional environments with the actual practice of adaptive reuse. The database will serve as a repository of ideas and will be freely available, with the aim to support knowledge sharing under various circumstances and policy development.

**ACRONYM AND TITLE**

RURITAGE - Rural regeneration through systemic heritage-led strategies

FUNDING PROGRAMME

Horizon 2020 Framework program for Research and Innovation

TOPIC SC5-21-2016-2017 - Cultural Heritage as a driver for sustainable growth

ID

776465

ACTION TYPE

IA - Innovation action

DURATION

01/06/2018 – 31/05/2022

URL

<https://www.ruritage.eu/>

<https://cordis.europa.eu/project/rcn/216073/factsheet/en>

PARTNERSHIP

	Organization	Activity type	Country
1.	Alma Mater Studiorum - Università di Bologna (Coordinator)	Higher or Secondary Education Establishment - University	Italy
2.	Consulta Europa Projects and Innovation SL	Private for-profit entity	Spain
3.	Fundacion Tecnalia Research & Innovation	Research organisation	Spain
4.	Fundacion Cartif	Research organisation	Spain
5.	United Nations Educational, Scientific And Cultural Organization –UNESCO	Research organisation	France
6.	University of Plymouth	Higher or Secondary Education Establishment - University	United Kingdom
7.	ICLEI European Secretariat GmbH (ICLEI EuropasekretariatGMBH)	Other	Germany
8.	Agenzia per la Promozione della Ricerca Europea	Research Organisation	Italy
9.	Savonia-Ammattikorkeakoulu Oy	Other	Finland
10.	Politecnico di Torino	Higher or Secondary Education Establishment - University	Italy
11.	Norges MILJO-OG Biovitenskaplige Universitet	Higher or Secondary Education	Norway

		Establishment - University	
12.	Stowarzyszenie Centrum Rozwiazan Systemowych	Research Organization	Poland
13.	Agence de Cooperation Interregionale - Reseau Chemins de Saint-Jacques de Compostelle	Other	France
14.	Borghi Italia Tour Network SRL	Private for-profit entity	Italy
15.	Innovation and Management Centre Limited	Other	Ireland
16.	Almende BV	Private for-profit entity	Netherlands
17.	Federacion Colombiana de Municipios	Other	Colombia
18.	Magma Geopark AS	Other	Norway
19.	Distretto Agroalimentare Regionale SCRL	Other	Italy
20.	Ca Provence-Alpes-Agglomeration (participation ended)	Public body	France
21.	Visegrad Varos Onkormanyzata	Public body	Hungary
22.	Emi Epitesugyi Minosegellenorzo Innovacios Nonprofit KFT	Research Organization	Hungary
23.	Kulturno Izobrazevalno Drustvo Kibla	Other	Slovenia
24.	Zavod za Kulturo, Turizem in Promocijo Gornja Radgona	Public body	Slovenia
25.	PIAM Onlus Asti	Other	Italy
26.	Mouseio Fisikis Istorias Apolithomenou Dasous Lesvou	Other	Greece
27.	Geo Naturpark Bergstrasse-Odenwaldev	Other	Germany
28.	Panepistimio Kritis	Higher or Secondary Education Establishment	Greece
29.	Katla Geopark	Other	Iceland
30.	Comune di Appignano del Tronto	Public body	Italy
31.	Fundacion Santa Maria la Real del Patrimonio Historico	Other	Spain
32.	Judetul Harghita	Public body	Romania
33.	Asociatia Institutio Pro Educationem Transilvaniensis	Other	Romania
34.	Arbeitsgemeinschaft Geopark Karawanken-Karavanke	Other	Austria
35.	Agrupacion Empresarial Innovadora Para la Construccion Eficiente	Other	Spain
36.	Izmir Buyuksehir Belediyesi	Public body	Turkey
37.	De Surdurulebilir Enerji Ve Insaat Sanayi Ticaret Limited Sirketi	Private for-profit entity	Turkey
38.	Izmir Institute of Technology	Higher or Secondary Education Establishment	Turkey
39.	Take Art Limited	Other	United Kingdom

PROJECT SUMMARY

RURITAGE establishes a new heritage-led rural regeneration paradigm able to transform rural areas in sustainable development demonstration ‘laboratories’, through the enhancement of their unique Cultural and Natural Heritage potential. Based on past research and experiences, RURITAGE identifies **6 Systemic Innovation Areas (SIAs)** (1. Pilgrimage; 2. Sustainable Local Food Production; 3. Migration for Rural Regeneration; 4. Art and festivals; 5. Resilience; 6. Integrated Landscape management) and **11 Cross-cutting Themes transversal to every SIA** (1. Business models and investment strategies; 2. Governance and regulatory framework; 3. Legal aspects and land tenure; 4. Technological innovation; 5. Social innovation, Environment and climate change; 6. Cultural Ecosystem Services; 7. Mental wellbeing; 8) Tourism and Marketing strategies; 9) Cultural and natural heritage safeguarding; 10) Cultural and natural heritage appreciation and interpretation, 11) Mobility and accessibility of the areas) which represent the ways in which Cultural Heritage acts as driver for regeneration of a rural area and its economic, social and environmental development. Through the analysis of 13 selected Role Models in Europe and beyond ⁽²⁹¹⁾, and of how SIAs and cross-cutting themes successfully interacted in the Role Models, RURITAGE is supporting the co-creation and implementation of heritage-led regeneration strategies in 6 Replicators ⁽²⁹²⁾, involving local stakeholders in the formulation of the strategies, ensuring a collective approach in the management, responsibility and ownership of Cultural and Natural Heritage (CNH). RURITAGE also makes use of 15 Knowledge Facilitator Partners and involves 19 different case studies represented by 19 rural communities that will work together to build or to foster their heritage-led regeneration strategies. This process takes place at local level within the so-called Rural Heritage Hubs (RHHs). RHHs are communities of stakeholders and citizens, embedded in physical spaces where knowledge transfer and all other project related activities will take place.

RESEARCH OBJECTIVES

Through a multilevel and multidirectional process of knowledge transfer, Role Models Cities (RMs) mentor and support the Replicators in the development and implementation of their strategies and, at the same time, will further increase their knowledge and capacities. A robust monitoring system is assisting this process. Local Rural Heritage Hubs, gathering stakeholders and civil society, are foreseen in Replicators (Rs)

⁽²⁹¹⁾ **Role Models Cities:** **1) Ørland (Norway).** A Cultural and Natural Heritage Approach in Austrått Manorial Landscape (Landscape); **2) Hargita (Romania).** Maria's Way (Pilgrimage); **3) Karawanken (Slovenia).** Old Traditions & Modern World Along the Pilgrimage Route to Hemmaberg (Pilgrimage); **4) Turin (Italy).** Migrants Hospitality and Integration in Asti Province (Migration); **5) Lesvos (Greek).** Boosting Migrant Integration with Nature in Lesvos Island (Migration); **6) Crete (Greek).** Teaching Culture for Learning Resilience in Crete (Resilience); **7) Katla (Iceland).** Natural Hazards as Intangible Cultural and Natural Heritage for Human Resilience in South Iceland (Resilience); **8) Duoro (Spain).** Douro Cultural Landscape, Driver for Economic and Social Development (Landscape); **9) Visegrad (Hungary).** Visegrad: The Living Village of the Middle Age (Art and festivals); **10) Colombia.** Coffee Production in World Heritage Landscape (Sustainable Local Food Production); **11) Palencia (Spain).** Camino de Santiago (Pilgrimage); **12) Teelin - County Donegal (Ireland).** Wild Atlantic Way (Landscape); **13) Foggia (Italy).** Preserving Old Traditions for Innovating Agro-Food Production in Apulia (Sustainable Local Food Production)

⁽²⁹²⁾ **Replicator cities:** **1) Izmir (Turkey).** Integrated Management of Madra Geopark in Gediz-Bakircay Basins (Landscape); **2) Kubla (Slovenia).** Festival of Love: Arts connecting heritage and tradition (Art and Festivals); **3) Marche Region (Italy).** Social innovation & local traditions to react after a disaster in Marche region (Resilience); **4) Hemmaberg (Austria).** Old traditions and modern world along the pilgrimage route to Hemmaberg (Pilgrimage); **5) Rogaland (Norway).** A brand for discovering local food products and traditions in Rogaland (Sustainable Local Food Production); **6) Bergstrasse (Germany).** Working for Cultural and Natural Heritage as a way for migrants' integration in Geo-Naturpark Bergstrasse-Odenwald (Migration)

to work as living labs where heritage-led rural regeneration strategies are co-created and implemented, while in RMs they reinforce the ownership of Cultural and Natural Heritage (CNH). Both RMs and Rs will also benefit of the RURITAGE Resources Ecosystem, a set of tools including, among others, a rural landscape mapping tool (RURITAGE Atlas) and a Replication Toolbox within an online and interoperable platform. These tools aim at fostering knowledge building, providing evidence and supporting replication and up-scaling activities of the implemented heritage-led regeneration strategies and plans, contributing to mainstream heritage in Regional, National, European and global policies.

DISSEMINATION OBJECTIVES

The knowledge transfer and capacity building process is carried out through direct (face-to-face) meetings and workshops and indirectly within a digital environment (Digital Rural Heritage Hub), that integrates webinars and blog for discussion. The knowledge transfer does not only involve RMs and Rs partners but it also includes a wide range of local stakeholders to ensure the participatory development and enhancement of the heritage-led rural regeneration strategies.

The objectives of this knowledge transfer are:

- increase knowledge about successful practices of heritage-led rural regeneration and provide tools making successful practices and solutions available and replicable;
- identify the financial resources needed to preserve Cultural Heritage in rural areas and promote the engagement of rural communities in the decision making processes;
- enhance awareness on exploitation possibilities in CNH sector in rural areas, providing roadmaps for long-term sustainability of heritage-led regeneration strategies.

EXPLOITATION OBJECTIVES

The main objective is to create a network of Rural Heritage Hubs, as places where to investigate and boost social innovation related to heritage. They gather different kind of stakeholders such as local and regional authorities, enterprises, NGOs, Museums, (natural) (Geo) parks, research centres and civil society organisations. These hubs should act as living labs where strategies to advance the region are further developed through a process of co-creation and participation of all stakeholders. On the other hand, these Rural Heritage Hubs are the heart of the mutual learning experience between local stakeholders and inhabitants and also all RURITAGE project participants. Knowledge and skills gained are transmitted to all stakeholders through specific capacity building activities.

RESEARCH METHODOLOGY

European rural areas embody outstanding examples of Cultural and Natural Heritage (CNH) that need not only to be preserved but also to be promoted as a catalyst of economic competitiveness and sustainable and inclusive growth. According to EUROSTAT, 27.8% of the EU population lives in rural areas and 32% in so-called "intermediate" areas such as suburbs or small towns and around 46.5% of European 'gross added value' is created in intermediate and predominantly rural areas. Despite this, most rural areas are facing chronic economic, social and environmental problems, resulting in unemployment, disengagement, depopulation, marginalisation or loss of cultural, biological and landscape diversity. In most cases, tangible and intangible Cultural Heritage is threatened. Demonstrating the heritage potential for sustainable growth can overturn this condition. Around Europe and at international level, numerous examples of good practices show how Cultural and Natural Heritage is emerging as a driver of development and competitiveness through the introduction of sustainable and environmentally innovative solutions and the application of novel business models. Based on past research and experiences, the RURITAGE project, identified 6 Systemic Innovation Areas (SIAs) that can contribute to the sustainable development of rural areas through Cultural Heritage. In

this context the project selected 13 Role Models (RMs) which already demonstrated the potential of CNH in one identified SIA and 6 Replicators (Rs) that guided by the RMs and other project partners will develop and implement in a participatory process their own heritage-led development strategies. The six replicators mainly work on implementing actions in one of the identified SIAs, but at the same time, they are expected to benefit from the expertise of RMs from other SIAs, in a knowledge environment able to nurture the entire Rs' ecosystem. Additionally to the SIAs described above RURITAGE will analyse the RMs considering 11 cross-cutting themes which are transversal to all SIAs: Business models and investment strategies, Governance and regulatory framework, legal aspects and land tenure, technological innovation, social innovation, environment and climate change, cultural Ecosystem Services, mental wellbeing, Tourism and marketing strategies, Cultural and Natural Heritage safeguarding, appreciation and interpretation, Mobility and accessibility of the areas. RURITAGE methodology is based on the integration of such cross-cutting themes into the rural regeneration strategies, in order to develop actions able to reach multiple benefits for territories and people. The 13 RMs and the 6 Rs come from twelve different countries in Europe and two Latin American countries, among them seven of them are territories labelled with the UNESCO Global Geopark designation. The project is also looking into other best practices around Europe and beyond.

PROJECT RESULTS

The rural communities that are benefitting from the RURITAGE approach have the opportunity to learn from the Role Models, Replicators and knowledge experts and to access a wide range of tools and knowledge to develop heritage-led regeneration plans. This is enabling them to subsequently implement strategies adapted to their own rural territory and increase the visibility of their region.

RURITAGE expected results are:

- to provide a new Heritage-led rural regeneration paradigm, up-scalable and replicable;
- to foster the European world-leadership in innovative use of heritage for rural regeneration;
- to boost securing heritage conservation and sustainability and establishing a “community of practice”;
- to provide quantifiable evidence of cultural, social, environmental, economic benefits of Cultural and Natural Heritage (CHN) reuse;
- to foster the mobilization of investments and the opening up of new market opportunities;
- to contribute to position Europe as a leading force in use of CHN as a mean for development.

OTHER RELEVANT PROJECT OUTPUTS

Other relevant project outputs are:

- **Digital Rural Heritage Hub (Digital RHH)**, an open blog for discussion and multiple educational and capacity building activities;
- **RURITAGE Brand**;
- **RURITAGE Resources Ecosystem**, a set of tools including, among others, a rural landscape mapping tool (RURITAGE Atlas) and a Replication Toolbox within an online and interoperable platform. These tools will foster knowledge building, providing evidence and supporting replication and up-scaling activities of the implemented heritage-led regeneration strategies and plans, contributing to mainstream heritage in Regional, National, European and global policies.

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