



**INT-HERIT**

IMPLEMENTATION NETWORK OF HERITAGE  
STRATEGIES IN SMALL AND MEDIUM- SIZED  
EUROPEAN CITIES

**BASELINE STUDY**



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# Executive Summary

The INT-HERIT Implementation Network is one of the approved projects and gathers **9 EU cities/communities** who are implementing a strategic development plan based on cultural heritage. The network is composed by **Baena** in Spain as lead partner, **Alba Julia** in Romania, **Sigulda** in Latvia, **Mantova** in Italy, **Espinho** in Portugal, **Dodoni** in Greece and the **Intercommunale Leiedal** in Belgium – and will engaged in several knowledge exchange activities to devise innovative approaches to cultural management in order to improve and extend the impact of the foreseen investments and action plans.

The INT-HERIT implementation network will build a framework for innovative heritage management where partners' cities could exchange knowledge and build a participatory process around their strategies/plans and monitor and benchmark their implementation through the creation of adequate



**Figure 1 - Transnational meeting @ Mantova**

monitoring metrics. The network will provide advances in the promotion of a more sustainable policy regarding cultural heritage, amplifying its social and economic impacts in the city and their region and will produce practical knowledge, policy recommendations, tools and good practices that will be made available to all urban players across the EU.

The current document – designated by «State-of-the art» – was produced by the Lead Expert in close cooperation with the Lead Partner and Project Partners to provide a starting point where partners can build their foundations for future development phases of the project. The main goal is to give to key actors an understanding of the state of play in other cities and know better what is the situation and local challenges of each of the participating cities. It provides a **starting point** of the network and what challenges should be address by the network.



# 1. STATE OF THE ART

## 1.1. INTRODUCTION

The role of culture, heritage and creativity, and their relationship to economic development has been the subject of renewed attention in the European political agenda over the last four decades, in the context of the policy for competitiveness and sustainable development (e.g. the successful case of Bilbao).

Cultural heritage is a shared resource, and a common good. Like other such goods it can be vulnerable to over-exploitation and under-funding, which can result in neglect, decay and, in some cases, oblivion. Looking after our heritage is, therefore, our common responsibility. While heritage protection is primarily a matter for national, regional and local authorities, the European Union has a role to play in line with the EU Treaties and in respect of the principle of subsidiarity. (EC COM(2014) 477).

It has been recognized economic benefits and impact of cultural heritage as an economic factor capable of create jobs, catalyse technical innovation and also as a useful tool for regional development. We have also highlighted the social benefits that promote sustainability as well as providing social cohesion and improving the quality of life of citizens (Europa Nostra 2009)

Culture plays an important role "in the production process of places" (Harvey, 1989), as well as in its differentiation and is also a connecting link between the rural and the urban and an inspiring element of initiatives linked with the economy of the experience.

The development of management strategies is a basic task in public policy. Particularly, in the field of cultural heritage management it has the double sense to ensure the preservation of resources and facilitate their sustainable use through a management process. From a territorial scale, we can distinguish three levels (Rypkema, 2016): a macro-level where structural and regulatory measures are programmed from the state; a second one, starring regions , districts or other territorial units through the creation of regional plans and strategies and finally, there



is a third level or micro-level by municipalities or entities responsible for managing individual sites, proposing in this case action plans and local management, combining measures of protection and use, usually with an eye on the medium term and with community participatory processes.

The following summary of the strategic plans of the cities participating in the INT-HERIT network describes the diversity but also of the complementarity of their plans and strategies.

Partner	Strategic Plans for Implementation
 <p><b>Municipality of Baena</b></p> <p><a href="http://www.baena.es">www.baena.es</a></p> <p>Mr. Antonio Zafra</p>	<p><b>BAENA</b> (Spain): the development of Baena over the last decade was mainly based in the valorisation of cultural resources, with investments of more than 9 million Euros, mostly from ERDF, the Estate and funding of self BAENACULTURA Strategy city. BAENACULTURA is inserted into the Strategy of Sustainable and Integrated Urban Development BAENA 2020 and proposes to finish the rehabilitation of some sites and monuments accompanied by the development of innovative management initiatives which will promote employment and entrepreneurship, facilitate new public-private partnerships and attract sources of additional funding. The city wants to implement a <b>Sustainable Management Model</b> for culture and tourism sectors focusing in two main sites:</p> <ul style="list-style-type: none"> <li>• <i>Castle of Baena – where major investments have already been done and need;</i></li> <li>• <i>Archaeological site of Torreparedones – an impressive and important ibero-roman city.</i></li> </ul>  <p>Figure 2 - Renovation works at the Baena Castle</p>



 <p><b>Armagh City, Banbridge &amp; Craigavon Borough Council</b></p> <p>armaghbanbridgecraigavon.gov.uk</p> <p>Mr. Shane Kelland</p>	<p><b>ARMAGH</b> (Northern Ireland, United Kingdom) focuses its strategy on the restoration of historic buildings as part of a Centre Masterplan, an instrument of spatial planning of an urban city centre, in order to ensure the character of the historic city, thus making it attractive to live, work and be visited. ARMAGH has had a recent administrative adjustment which has resulted in the grouping of several municipalities. This adds a component of territorial cooperation that represents a new common challenge to many small and medium European cities at the present moment of territorial readjustments, occurring as a result of the economic crisis. The city is looking to promote development by implementing a tourism strategy across a territory run by a council formed by the towns of Armagh City, Banbridge &amp; Craigavon Borough. There two main projects under consideration:</p> <ul style="list-style-type: none"> <li>• <i>Georgian buildings in City Centre</i></li> <li>• <i>Prison (Hotel project under study)</i></li> </ul> <p>Main goal is to regenerate the city centre by rehabilitating the Georgian buildings and the old prison now abandoned, in order to build an integrate development plan of the city based in its unique cultural heritage.</p>  <p>Figure 3 - Aerial view of the city centre area</p>
 <p><b>Municipality of Dodoni</b></p> <p>www.dodoni.gr</p>	<p><b>DODONI</b> (Greece) has designed a Strategic Plan for the promotion of cultural resources, particularly those at the archaeological site of Dodoni (III and IV centuries BC). The main objective of the strategic plan is a balanced display of the important cultural resources of Municipality of Dodoni and the promotion of cultural tourism in a way that will simultaneously achieve long-term and structural upgrading</p>  <p>Figure 4 - The ancient theatre of Dodoni's archeological site</p>



<p>Ms. Vasso Brachou</p>	<p>of the tourism product with sustainability and lasting development preconditions.</p> <p>In a context of economic crisis, the municipality of Dodoni focuses on the world class heritage waiting to help promote development and fight the depopulation of the region. For that it has raise significant funds to implement a plan to valorise the magnificent ruins, place of the oldest oracle of ancient Greece. The archaeological site of Dodona comprises the sanctuary of Zeus and the acropolis. Located at the foot of the hill, the sanctuary is surrounded by an enclosure; the acropolis occupies the hilltop.</p>
 <p><b>Intercommunale Leiedal</b></p> <p>www.leiedal.be</p> <p>Mr. Stijn Vannieuwenborg</p>	<p><b>INTERCOMMUNALE LEIEDAL</b> (Belgium) works to maintain the current level of employment and to stimulate the number of start-ups and self-employed workers in the municipal area in the south-west of Flanders (Belgium). To this aim they promote the re-use and redevelopment of vacant heritage. The current implementation projects are the redevelopment of Nieuw Transfoge bouw (former part of power plant, 1500 m2 floor space), located in the city of Zwevegem. Within the INT-HERIT network Leiedal would be focusing on a transversal challenge, linking the valorisation of architectural heritage for business and incubators with the enhancing of the quality of architectural heritage and transnational partnership.</p>  <p>Figure 5 - Aerial view of the TRANFO Site</p>
 <p><b>Municipality of Alba Iulia</b></p> <p>www.apulum.ro</p>	<p><b>ALBA IULIA</b> (Romania) The Integrated Urban Development Strategy for 2020 intends to position the city as a cultural and tourist reference in Romania, following the proposals of the Local Action Plan focused in city Marketing, implemented within the CityLOGO Project (URBACT III). In 2018 the city will host the centennial celebration of the reunification of the country with ALBA IULIA 100 Project, promoting mass participation events and</p>  <p>Figure 6 - Aerial view of the Citadel with Princely Palace at bottom left</p>



<p>Ms. Maria-Elena Seemann</p>	<p>cultural challenges of importance.</p> <p>The main focus of will be on rehabilitation of the Principality Palace of Transylvania. The building is a historical monument of class “A” with layers of history from roman to modern times, the function proposed for the E body within the project is an exhibition centre, complementing other already existent activities in the citadel by creating a new meeting point and in fact open the building for citizens and artists and create a new cultural attraction for foreign visitors.</p> <p>After the extensive restoration of the fortified walls, this project represents another phase the citadel valorisation where engagement of stakeholders and better promotion is needed to extract the value of the extremely attractive patrimony of the city.</p>
 <p>COMUNE DI MANTOVA</p> <p>Municipality of Mantova</p> <p>www.comune.mantova.gov.it</p> <p>Ms. Emanuela Medeghini</p>	<p><b>MANTOVA</b> (Italy) has been honoured in 2016 as Italian Capital of Culture, an important milestone in its Integrated Cultural Plan (2016-2020), which is an important part of the Strategic Plan of a city which is, together with the neighbour city of Sabbioneta from 2008, a UNESCO World Heritage City, due to its Renaissance Urban Structure. Mantova articulate their cultural positioning at national and international levels based on four pillars such as urban regeneration, increasing its cultural offerings, creating talent by the territorial dialogue and social inclusion. The experience and management capacity of Mantova are very relevant in the field of cultural heritage which aims in coming years to consolidate stable forms of governance and systemic models of monitoring indicators of action and facilitate insurance instruments and innovative financing.</p>  <p>Figure 7 - La Rotonda di San Lorenzo</p>
 <p>Municipality of Sigulda</p>	<p><b>SIGULDA</b> (Latvia) is rehabilitating an important castle and the surrounding area while attracting creative industries and the creation of recreational spaces to build a “Creative Quarter” in the city. At the same time, the city intends to attract investment and to shape new tourism products. These are some of the areas of action that articulate the</p>  <p>Figure 8 - Night view of the Castle of Sigulda</p>



<p>www.sigulda.lv</p> <p>Ms. Inga Pole</p>	<p>Sigulda Castle Complex Plan (2013-18) and the Action Plan Sigulda New Castle (2016-2023). These two adjacent structures are the focal points of the “Creative Quarter”</p>
<p></p> <p>Municipality of Espinho</p> <p>www.cm-espinho.pt</p> <p>Ms. Sandra Almeida</p>	<p><b>ESPINHO</b> (Portugal) has a Strategic Plan for Sustainable Development (PEDU) within the framework of EU policies on sustainable urban development, aimed at urban regeneration and revitalization trying to strengthen the levels of territorial cohesion, promoting natural and cultural values, as well as qualify the areas of economic activity. The strategic plan includes several interventions on cultural heritage and financial support is assured with the approval of the plan at PEDU to renovate historical buildings in the city centre and the rehabilitation of an important Iron-age archaeological site, the ruins of Castro de Ovil.</p> <p>The city is also involved in the URBACT project MAPS (about the reuse of abandoned military buildings) where an Integrated Action Plan is currently being developed for the south side of the city. Although not focused in cultural heritage, the area of rehabilitation includes important tourism assets (golf course, air field, beaches, etc) that can work together with the promotion of cultural tourism.</p>  <p>Figure 9 - The Iron-age site 'Castro de Ovil'</p>
<p></p> <p>Municipality of Cahors</p> <p>www.mairie-cahors.fr</p> <p>Ms. Magali Gosse</p>	<p><b>CAHORS</b> (France), since 2008, the City of Cahors has been implementing a strategy to reclaim its central importance, with the leitmotif "rebuild the city on the city". Since 2014, this strategy, now entitled "Coeur d'Agglo", has been pointing up the need to strengthen the central importance of Cahors in order to buttress and reinforce the development of the whole area. "Coeur d'Agglo" mobilises many skills and different types of action in the city which is the heart of the area. The “Cahors, Coeur d’agglo” strategy aims to reconcile historic preservation/heritage management with the needs of a living and working city.</p>  <p>Figure 10 - Cahors historical centre</p>



	<p>Over 2000 years of history have left their mark on the city of Cahors. The city is known for the Pont Valentré, a fortified bridge built in the 14th century, the impressive 11th century Cathedral Saint-Etienne, and the winding medieval street of the Old City. In 1972, the Old City was declared a historical preservation district (“secteur sauvegardé”); it is one of the largest historical preservation districts in France. In recent years the Old City has fallen into decline as young families have moved out to the surrounding suburbs. The strategy preserves the incredible historic architecture of the Old City by adapting it to the needs of a modern population and thus making it once again an agreeable place to live and work. The strategy foresees the following two main actions:</p> <ul style="list-style-type: none"> <li>&gt; Improving public areas: providing a renovated, peaceful, lively and modern framework for living; renovation of city-centre streets whilst keeping all their character, provision of an app enabling everyday problems to be resolved rapidly;</li> <li>&gt; Regenerating economic activities, by facilitating town-centre shopping and developing new ways to shop (e-convenience stores platform) and by encouraging new working methods (co-working, fab labs...).</li> </ul>
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## 1.2. THE 5 DIMENSIONS OF CULTURAL HERITAGE

When thinking on economic development in small to medium size cities, cultural heritage always plays an important role in any city strategy, particularly in historical towns where the valorisation of cultural heritage remains as one of the best tools to promote social and economic development. However several factors such as lack of funding, lack of management expertise, etc, are preventing these cities to fully exploit its potential, limiting the capacity to valorise these important assets.

Small to medium-size cities are facing, in a context of crisis and institutional reorganization of local government, different challenges linked to the revitalization of cultural heritage through innovative actions, which are able to provide operational tools and tracking systems, encourage alliances between stakeholders, promote employment and entrepreneurship in the creative sectors, experiment with innovative public procurement initiatives and attract new funding and governance models.

The following diagram illustrate these dynamics where the 5 identified **Project Dimensions** run in a flywheel that rotates around an operational framework composed by the **Strategic Plans of the cities** (as input), methods to engage **stakeholders** according to the selected dimension, explore solutions to tackle **implementation challenges** under a **Results Framework**, linking actions to results and a **Monitoring system** to measure performance of the implementation.



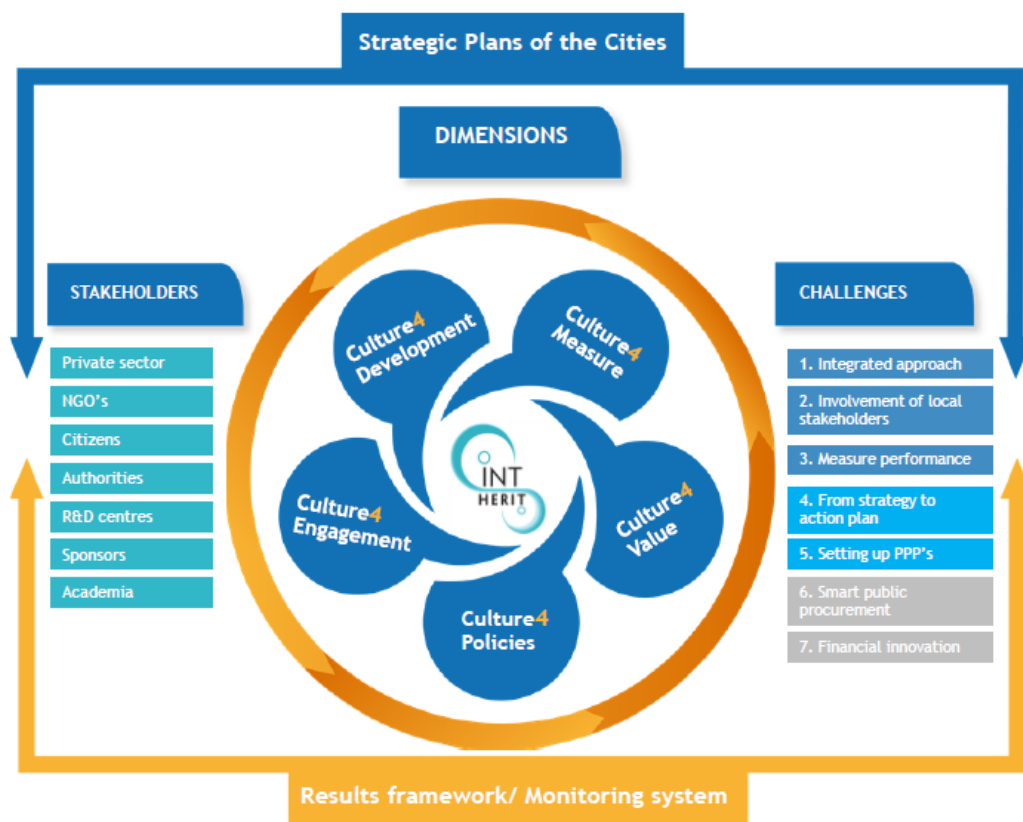


Figure 11 - A graphical representation of the project dynamics

The EU policy to support cultural heritage as a tool for development provided the means to rehabilitate extremely important patrimony across all European countries. Through existent financial tools (structural funds, etc) and better governance models (administrative reforms, etc), city authorities are more and more in charge of important cultural heritage sites, many times initiating the process of rehabilitation or being responsible for managing it afterwards.

However, this puts pressure on the city budget and new models of managing cultural heritage should be sought in order to work around the limitation of resources and assure the continuity of projects. By exploring these 5 dimensions, cities will look for better ways of fully explore the potential of the targeted sites and through knowledge exchange will receive support to tackle implementation challenges ahead.



In the following sections of this document will discuss the 5 Project Dimensions, concerning their function, utility, economic potential, etc, in order to help INT-HERIT partners to integrate their local sceneries to a network that will share a set of common goals and an operational framework to better assess the implementation hurdles faced by cities, particularly small to medium-size cities as in the case of the INT-HERIT network.

### 1.2.1. CULTURE4DEVELOPMENT

Cities throughout the world are exploring the ways that arts and culture can serve as an economic engine, build name recognition and become a source of civic pride. Through a mix of policy, branding and economic development, these cities have the opportunity to create economic growth and a more vibrant quality of life by incorporating public art, theatres, festivals, cultural districts, the repurposing of buildings and land, and other amenities into their planning and policy implementation in order to promote job creation and entrepreneurship.

#### 1.2.1.1. CULTURAL HERITAGE MANAGEMENT IN SMALL TO MEDIUM-SIZE CITIES

Currently almost every EU city has included cultural heritage in their strategic plans as an important tool to foster development. From the renovation of historical buildings, rehabilitation of decaying areas (e.g. the docks projects in London and Lisbon) to recovering of the immaterial heritage as traditions, ancient know-how, craftsmanship, gastronomy, etc., almost every strategic plan explores one or several aspects of conservation and valorisation of their cultural heritage.

Successful cases are not hard to find across Europe and they provide evidence of the importance of cultural heritage as one of the best tools available to foster social and economic development of cities (e.g. the «Jacobeo» tourism strategy of Galicia in Spain, taking advantage of the St. James pilgrim route to Santiago de Compostela). Initially it



seemed that these innovative approaches could be easily transfer to other cities or regions, including smaller cities, as the ones participating in the INT-HERIT network, that outnumber big cities and consequently could have an important impact in the territorial cohesion of EU countries. In fact, despite their size, many of them have quite important cultural heritage to preserve and manage (e.g. the partner city Dodoni in Greece, with only about 10.000 inhabitants, has one of the most important archaeological sites of ancient Greece, classified as World Heritage by UN).

However, due to several factors as lack of critical mass, resources, etc, small to medium-size cities struggle to reach sustainability of projects on cultural heritage. It's not just a matter of money, as regional, national and EU funds have always give attention and supportive of projects around cultural heritage due to the obvious importance of keeping our common heritage for future generations. It's also a matter of given a good use to the buildings or areas to be rehabilitated, manage efficiently the allocated resources, promote entrepreneurship and related businesses (namely in in tourism sector) and explore the spill overs of the project such as changes in the involvement of citizens and their perception of the cultural heritage of their own cities, to name a few.

A common concern on any city is how to assure the sustainability of projects. Available funds provide the financial capacity to move projects forward but they cannot provide knowledge or solutions on how to turn them sustainable, leaving municipalities with the difficult task to find ways to explore the multiple dimensions of development projects around cultural heritage. This model of financing projects usually leads to a situation where municipalities have to assume all operational and maintenance costs that can rapidly growth to unbearable figures for their budgets. This means that in this model there are a limited number of projects they can promote before running out of resources.

This limitation leads to a paradox where municipalities can get the money to renovate or rehabilitate the sites but no enough money to keep them operating and have to drop them. This is particularly important in small to medium-size cities where resources are usually scarce and the chances to reach sustainability are hampered by the lack of critical mass in



the city to make them viable. In the European and national area of historical cities, it has already been recognized (see for example the results and recommendations of HerO Project - URBACT II), the need for a new management approach in the field of integrated urban development to unclog the potential of cultural heritage to be widely transformed into benefits on the territory.

New management models of cultural heritage can help to fill this gap even in small historical towns as shown in the following case study:

### Case Study 1: A Development Strategy, Óbidos, Portugal

Óbidos is a small historic town in Portugal with about 12.000 inhabitants. On 11 December 2015 UNESCO considered Óbidos as Literary City as part of the Creative Cities Network programme crowning a development strategy based in cultural heritage (<http://en.unesco.org/creative-cities/óbidos>). When Telmo Faria, former mayor



Figure 12 - The City of Óbidos

of the city, took office in 2005, Óbidos was experiencing economic depression and depopulation: "the village, the castle and the lagoon was our only «goose with the golden eggs» so I clung to it launching an intense program of transformation of the city, involving agents of change as young people, entrepreneurs, creative sector and local cultural agents "to foster wealth creation, because those with a good geography and a good history cannot complain, it has to work," For the former mayor of Óbidos, the problem of historical centres lies in the lack of correspondence between the inheritance heritage of the historic centre and the needs of people today, with regard to housing, employment, entertainment and cultural enjoyment and education. With a strong investment in education and involvement of local stakeholders, the city set up a roll of events such as the Chocolate Festival, the «Christmas



Figure 13 - Medieval Street



Village» festival and in 2015 the International Literary Festival – FOLIO (<http://foliofestival.com/>), building a brand for the city around cultural heritage; even private investments follow the trend and in 2015 a new hotel was opened around the literature theme, «The Literary Man Óbidos» Hotel with about 45000 books lining almost every wall of the hotel ([www.theliteraryman.pt](http://www.theliteraryman.pt)). As result of this strategy, Óbidos reversed the 10% demographic decline seen until 2001 for a population growth of 5.5%, and is currently the third tourist destination in the central region, following the sanctuary of Fatima and the university city of Coimbra. "Without strategic thinking we cannot mobilize people," says the former president, confessing that at some point in the first term "I got tired of doing the day-to-day management of the municipality, gave all the posts to aldermen, so I could think and design the future".

### 1.2.1.2. PROMOTE EMPLOYMENT AND ENTREPRENEURSHIP

The Strategies or Plans to be implemented must rely on different prototypes already tested in small and medium sized cities, to gain scale and disseminate new arguments to support a change in the cultural heritage management model. In short, there's the need to activate a spiralling strategy of social innovation applied to small and medium sized European cities.

Also creating local groups to boost employment opportunities around cultural heritage is an interesting strategy as it was proposed by the URBACT project JobTown. Enhance learning, validation of skills and qualifications, as well as the development of learning strategies and entrepreneurship should be foreseen.

By exploiting best practices in other areas such as entrepreneurship and micro-enterprise and SME competitiveness, for their adaptation in the field of cultural heritage management and promote training experiences in an area of culture heritage where professional certifications are underdeveloped, potentially leading to initiatives that may serve as a test for their ability to be translated and subsequently implemented in specific sectorial policies at the regional and national level.



To foster development in small cities through cultural heritage a new slim approach is necessary, an approach that's highly efficient in spending resources while targeting specific results, surely less impressive than the results obtained in big cities but that may create effective impact on the local community by promoting business, tourism and social innovation. This game of alliances connected with the forms of participation and governance area the core of every cultural heritage management strategy.

### Case Study: **Hack your heritage! - HACK4DK, Denmark**

HACK4DK is an annual hackathon on cultural heritage, organized by major heritage institutions in Denmark. The first event took place in October 2012 and since then the event kept growing in the following years and the concept expanded to other countries as Finland and Norway. The event brings together artists, programmers, designers, humanists, educators and others interested in digital cultural heritage and multi-professional collaboration.

Through the power of open data, creative reuse and playful engagement young entrepreneurs look for new usages of heritage collections and cultural spaces. The 2016 edition took place at Copenhagen where people could hear exciting and inspiring ignite talks. Taking advantage of cultural heritage, artworks and other artefacts of historic interest available in archives, libraries and museums, participants are prompted to develop new ideas, new perspectives,

a critical eye and a desire to experiment and build new stuff together with others sharing the same urge to create new things. The event also offers the possibility of competing in the Nordic competition track, Hack4Norden and the winning group won the prize in Helsinki in November, where they were able to pitch their project to investors and engineers from 100 countries (<https://hack4.dk>).



Figure 14 - Participants in HACK4DK 2016

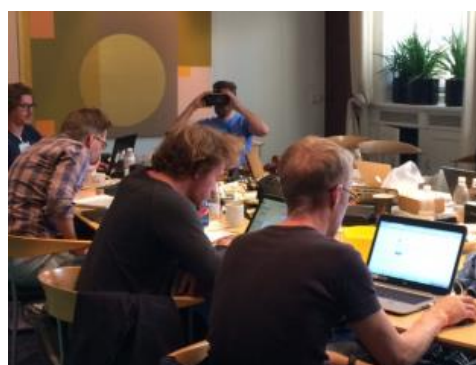


Figure 15 - Creative space



## 1.2.2. CULTURE4ENGAGEMENT

### 1.2.2.1. COMMUNITY ENGAGEMENT

“Conservation is increasingly geared towards preserving and enhancing a whole cultural landscape rather than an isolated site, and also becoming more people-centred. Old approaches sought to protect heritage by isolating it from daily life. New approaches focus on making it fully part of the local community. Sites are given a second life and meaning that speak to contemporary needs and concerns.” (EC COM(2014) 477).

One of the main objectives of the project is to raise awareness among actors to new strategies for cultural heritage management, namely to how an integrated approach could maximize their results in terms of rehabilitation and maintenance of cultural assets as well as in the involvement of the city communities, from business to citizens, in order to produce an endured impact in the social and economic landscape of the city.

This is particularly important for in small and medium- sized European cities as those that form the INT-HERIT project consortium, as the cultural heritage’ projects will have a greater impact in these cities rather than in a big city. This will also favours metrics since it will make it easier to measure impact of the operational action-plans. Each city has its own different projects but all partners want to take advantage of the INT-HERIT Implementation Network to “inject” in their projects a participative and integrative approach to cultural heritage management in order to provide a clear path from strategy to the operational action-plan.

Rather than relying only on hard indicators that are easy to collect but that are many times entirely out of the scope of a project time period (and therefore should not be turned into expected results), it is also important to look for the intangible results and spill overs of a project as INT-HERIT, for instance by “measuring” the changes in perception of all stakeholders and in particular of citizens towards the importance of preserving our cultural heritage. In fact, if a project has a deficient engagement of the local community it often



leads to citizen's opposition to the project and ultimately to affect the potential impact of the project. It is very common to hear such complaints as "excessive" investment, bad architectural options, wrong reuse of the building, etc. This lack of stakeholder management since the starting point of the project is critical in cultural heritage as this is an area where the sense of belonging is quite strong among citizens. As community members, they feel they own their share of that heritage and being a kind of "shareholder" means they also want to take part of the decisions. By involving the local community in a project from the start provides the best guarantee of success as possible pit-falls will be identified early in the project and therefore easy to avoid or at least more cost effective to work around than at the end of timeline. But most important is the promotion of a sense of co-responsibility and ownership among citizens that will be crucial to achieve the sustainability of the project in the long-term.

### Case Study: **The Vergini Quarter - Naples, Italy**

City managers of Naples have always struggled to maintain the impressive cultural heritage of this historical city but there's more patrimony requiring urgent intervention than the resources available and some sites will inevitably crumble unless new management models for cultural



Figure 16 - Volunteers working at Vergini Church

heritage are adopted. So passionate locals take matters into their own hands and

created an association called SMMAVE to make things differently in the Vergini district, an area of cemeteries and convents and a very spiritual location from ancient times. Its modern reputation is less pious. Vergini is often associated with crime and poverty, and it usually doesn't feature in tourist brochures. But thanks to associations like SMMAVE, that's changing ([smmave.it](http://smmave.it)). SMMAVE stands for "Santa Maria della Misericordia ai Vergini", the 16th-Century church it was originally formed to restore. The church was once part of a hospital complex for religious orders. But by the time SMMAVE stepped in, it had been abandoned for decades. The crypt was so full of rubbish that volunteers could barely get down the stairs. The three founders,



artists Christian Leperino and Massimo Tartaglione and the expert in art history Maria Corbi initiate this movement by engaging many volunteers from the neighbourhood, along with art and architecture students. Together, they cleaned, researched, documented and repaired. After two years of work, the church reopened in 2016 as a centre for contemporary and performance art. It's not a complete facelift; Santa Maria still looks her age. The stucco walls are scored and stained with gaps in the plaster where sculptures had been chipped out and stolen. Yet SMMAVE

has realised its goal: the church is alive with community outreach events, kids' programmes and theatre workshops. Other associations as the Celanapoli Association ([celanapoli.it](http://celanapoli.it)) and VerginiSanità ([www.verginisanita.com](http://www.verginisanita.com)), which maintains a fragment of the Roman-era Aqua Augusta,



Figure 17 - The church reopened in 2016 as a centre for contemporary and performance art

join together to regenerate other parts of the Virgini quarter changing completely the

perception of citizens and tourists towards this historical quarter. As Mr. Leperino stresses "The work of the associations shows that, with commitment and passion, you can really change things, and you can rediscover the beauty where there was just rubble."

The "Santa Maria della Misericordia ai Vergini" church reopened in 2016 as a centre for contemporary and performance art (Credit: Luigi Spina/SMMAVE Association)

#### 1.2.2.2. VOLUNTEER STRATEGIES

Volunteers are found in every area and level of cultural heritage work. Some organisations involve volunteers in small numbers; some have extensive and well-established volunteer programmes which complement the work of paid staff; others may be staffed entirely by volunteers.

Volunteering represents an important resource and a meaningful indicator of participation and awareness as well as of personal and social development; it is one of the bricks which compose the complex building that we call active citizenship. Furthermore, cultural institutions – and particularly museums - have dramatically changed in the last few years.



They provide public services and have a social function which is more enhanced today than in the past. They relate to new audiences and new ways of communicating; they promote social cohesion and inclusion; they offer cultural mediation for visitors who come from different backgrounds and cultures, who have diverse previous knowledge and use different interpretative strategies.

### Case Study: City of Asylum, Pittsburgh, USA

On a street called Sampsonia Way in the low-income Central Northside neighbourhood of Pittsburgh, writers-in-exile can now find sanctuary and respite at City of Asylum – a hybrid arts and social service organization that transforms vacant and blighted residential properties



Figure 18 - House Poem, created by Huang Xiang for the City of Asylum project

into homes, venues for civic and cultural programs, and public spaces for arts-

based community programs. In exchange for rent-free living and working space, medical benefits, a living stipend, help in securing publishers and long-term employment, City of Asylum's visiting artists can be found teaching creative writing to local school-age children, holding public readings in the adjacent Reading Garden, or joining local musicians in parading down a newly-build trail to the river's edge during the Jazz Poetry Festival. A nearby former masonic temple is currently being converted into "Alphabet City"—a multi-use facility for arts-based programs that will include a bookstore and restaurant. The project has since then become an integral part of Pittsburgh's identity.

### 1.2.3. CULTURE4VALUE

Cultural heritage provides an important contribution to economic growth and social cohesion. Its value - both intrinsic and economic – comes from exploring several dimensions; cultural, physical, digital, environmental, human and social. As political and



economic schemes fail to solve the problems of development, inequality, and citizen participation, policy makers are asking culture do what other activities can't.

#### 1.2.3.1. CREATING VALUE THROUGH CULTURE HERITAGE

According to the European Construction Industry Federation, in 2016 renovation and maintenance represented 27.7% of the value of Europe's construction industry<sup>1</sup>. 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<sup>2</sup>.

Heritage has spill-over effects in other economic sectors. Tourism is estimated to contribute €415 billion to the EU GDP<sup>3</sup> and 3.4 million tourism enterprises account for 15.2 million jobs<sup>4</sup> – many linked to heritage, directly or indirectly.

Cultural heritage is a key factor in choosing a travel destination. According to the Eurobarometer Survey on the attitudes of Europeans towards tourism published in March 2016, 'Sun/Beach' is still the main reason to travel abroad with 39% of the preferences but 'City Trips' with 27% and 'Culture (e.g. Religious, Gastronomy, Art)' with 26% are right behind meaning that the selection of their holiday destination is more and more based on the cultural heritage of the site. Furthermore, 31% of choose cultural heritage as the main reason to return to a place (against only 26% in 2012), meaning that cultural heritage factor is gaining importance at the time of deciding where to go on their holidays<sup>5</sup>. Cultural heritage can therefore help brand cities and regions while attracting talent and tourism.

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<sup>1</sup> <http://www.fiec.eu/en/cust/documentrequest.aspx?DocID=43531>

<sup>2</sup> <https://content.historicengland.org.uk/content/heritage-counts/pub/HC-Eng-2010>

<sup>3</sup> <https://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2016/europeanunionlcu2016.pdf>

<sup>4</sup> [https://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Tourism\\_industries\\_-\\_economic\\_analysis](https://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Tourism_industries_-_economic_analysis)

<sup>5</sup> EUROBAROMETER Survey on the attitudes of Europeans towards tourism

<https://ec.europa.eu/COMMFrontOffice/publicopinion/index.cfm/ResultDoc/download/DocumentKy/71132>



### 1.2.3.2. PUBLIC PRIVATE PARTNERSHIPS (PPP'S) AND NEW FINANCIAL MODELS

Conservation of cultural heritage requires the involvement of multiple players across the public, private and third sectors, not only to initiate and carry out conservation but also to foster the sustainability of projects. The conservation of historic urban environments poses specific and urgent challenges that require a multidisciplinary approach, where conservation actions are embedded in economic, social and environmental development strategies. The private and third sectors are increasingly playing a pivotal role in these processes (Macdonald, 2011).

Financial Innovation became a crucial tool in the scope of cultural heritage management. It is widely used today in all EU countries, however new and innovative ways of making PPP's arrangements namely through active participation of citizens will provide new solutions for the sustainability of cultural heritage. PPP's play a key role in our strategy for cultural heritage management as it will impact greatly on the capacity of raising financial support and to maximize the social economic impact in the city, namely in the promotion of new business around the sector and ultimately in job creation. Knowledge exchange between cities, i.e. learning from others' experiences will provide cities with new arrangements and new form of agreements never though before providing them the capacity to build long-term PPP's. However it remains a challenge to involve private partners without losing grip on quality, identity and sustainability of the concerned heritage.

Each sector can contribute in multiple ways:

- Public Sector: by providing sufficient incentives (ownership of assets, additional co-funding) and a secure legal framework to attract private capital transaction; establish a system of protection of economic long-term assets; promoting formulas of total or partial occupation of the sites; make improvements in the surrounding areas; rethink public policies, etc.
- Private sector: private initiative can contribute in different ways; debt financing; add its sectorial experience; participation in shared forms of use and management, etc.



- Third Sector: identification of heritage sites in poor condition, use and management; pressure and political support; experience in conservation; support in the communication of the plan or strategy; contribution to a position of equilibrium in the presence of a new sector among stakeholder, etc.

#### 1.2.4. CULTURE4MEASURE

The cultural sector is one of the most refractory when it comes to generating hard data on economic impact, employment, and social benefits. To be sure, many claims are made in these regards, and just as many critiques. Cultural administrations generally have been more interested in supporting production, with little regard to distribution and reception. The valorisation of cultural heritage carry many positive external effects; however they don't always impact transversely and in the long term on other sectors, most notably in tourism and creative industries. Understanding and measuring these impacts is therefore mandatory to make these policies more effective.

##### 1.2.4.1. BUILDING AN OPERATIONAL FRAMEWORK

The cities in the INT-HERIT network share a lot in common but they have quite different levels of development and are in different stages of application of these multidisciplinary approaches, leading to different strategic plans and expected results. Therefore, the operational framework will be adapted to the situation of each city although sharing the same methodology of measuring and monitoring. The main goal here is to connect actions to concrete results in a comprehensive way. This will allow cities to effectively address the challenges they have identified in relation to the implementation process. This output will be composed of the concrete solutions and policy instruments that were adopted. This operational framework will thus be both a driver to the exchange and learning activities and a key concrete output that will lead to an enhanced delivery of their urban strategy/ action



plan. It will allow cities to effectively address the challenges they have identified in relation to the implementation process and measure its impacts in the life of citizens.

#### 1.2.4.2. MONITORING AND EVALUATION

A priority area is development of cultural indicators, which will presumably displace the overemphasis on the economic impact of cultural investment. Indicators research includes information on the diffusion or concentration of cultural practice and consumption; gauging security defined in terms of social cohesiveness, conviviality, voluntary work, aspects of spontaneous cultural initiatives, occupation of public spaces, with a focus on the degree to which people associate in public; cultural quality of life (not to be understood as exclusively quality of cultural life), measuring the extent of communication among people, the existence of good cinemas, good heritage (memory), proximity to artists, enjoyment of public space; cultural rights, a factor not usually found in States' charters and institutions, includes but is not limited to freedom of expression since there should also be a right to be listened to, a right to diversity of language and expressive modes, and even the negative right that one's cultural space should not be used for publicity, which is a problem in tourism.

Several different set of indicators could be used to assess the social and economic impact of culture and creative sectors worldwide, however there is no single index that could be accepted and used across the globe. As a consequence benchmarking cities in these sectors become quite a difficult task to handle.

In this context, the European Commission through its Joint Research Centre (JRC), together with the OECD, has published a "Handbook on Constructing Composite Indicators: Methodology and User Guide" which has become the reference report for practitioners constructing composite indicators in a variety of fields as for instance the Global Innovation Index (INSEAD & World Intellectual Property Organisation). Recently, the European Commission has promoted the development of a monitoring tool for the culture and



creative sectors in convergence of interests of several stakeholders, establishing a common evidence-base for understanding and monitoring cultural and creative initiatives resulting in the creation of *Cultural and Creative Cities Index* (still a working name).

The key features of the index are: full transparency and availability to the public; detailed interpretation of results and city profiles; benchmarking with peer cities based on economic level and population size; conceptual and statistical coherence; availability in two complementary versions - a “standardised” and a “flexible” one. The Cultural and Creative Cities Index will hopefully provide a workbench for research, e.g. of cultural potentials of different segments of the population.

The project Cultural Heritage Counts for Europe: Towards an European Index for Valuing Cultural Heritage, funded by the EU Culture programme and launched in 2013 is another attempt to build a new index to assess impacts of culture heritage in the socio and economic development of the EU.

On 3 February 2016, the European Commission’s Competence Centre on composite indicators and scoreboards (COIN) was launched. COIN brings together scientific and analytical expertise that can be applied across policy areas. The competence centre examines available methodology within its remit, and provides Commission services with quality-controlled tools that support the conception, implementation and evaluation of EU policy. COIN includes the provision of support and assistance to policy DGs, as well as technical training. Best practices are to be shared across services via communities of practice. Furthermore, COIN will strengthen and extend its strong networks with academia, external research organisations, and practitioners in other policy-making institutions, to remain mainstream in its expertise and to provide the Commission with state-of-the-art scientific methodology (<https://ec.europa.eu/jrc/en>).

In conclusion, results indicators will provide a proxy to measure the change in development to be achieved in the future through the policy intervention. It will provide evidence and guidance throughout the implementation and will help to address challenges in a



methodological way by establishing a tool to measure success, identify gaps and knowledge needs and build a comprehensive analysis on the sustainability of projects beyond its pure financial performance.

### 1.2.5. CULTURE4POLICIES

In 2007, the concept of Cultural Heritage became an official EU priority with the European Agenda for Culture. The Council of Europe highlighted in its “Conclusions”<sup>1</sup> cultural heritage “as a strategic resource for a sustainable Europe” and listed the social and economic benefits of policies regarding heritage, calling increasing attention to the topic. The European Parliament strongly supported the idea, and consequently, the European Commission presented its first proposal for a European Year of Cultural Heritage in August 2016. On 9 February 2017, a provisional agreement was reached by the Council of the European Union and the European Parliament, declaring 2018 as the European Year of Cultural Heritage.

The main goals of the European Year are first of all “to promote cultural diversity, intercultural dialogue and social cohesion”, highlighting the importance of economic contribution of our cultural heritages to both the cultural sector, as well as the creative one, and emphasizing the role of our cultural heritages in the EU’s external relations.

Definitely the INT-HERIT project comes in good timing as its implementation will be simultaneously with this initiative, creating opportunities to maximize its outcomes and it will not only directly benefit the participant cities but ultimately many other cities of similar size in the EU that may apply the knowledge and the tools (e.g. monitoring system) that will be developed within the project in order to better manage and valorise cultural heritage in these cities.

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<sup>1</sup> Council conclusions of 21 May 2014 on cultural heritage as a strategic resource for a sustainable Europe (2014/C 183/08) - [http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG0614\(08\)&from=EN](http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG0614(08)&from=EN)



#### 1.2.5.1. GOVERNANCE MODELS FOR SMALL AND MEDIUM-SIZE CITIES

Most academic studies, theoretical models or policy documents that focus on the relationship between cities, heritage and integrated development concentrate on metropolis and big cities, in detriment of small and medium cities. Even developed analysis models are not suitable for implementation in the process of analysing these cities. It is true however, that there are some exceptions of small and medium-sized cities that introduce a change in their local strategy (see URBACT Project Creative Clusters), incorporating the field of creative industries in their vision, which undoubtedly affects their governance model. The recognition of the potential role of small cities in the creativity movement is particularly relevant because these territories have a huge quantitative importance in terms of population and land area. For example, in the European Union (EU) approximately 40% of the population lives in small urban areas (from 10,000 to 50,000 inhabitants) and 20% in medium-sized cities (between 50,000 and 250,000 inhabitants). The integration of the role of culture in the plans and strategies of small and medium-sized cities can provide the framework for understanding their current context and its peculiarities where heritage can be a natural catalyst (Tomaz, 2011).

In recent decades, many small and medium-size European cities have used Community funding (ERDF in particular, but also LEADER in small and medium-sized cities) to carry out conservation actions and valorisation of cultural heritage. Unlike large cities that include these activities in integrated plans and strategies, small and medium-sized cities rarely articulate plans that can be designed, implemented and evaluated.

Cultural heritage processes involve so many stakeholders that many times it becomes impossible to address all of them. Several governmental agencies and other related organizations play crucial roles in these processes turning horizontal and vertical integration a key challenge of the network. Cultural heritage management is often under a very strict legal framework requiring a strong interaction between local authorities and regional/national authorities to move projects forward. Another crucial aspect is territorial



integration particularly when addressing tourism development as it usually falls under a regional or trans-regional strategy.

An integrated approach would help them to maximize the results both in terms of rehabilitation and maintenance of the cultural heritage and as well as a better involvement of the city communities, from business to citizens, in order to produce an endured impact in the social and economic landscape of the city. This is particularly important in small and medium- sized European cities as those that form the INT-HERIT project consortium, in which cultural heritage projects usually have a greater impact in relation that happens in big cities. Each city has a different strategy plan but all partners can take advantage of the INT-HERIT Implementation Network to “inject” in their projects a participative and integrative approach to cultural heritage management in order to provide a clear path from strategy to the operational action-plan.

#### 1.2.5.2. LINK WITH OTHER SECTORS

Valorisation of cultural heritage always has positive effects in the tourism and creative industries. However in the digital era that we are living today innovative approaches are required to fully exploit the potential of these external effects.

Today more and more cultural heritage institutions are beginning to explore the added value of sharing data and the open data movement is now a reality, becoming a true catalyst for bringing other sectors to cultural heritage management and exploitation.

In Europe, the British Museum of London was the first English museum to develop databases available online. Since 2007, indeed, it implements a Collection Online by means of which it is possible to search images and records via a “work in progress database”, as defined by the museum itself. In Amsterdam, since 2011 the Rijks Museum has been working at the “Open Archives Initiative”, including digital images and over 110.000 metadata, such as ID number, date of creation, title and subject of the work. Accessing



these data requires the user to authenticate on the Rijks Studio website. In Turin, the Fondazione Torino Musei opened its data under Creative Commons Italia licence with the aim of «transparency, spread information, usability and knowledge sharing on art and cultural heritage»<sup>1</sup>. More recently (on the 7th of February 2017), the Metropolitan Museum of Art, one of the largest art museums in the world announced its release of 375,000 images to the public domain. Their open access program sets a new gold standard for digital museum practice. With it, they recognize that their collection is made up of artefacts created by the peoples of the world. By releasing their digital copies they are placing that collection where it belongs — in the hands of the people. When a heavyweight like The Met embraces open access, the rest of the museum world is bound to follow its lead. As Ryan Merkley (CEO of Creative Commons) clearly put it: “Sharing is fundamental to promote discovery, innovation, and collaboration in the digital age.”

All these initiatives exposes cultural heritage to a lot more people than before fostering synergies and collaborations with other sectors and citizens. The positive side effect is the involvement of other stakeholders in the preservation and valorisation of culture heritage, namely through the creation of new enterprises and expose the sector to extremely dynamic industries around web development. By making the results of human creativity from all times and all corners of the world accessible to all citizens, we’ll be able to foster new knowledge and inspire new creativity.

The concepts of an “opened” and “shared” culture is not limited however digitalization of collections and share them online, it means also to bring the open data philosophy from the digital world to the real world, i.e. to promote and implement policies towards cultural heritage management that are more collaborative and open to citizens. For instance, more and more sites are open to public fruition even during regeneration works or excavations

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<sup>1</sup> Ai nostri musei il primato della trasparenza, in «La Repubblica»,: <http://ricerca.repubblica.it/repubblica/archivio/repubblica/2014/02/17/ai-nostri-musei-il-primato-della-trasparenza.html>



(minding always security and other restrictions), allowing an inter-action between the promoters and the “final clients” all along the process.

Active policies are then required to facilitate this change in cultural institutions, moving the sense of ownership from these institutions to the actual citizens which are in fact the ultimate “owners” of the city heritage.

### Case Study 1: The OpenGLAM Initiative, EU

OpenGLAM (<http://openglam.org/>) is an initiative run by Open Knowledge Foundation that promotes free and open access to digital cultural heritage held by Galleries, Libraries, Archives and Museums. The initiative is co-funded by the European Commission as part of the DM2E project (<https://dm2e.eu>). OpenGLAM is supported by a global network of people and organisations who are working to open up digitised content and data held by GLAM institutions (Galleries, Libraries, Archives and Museums): a diverse



Figure 19 - OpenGLAM @ work

group of organisations and projects in order to realise the goal of creating a cultural commons for everyone to access, use and enjoy. It helps cultural institutions to open up their content and data through hands-on workshops, documentation and guidance and it supports a network of open culture evangelists through its Working Group.

Much of the work of OpenGLAM, and the Open Knowledge Foundation more generally, takes off from an understanding of the importance of knowledge sharing for research, innovation and creativity. For instance:

- More openly licensed cultural content enables teachers across the world to re-use this work in the classroom;
- More open cultural data enables researchers to draw links between people, things and events through the use of innovative techniques such as text mining and visualisation;



- More open cultural content enables citizens from across the world to enjoy this material, understand their cultural heritage and re-use this material to produce new works of art.

The internet presents cultural heritage institutions with an unprecedented opportunity to engage global audiences and make their collections more discoverable and connected than ever, allowing users not only to enjoy the riches of the world's memory institutions, but also to contribute, participate and share.

## 1.3. NETWORKING AND CONNECTIVITY

### 1.3.1. ENGAGING LOCAL STAKEHOLDERS

The purpose of this section is to enable INT-HERIT project to discern all the actors who take part in, have an effect on or a stake in the provision of culture. (Culture is understood here in all its acceptations: heritage, artistic, folk, anthropological, ethnic, national, industrial, developmental, etc.)

Cultural policy can be understood both as the action of government agencies and other authorized institutional bodies (e.g., academies and educational institutions, associations of artists and museum personnel) and as

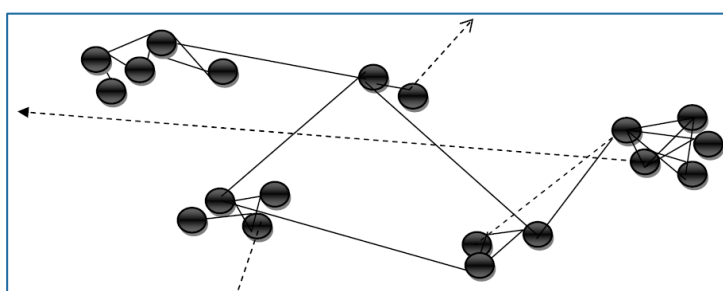


Figure 21 - The Network of Stataholders

the outcome of the operations of unofficial entities, most often without public sanction: culture industries and their distribution circuits, banks and corporations, national and international foundations and nongovernmental organizations (NGOs), social movements, tourism enterprises, multilateral development institutions, and other governmental



agencies that apparently have little to do with culture (e.g., municipal economic development divisions).

This dual structure has become even more complex as the processes identified with globalization have reconfigured the boundaries that made it possible for nation-states and localities to maintain a stable sense of what culture is, what purposes it serves, who produces and consumes it, and how it is distributed.

A list of actors and stakeholders would look something like the adjacent figure and can include some of following:

- officials of: national, local and supranational ministries/secretariats of culture and/or communications and information departments; professional practitioners: directors and managers of museums and cultural organizations, artists (painters, dancers, architects, costume designers, tattoo artists, etc.), technological workers (web designers



- and webmasters, telecoms, managers, etc.), officials in charge of relations with publics, conservators; community groups; heritage institutions; private philanthropic funders; corporate funders; foundations and nongovernmental organizations; educators in arts and cultural administration training programs; cultural journalists; cultural attachés; copyright lawyers; tax lawyers; trade negotiators; arts and cultural service/trade organizations and lobbyists; arts and cultural unions; entertainment corporation executives; think tanks; marketers; censors; film exhibitors; ombudsmen; economic statistics research centres; and so on.
- All partners shall implement and animate a URBACT Local Group (ULG), which shall become the engine for powering the city in the project activities.



- The ULGs include relevant representatives of local stakeholders concerned by the project.

### Case Study 1: Stakeholder database, Stoke-on-Trent, UK



Stoke-on-Trent includes a large number of stakeholders in their planning process. The city has a database over organizations and citizens who want to or have to be consulted. The database is continuously updated. Their opinions are heard in consultation rounds where they can leave comments on the strategic plan during the process. This allows the project group to manage some of the objections and proposals early on when it is easier to make big changes. When it is time to write the plan there is a strong base for motivating the choices of the plan.

### Case Study 2: Common goal with stakeholders in Tartu, Estonia

In the City of Tartu the culture to engage stakeholders in the development of strategic plans is well-established. Stakeholders representing different sectors of the society are engaged in thematic groups addressing different topics, for example energy, building and transportation. Each thematic group has a group leader in charge of inviting the members. When the municipal organization develops a plan the thematic group or groups give input during the entire development process.



To finalize the plan all objections from the stakeholders have to be addressed. The aim of everyone included in the planning process is to reach a good end result and therefore there is a respect to give qualitative input. The number of thematic groups and number of members in each group varies but the timeframe to finish the plan is rarely exceeded.



### 1.3.2. SYNERGIES WITH EUROPEAN NETWORKS

Integrating the European networks is therefore an important vector of the stakeholders management strategy as they provide the necessary links to network with other cities and learn from existent successful stories and at the same provide a channel for promotion of the INT-HERIT network findings close to other small to medium-size cities across the EU.

The following table lists some of the most relevant for the INT-HERIT implementation network:

<b>EIN</b>	European Heritage Network	<ul style="list-style-type: none"> <li>- Intergovernmental network in the field of cultural heritage policies aiming at promoting best practice and fostering the adaptation of public authorities' policies, contributing to improving governance methods</li> <li>- Database of cultural heritage policies throughout Europe</li> <li>- Cultural heritage thesaurus</li> </ul>
<b>HT</b>	HOTopics <a href="http://www.hotopics.net">www.hotopics.net</a>	<ul style="list-style-type: none"> <li>- Developed in cooperation between the CoE and ECURES</li> <li>- Offer an innovative and evidence-based overview of culture, heritage and media issues in Europe</li> <li>- Developing "hot" topics for debate</li> <li>- Writing cultural heritage research articles</li> </ul>
<b>CWE</b>	CultureWatchEurope Initiative <a href="http://www.coe.int/">http://www.coe.int/</a>	<ul style="list-style-type: none"> <li>- Generating and reviewing policy standards in areas of concern to governments and society by providing data, information, knowledge, comparative and trend analyses, expertise, advice and case studies</li> <li>- providing online information through joint access to the CoE's electronic information tools and making rapid consultation or European States in order to compare achievements</li> </ul>
<b>CN</b>	Culturelink Network <a href="http://www.culturelink.org">www.culturelink.org</a>	<ul style="list-style-type: none"> <li>- UNESCO-funded initiative hosted by the Institute for International Relations (IMO)</li> <li>- World-wide network and platform for research in the field of cultural development</li> <li>- Research and publications</li> <li>- Conferences and seminars</li> </ul>
<b>LC</b>	LabforCulture <a href="http://www.labforculture.org">www.labforculture.org</a>	<ul style="list-style-type: none"> <li>- Information, research and analysis in the field of culture and cultural heritage;</li> <li>- Online tools to increase cooperation between relevant stakeholders</li> <li>- Promotion of cultural cooperation throughout Europe through studies, funding, debates</li> </ul>
<b>ENCC</b>	European Network of Cultural Centres <a href="http://www.encc.eu">www.encc.eu</a>	<ul style="list-style-type: none"> <li>- Enhancing and vitalising the debate on cultural identity, cultural diversity and intercultural dialogue and exchange between the European cultural centres</li> <li>- Promoting the ENCC and expanding its services and membership especially to Eastern European member states to strengthen advocacy and lobby work for the interests of the independent culture</li> </ul>



		scene - Professionalizing the Europe-wide services for members and partners
<b>EHHF</b>	European Heritage Heads Forum <a href="http://www.ehhf.eu">www.ehhf.eu</a>	- informal network - built heritage, landscapes, archaeology
<b>EHLF</b>	European Heritage Legal Forum <a href="http://www.ehhf.eu/ehlf">www.ehhf.eu/ehlf</a>	- successor to the European Working Group on EU-Directives and Cultural Heritage - advisory body - ensure that improved and timely information on the development and consequences of legal acts developed by the EU that may pose a problem to cultural heritage are conveyed to the national competent authorities
<b>EAC</b>	Europae Archaeologiae Consilium <a href="http://www.european-archaeological-council.org">www.european-archaeological-council.org</a>	- Network of national heritage bodies - support the management of the archaeological heritage - serve the needs of national archaeological heritage management agencies - provide a forum for organisations - establish a closer and more structured cooperation and to exchange information
<b>EHA 3.3</b>	European Heritage Alliance 3.3 <a href="http://www.europeanheritagealliance.eu">www.europeanheritagealliance.eu</a>	- Informal European sectoral platform composed of 30 European and international networks and organisations in the field of cultural heritage - Advocacy and lobby activities

### 1.3.3. SYNERGIES WITH OTHER URBACT AND EUROPEAN PROJECTS

There are some previous influential URBACT projects focused in cultural heritage, notably the «CREATIVE CLUSTERS » and «HERO» projects, both under URBACT II Programme that have created a knowledge base where others cities could extract good practices and build a better action plan for their own strategies. However some of these practices will be difficult to be applied in small to medium-sized cities due to the huge differences between these and big cities in terms of capacity, human capital, resources, economic potential, etc, thus many small to medium-sized cities failed to go further than the preservation of the site and its promotion through common tourism related channels.

The experience managing European funds (ERDF, ESF, and LEADER among others) in cultural heritage investments and the participation in European projects (INTERREG, Cross Borders Programmes, etc) is another connector between partner cities. Three of the



partners of the network also have experience as participants in networks of cities within the URBACT Programme: Baena as Lead Partner of the AGRI-URBAN Project (URBACT III), Alba Iulia as Project Partner in the City LOGO Project (URBACT II) and Espinho as Project Partner in the MAPS project (URBACT III).

Given the horizontal nature of INT-HERIT, there are possible synergies with several URBACT networks. Moreover, there's another Implementation Network currently being developed called «Creative Spirits» which is also focused in city culture, namely in the development of novel approaches to creative and cultural industries (CCI) – creative places, people, and businesses – that has obvious connections with the INT-HERIT project. As both projects are in phase 1 it is still not possible to define possible lines of cooperation but in phase 2 both projects' LP's and LE's should look for possible synergies between the two projects in order to exchange knowledge and maximize the outcomes.

The synergies with past and ongoing projects can be clustered accordingly to the “local cultural heritage strategies” as follows:



**creative Clusters**  
in low density urban areas

**CREATIVE CLUSTERS**  
Programme: URBACT II  
[www.urbact.eu/creative-clusters](http://www.urbact.eu/creative-clusters)

**Description:** The starting assumption of the project is that creativity can act as a driving force for economic development of small urban centres and not only of big cities. Thus, the main value-added that the work of the Creative Clusters network can produce is to transfer the “creative city model” (too much focused on big and middle-sized metropolis) to low density urban areas. In other words, to transfer a range of so far considered urban attributes (accessibility, cultural life, technological facilities, competitive clusters, global networking, etc.) to middle-sized and small towns.

**Highlights:**

1. Provides a framework for creative industries by developing skills clusters.
2. Attracting and retaining creative professionals
3. New urban environments for creativity to bloom
4. Creating bridges between culture and economic development
5. Innovative education policies to drive the local creative ecosystem
6. Administrating the local creative ecosystem



**INT-HERIT inputs:**

- An engine for integrated urban development, together with the creative industries sector and other sectors of the economic activity.
- Provides a connection with the space of small and medium cities but promoting their connection with the closest territorial spaces, regional or micro-regional.
- Search for a recognized positioning of heritage sites considered as of second level, facilitating their connection with the local community and the brand image of the city.
- Improving the implementation phase of local plans and strategies related to the enhancement of heritage, dealing with challenges such as the promotion of new public-private partnerships management, introduction of innovative proposals for public procurement, support entrepreneurship and job creation.


**HERO**
**Programme:** URBACT II

[www.urbact.eu/hero](http://www.urbact.eu/hero)

**Description:** the thematic network HERO, led by the city of Regensburg, aimed to “Develop innovative management to strategies for historic urban landscapes. The main objective was to facilitate the right balance between the preservation of built cultural heritage and the sustainable, future proof socio-economic development of historic towns in order to strengthen their attractiveness and competitiveness. Emphasis was placed on managing conflicting usage interest and capitalizing the potential of cultural heritage assets for economic, social and cultural activities”.

**Highlights:** High level status of some sites as a World Heritage Sites instigates benchmarking in conservation practice of international standards, and the opportunity to share this added experience with other cultural heritage sites without this level status. The project highlighted the dimension of cultural heritage as a strategic element of opportunity for many European cities when designing their sustainable urban policies. In short, the project proposed a methodology for the management process of European historic cities, based on four pillars: 1) place the cultural heritage as a major political priority; 2) Develop an "integrated" approach; 3) Commitment to stakeholders 4) Focus on the action and management

**INT-HERIT inputs:** HerO is as a project of reference and inspiring in many ways:

- a) Beyond the status or recognition, the size or distinguishing characteristics of cities, it deserves to be one of the central elements around which articulating a holistic approach to the integrated urban development. Hence, the network clustered around IN-HERIT cities has a distinct profile with respect to both populations' sizes, municipal policies and organizational framework of municipalities, role of the heritage as focus around a series of monuments or as an element of the axes of urban development, etc. With that, we propose to experiment with a high range of the variables that the issue presents in the European area.
- b) INT-HERIT focuses on facilitating a common process of a network of cities around the implementation phase of local plans or strategies that have the cross-cutting theme of heritage as a linchpin. In addition, this allows to serve the features that HerO highlighted in its methodological



guide - integrated, participatory, action-based- INT-HERIT will continue its tour paying specific attention to the implementation phase and monitoring plans and strategies. Particularly, this will allow us to track the aforementioned features but also those that pose their own challenge on the implementation phases. Besides its own assessment of the monitoring indicators of the plans, the analysis, experience and depth in the operational aspects of implementation, the development of innovative proposals for collaboration between actors, proposing new mechanisms of public procurement or equally innovative financial formulas.



Integrated Urban Development of Vital Historic  
Towns as Regional Centres in South East Europe

#### VITO

**Programme:** South East Europe: Transnational Cooperation  
Programme

[www.reshapenow.org/vito-project](http://www.reshapenow.org/vito-project)

**Description:** Developing historical towns to remain attractive places by preserving their heritage and improving the quality of public spaces and meanwhile, to retain their role as regional centres, i.e. foci of economic activities (increasing diversity of economic functions/services), social inclusion and identity. To counteract inadequate management and a lack of cooperation in urban development the project aims at the capacity building of local governments and other stakeholders to practice good urban governance and to raise awareness of and advocate for good urban governance within SEE. Innovative cooperative processes will be established to ensure a high quality of the concepts. Thereby accountability and transparency of the processes are main criteria

#### Highlights:

- Revitalization of the existing public spaces
- Creating pedestrian spaces
- Raising awareness for the citizens of the town for knowing the built heritage, maintain and rehabilitate the historic buildings
- Drafting of the Historic Centre Integrated Revitalization Plan
- Creating a database with the surveys of the buildings from the historic centre
- Getting involved the young people in knowing the historic centre and the values of the built heritage

#### INT - HERIT Inputs:

This initiative has allowed us to carry out interesting actions to revitalize historic centres in different cities of South-eastern Europe. Again, in this case, the INT-HERIT project is distinguished by focusing its practice exclusively in the implementation phase of the different strategies for a specific type of cities. They should also be integrated into plans or local strategies and stress the potential offered by the enhancement of assets to generate employment and improve the competitiveness of SMEs. At the same time, they might be able to introduce operational instruments designed specifically to facilitate the successful implementation of the strategies and the management of sites/cities.





### SUST-CULT

**Programme:** South-East Europe Transnational Cooperation Programme

[www.sustcult.eu](http://www.sustcult.eu)

**Description:** Many valuable heritage sites in the South East Europe region are under pressure. Improving the effectiveness of cultural sites management is a priority and a great cultural and political challenge throughout the region.

The SUSTCULT approach is that cultural heritage has a social and ecological intrinsic significance, which shall be safeguarded as a source of sustainable development. The SUSTCULT project's main objective is to improve the effectiveness of heritage sites management through the development of a common methodology capable of appreciating the complexity of the SEE cultural heritage.

#### Highlights:

- The seven Management Plans developed by the SUSTCULT project
  - The Methodological Approach. State-of-the-Art Analysis, this document analyses the potential of the SUSTCULT cultural heritage sites in a social, economic and touristic way. It gives a deep overview about the actual economic, touristic and social situation of the cultural heritage sites and their wider environment.
  - Technical Documents: Report on best practice for cultural heritage management; Report on needs, expectations and proposal for a common methodology; Concept study on the role of Cultural Heritage as the fourth pillar of Sustainable Development
- Cultural heritage is no longer about the preservation of symbolic heritage or historical value. It is an essential horizontal component of the living environment and the fulfilment of societal needs.

**INT-HERIT Inputs:** The methodology and the link with the development plans of cities are of common concern. However, once again the project is based on the design process of management plans and only evaluates the implementation phase. We recognize the value of its exploratory methodology but we miss the analysis of the implementation of plans and associated challenges, barely outlined in an anticipatory exercise but not evaluated at the time of its launch.



### SAGGITARIUS

**Programme:** SOUTH EAST EUROPE: TRANSNATIONAL COOPERATION PROGRAMME

[www.see-tcp-project-sagittarius.eu](http://www.see-tcp-project-sagittarius.eu)

**Description:** the project SAGITTARIUS introduces a novel concept to utilize different types of cultural values of natural and cultural heritage resources as a lever for development, paving the way for entrepreneurial innovation. Integration of academic and research institutions, public-private sector, local communities and individuals in preserving and promoting the natural and cultural heritage.

**Highlights:** The project's aim is to promote the natural and cultural heritage of small, mostly rural areas. At the same time they don't identify common values and entrepreneurial opportunities in the local natural and cultural heritage.

Project launch cultural heritage entrepreneurship as a place-driven development agent, demonstrating how heritage is valued, protected, communicated and used with ecologic, economic



and social profit.

**INT-HERIT Inputs:**

- It is very interesting that the project was located in areas and resources considered as "peripheral".
- It presents interesting useful elements from the methodological point of view or management tools for INT-HERIT project.
- The role of cities is hardly relevant in a partnership approach and not a concrete analysis focused on monitoring and impacts of implementation plans aimed at improving the "marginal" state of the resources described in the project presented.



**HERMAN (CENTRAL EUROPE Programme)**

**Programme:** Central Europe Programme

[www.herman-project.eu](http://www.herman-project.eu)

**Description:** Moving from conservation to management: HerMan, acronym of "Management of Cultural Heritage in the Central Europe Area", intends to intensify the attractiveness and the competitiveness of the Central Europe area through a sustainable use of the cultural heritage.

**Highlights:** Joining the HerMan Project allowed the partners to find solutions concerning a sustainable management of their cultural heritage. All the conclusions of the project tended to look for a balance between the conservation of the heritage and the development of the area to which this heritage belongs. In a more practical way, the expected results of HerMan were transnational tangible outputs, such as handbooks, toolboxes and recommendations. The outcomes of HerMan will be adapted to the territory, and by extension to the country, of the different Project Partners. Nevertheless, the partners hoped that the HerMan's conclusions will find an echo on other European cities and regions as well as in the whole Europe.

**INT-HERIT Inputs:** Cities like Regensburg and Ravenna participated in this project. Their experience in the enhancement of cultural heritage in order to facilitate its positioning as cultural cities is very interesting to the INT-HERIT network that has maintained contacts with both cities in the process of developing this project. There are elements of interest in the various products made under the Herman project. It is interesting that experienced methodology The Communication Model of Building Heritage (COBA), which takes into account the processes of learning and perception of heritage by different actors when feeling identified with it. A job can be interesting for application with members of Local Action Groups INT-HERIT network. Nevertheless, the project does not provide greater contributions as once again it does not deal with the process of implementing the plans.



## 2.1. INTRODUCTION

With the exception of Dodoni in Greece due to an unusual snow storm that stroke the country during the visit, the visits provided an excellent opportunity to know more about each partner local context and will definitely help to design the second phase of the project.



Figure 22 - Visiting Partners



[www.urbact.eu](http://www.urbact.eu)



Despite not having a specific budget for phase one, the city was also present in the transnational meeting held in Mantova where they participated in the meeting activities as any other partner, allowing them to get an insight view of the project aims and objectives.

A customized questionnaire was sent in November to partners to build their profiles with specific questions about cultural heritage and tourism data although keeping the core questions of the questionnaire template as provided by the Secretariat of URBACT. This way it was possible to get a detailed view of each city economics and its relation to the existent cultural assets.

## 2.2. PROFILE ANALYSIS

The following table summarizes the main aspects identified in the profiles of each city; the complete set of questionnaires can be found at the end of this document in Annex 1.

City	Main Strategy/Plans	Main Targets	Main Needs
<b>Baena</b>	'Baena Cultura' Strategy (2016-2020);  Promoting Sustainable Management Model for Culture and Tourism sectors;  Stimulate job creation;	Castle of Baena;  Torreparedones roman site.	Global management system and branding strategy; New Management Models; valorisation strategies;
<b>Armagh</b>	Promoting economic growth and territorial integration through development of tourism; Catalyse and spread the strategy towards the other communities	Rehabilitation of the Georgian buildings in City Centre;  HM Prison Project;	New heritage management strategy through joint-ventures; specifically needs to address the territorial integration challenge
<b>Cahors</b>	'Cahors, Heart of the Agglomeration Strategy (2014-2020)': restoring historical	Medieval City centre regeneration;  ENERPAT, demonstration	Build an evaluation model with efficient and cost-effective set of indicators;  Involvement of local





	<p>buildings and improve housing</p> <p>Install of structuring services</p> <p>Improve urban public spaces</p> <p>Revive economic activity</p>	building	stakeholders, not always associated at the same level
<b>Espinho</b>	Urban regeneration; valorisation of cultural heritage.	Urban regeneration in the city centre;  'Castro de Ovil' archaeological site;	A sustainable management model for cultural heritage; Involvement of the private sector in urban regeneration of the city;
<b>Dodoni</b>	Strategic Plan for the Promotion of Cultural Resources (2016-19);	Dodoni Archaeological site;  Rehabilitation and valorisation of the site;	Using cultural heritage as a tool to foster development and fight depopulation of the city; measure the impact of PPP's policies.
<b>Sigulda</b>	Development Programme of Sigulda District (with Action Plan and Investment Plan)	Promote entrepreneurship and job creation in the Castle of Sigulda and surrounding structures; build a creative quarter;	<p>A cost effective management model to promote job creation, support new businesses;</p> <p>How to attract more visitors to the castle and increase their staying in Sigulda.</p>
<b>Intercomunale Leiedal</b>	<p>Cultural Heritage Regeneration and Valorisation Plan;</p> <p>Specific plan for case of TRANSFO site: "Conservation through development"</p>	<p>Valorisation of the TRANSFO industrial heritage site;</p> <p>Heritage as leverage for spatial development: "planning through heritage versus planning through space"</p>	Explore new forms of PPP's with innovative reuses of buildings; Engagement of 'non-standard' stakeholders
<b>Alba Iulia</b>	Integrated Urban Development Strategy 2020;	Regeneration and Valorisation of the Alba Iulia Citadel;	Explore new management models to overcome limitations of PPP's;



	Local Action Plan City Marketing;  Cultural Strategy European Capital of Culture 2021	Renovation of the Principality Palace of Transylvania	New possible reuses of buildings;  Animation programme inside the citadel;
<b>Mantova</b>	“MANTOVA, CAPITAL OF CULTURE” (2015-2020);  Management Plan for Urban regeneration (UNESCO World Heritage City)	City centre, regeneration;  New functions of the ‘Palazzo Te’  New tourism centre in ‘Rocca di Sparafucile’	Capitalization of the efforts done at 2016 with “Italian Cultural Capital” initiative by implementing a monitoring system and a working model;

Table 1 – Partner Profiles Synthesis

By looking at the partners’ profiles it makes sense to group cities in the following manner:

- **Group 1. Armagh – Espinho – Leiedal:** as these cities have important projects to rehabilitate huge spaces in the city (e.g. prison, industrial plant, historical buildings, etc) and face similar changes as the reuse of these spaces and how to make them sustainable. Establishing connections with the private sector is also a common need.
- **Group 2. Sigulda - Baena – Dodoni** – as these cities are engaged in the valorisation of historical sites (castles, archaeological sites, etc) share a similar size that can limit their intervention in the city and seek for new business models for managing cultural heritage in order to really create impacts in the socio-economic situation of their citizens.
- **Group 3. Mantova - Alba Iulia – Cahors** – as these cities have important and huge historical centres to manage, have already implemented big projects in the regeneration of cultural heritage and need now to improve their management



models in order to maximize the social and economic impacts of the interventions already performed.

The following tables describe main obstacles, needs, challenges and difference identified in each group (this is an outcome of the project transnational meeting held in Mantova):

<b>Trilateral 1. Armagh – Espinho – Leiedal</b>				
City Cases	Common Obstacles	Common Needs	Common challenges	What are the main differences identified?
<ul style="list-style-type: none"> <li>City centre and prison – Armagh</li> <li>City centre and Castro de Ovil – Espinho</li> <li>Transfo site – Leiedal</li> </ul>	<ul style="list-style-type: none"> <li>Limited funding;</li> <li>Lack of critical mass;</li> <li>Size and importance of cultural heritage vs the lack of critical mass in small towns;</li> <li>Limited accessibility to sites;</li> <li>Fragmented governance hampers potential;</li> <li>Lack of community involvement – indifference;</li> </ul>	<ul style="list-style-type: none"> <li>Assuring sustainability (self-supporting);</li> <li>Finding partners; building agreements;</li> <li>Marketing strategy for cultural heritage;</li> <li>Linking physically;</li> <li>Vertical stakeholders engagement;</li> <li>Linking mentally;</li> </ul>	<ul style="list-style-type: none"> <li>Balanced partnership mix;</li> <li>Defining the value preposition;</li> <li>Defining when? Who? How? Scope?</li> </ul>	<ul style="list-style-type: none"> <li>In a divided society, Armagh aims specifically territorial integration;</li> </ul>

<b>Trilateral 2 - Sigulda - Baena – Dodoni</b>				
City Cases	Common Obstacles	Common Needs	Common challenges	What are the main differences identified?
<ul style="list-style-type: none"> <li>Castle complex – Sigulda;</li> <li>Castle complex and Torreparedones archaeological site – Baena</li> <li>Archaeological site – Dodoni</li> </ul>	<ul style="list-style-type: none"> <li>Lack of conservation funds;</li> <li>Necessary permissions to make any intervention hampers the capacity to operate changes;</li> <li>Accessibility issues (sites relatively distant from main touristic centres);</li> </ul>	<ul style="list-style-type: none"> <li>A plan for possible uses;</li> <li>A marketing and communication plan for promotion of sites;</li> <li>Developing new forms of PPP's and Public – social partnerships;</li> <li>Integration and connection between cultural resources;</li> </ul>	<ul style="list-style-type: none"> <li>Prolonging the time spent in town by visitors;</li> <li>Meaningful involvement of local stakeholders in the ULG;</li> <li>Building an integrated approach;</li> </ul>	<ul style="list-style-type: none"> <li>Differences in the bureaucracy of each city;</li> <li>Baena archaeological site has two owners (2 different municipalities);</li> <li>Sigulda has to reach specific indicators (e.g. nr. of jobs created - 60)</li> </ul>



<i>Trilateral 3 - Mantova / Alba Iulia / Cahors</i>				
City Cases	Common Obstacles	Common Needs	Common challenges	What are the main differences identified?
<ul style="list-style-type: none"> <li>• Principality Palace – Alba Iulia;</li> <li>• Chapou square – Cahors;</li> <li>• Palazzo Te/ City Centre/ Living Lab – Mantova;</li> </ul>	<ul style="list-style-type: none"> <li>• Type of project highly dependent on the funds raised;</li> <li>• Lack of governance in vertical integration;</li> <li>• Ownership issues may prevent specific uses of sites;</li> <li>• Conservation constraints and legal restrictions limit the available options for reuse;</li> <li>• Historical sites require specific technical skills (e.g. archaeology, UNESCO management plan, site management during renovation, etc);</li> <li>• Existent management model may limit the type of planned new functions;</li> </ul>	<ul style="list-style-type: none"> <li>• Active fund raising via new sponsorship agreements;</li> <li>• Proactive involvement of the private sector (PPP's);</li> <li>• Improve shopping urban districts;</li> <li>• Foster participation of the local community;</li> <li>• An integrated governance model (fostering participation of the local community and better integration among departments);</li> <li>• External assistance to build an efficient model with a participatory methodology;</li> <li>• Technical tools (e.g. assistance for operational management of sites; guidelines for public spaces about use and street furniture)</li> </ul>	<ul style="list-style-type: none"> <li>• Building a MIX WORKING GROUP (with Local authorities + Retailers associations + Private owners);</li> <li>• Bringing actors together – Acting as facilitator;</li> <li>• Find new business models for PPP's capable of assuring long-term sustainability of sites;</li> <li>• Integration of the regenerated sites in the surrounding area;</li> <li>• Involving stakeholders at national level for added value;</li> <li>• Attractiveness – Build lively sites – Better quality of life;</li> <li>• Working with sponsoring organisations (patronage);</li> </ul>	<ul style="list-style-type: none"> <li>• Different levels of development of PPP's;</li> <li>• Different management models of PPP's;</li> </ul>

The main **common obstacles** identified were:

1. Management of cultural sites are under many constraints and have special requirements (permissions required, ownership issues, accessibility problems);
2. Lack of governance hampers integration and stakeholders engagement;
3. Size and importance of cultural heritage vs the lack of critical mass in small towns;



4. Need to build capacity in management and technical assistance provided by external experts.

The main **common needs** identified were:

1. New governance and management models to improve integration and final results;
2. Efficient methodologies to tackle stakeholder engagement issues;
3. Active fund raising via new sponsorship agreements;
4. Build new forms of PPP's for sponsorship, involving social partners as well;
5. Prolong the time of stay of visitors in the city;
6. Need to monitor certain indicators associated with funding rules.

The main **common challenges** identified were:

1. Creating socio-economic impact through site regeneration;
2. Competition from bigger cities close by is difficult to work around; how to get your 'piece of the cake' from the visitors to those cities?
3. Setting up a monitoring and evaluation system (linking changes to results);
4. Assuring financial sustainability of sites;
5. Building a successful marketing strategy for promotion of sites (transnational knowledge exchange);
6. Setting up ULG involving sponsors and social stakeholders.



## 3. SYNTHESIS

### 3.1. THE INT-HERIT PROJECT

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#### 3.1.1. OVERVIEW

Cultural heritage is an important factor to foster socio-economic development in the EU. On the aftermath of the economic crisis, EU cities are looking for knowledge and tools to better explore their cultural assets and projects such as INT-HERIT will definitely provide the leverage to move cities into a new level of cultural heritage management.

This strategy is particularly important for small to medium-size cities with a less developed industrial sector but with important cultural heritage assets which they find hard to valorise due to the lack of resources and know-how. With an important patrimony to regenerate and valorise the cities in the INT-HERIT consortium will highly benefit from a specifically designed project where the constraints of being small are properly addressed in order to fully exploit the socio-economic potential of their cultural heritage.

Certainly, today is undeniable that cultural heritage is an important asset of every city and a tool to foster development but almost everyone agrees that without a management model to fully explore its benefits (e.g. in tourism, social inclusion, etc), projects fall short to get the foreseen results and most of time with the finish line in sight.

All of them have already made important investments in the requalification of sites (e.g. 60M€ in the regeneration of Alba Iulia Citadel) but fail to find a management model that is sustainable and capable of creating real impacts/returns on the local society and economy. Saying it in another way, the ‘hardware’ is rehabilitated and ready to operate and start to deliver (usually taking the most part of the financial resources) but the ‘software’ that will run it is not strong or extensive enough to take the project through the last mile and achieve the expected results.



After visiting partners and listening local stakeholders, generally the most frequently mentioned need is ‘a long-term management model’ able to support long-term development strategies; cities of this size have difficulties to find a management model that fits their light and cost-effective structures but that can also produce noticeable results in the socio-economic landscape of the city and in the quality of life of their citizens.

Cities need to move from a model where investments in cultural heritage were not expected to have other returns than the intrinsic rehabilitation of the sites or the eventual rise of visitors, to a model where regeneration projects are themselves active boosters of the city development and active multipliers of resources to actually improve the socio-economic landscape of the city.

The following diagram summarizes the main challenges of the INT-HERIT consortium:



Figure 23 – Partners' Common Ground; Synthesis of partner's needs and challenges

In brief, cities will use the INT-HERIT Implementation Network to build a **sustainable and dynamic management model for small to medium-size cities**, starting with the following key common aspects:



- All cities have important cultural heritage assets with great economical potential to promote economic development (wellbeing, tourism, entrepreneurship, creative sector, social inclusion, etc);
- The differentiate from big cities by showing lack of critical mass, resources and know-how to fully exploit this potential;
- Have done or plan to do important investments in regeneration projects in the city; the INT-HERIT project will provide innovative approaches to their management and will hopefully be integrated in the city practice for future implementations;

From these common aspects, the following list of key needs was identified:

- Need a new management model to valorise sites and promote development;
- Need to implement new and improbable partnerships with private companies (PPP's) and social partners (social organisations and citizens associations) by adopting a multidisciplinary approach;
- Need efficient methodologies to tackle stakeholder engagement issues;
- Need to monitor returns to the local community by monitoring changes.



### 3.1.2. PROJECT STRATEGY

The ‘state-of-the-art’ and partners profiles provided the needed information to design the building blocks of the project for phase 2 as summarized in the following diagram:

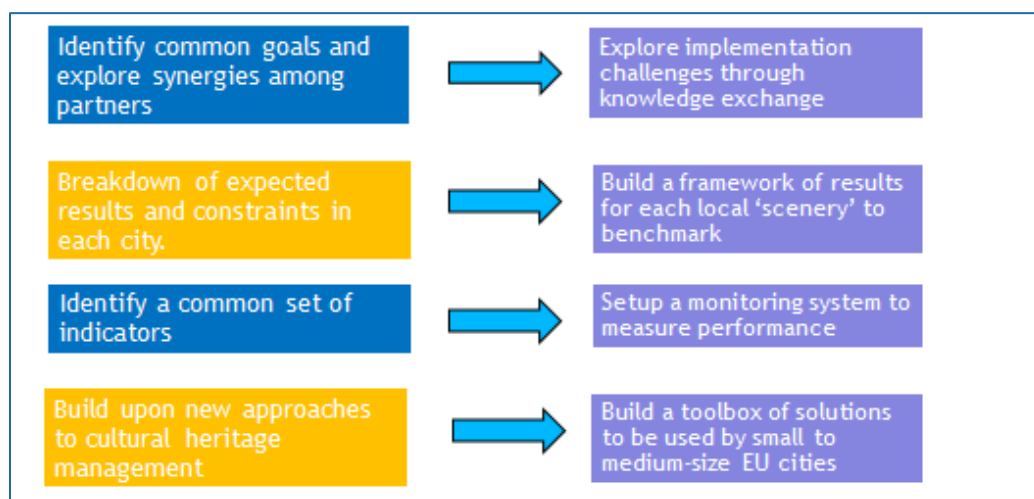


Figure 24 – - INT-HERIT Building blocks

First, the consortium will work together to find common goals and explore synergies among them (this work has in fact already initiated with the session on Implementation Challenges described below). The main goal is to have a clear description of challenges in each city and how can they be treated in the methodological framework of the project.

Second, each city breakdown the expected results in a clear and tangible way in order to build a common framework of results. In this context, it doesn’t mean that all partner will share the same expected results, on the contrary, there will a be a set of results for each partner but they all be included in a common framework of results to analyse and benchmark implementation across all participant cities.

Over that, in order to measure performance it is necessary to build a core set of indicators that can be used by everyone although some cities may add other indicators to better answer their particular needs (and most certainly they will).



Finally, the main goal is to build a toolbox of solutions that small/medium-size cities can look at and choose the ones that best fits the city needs.

The diagram illustrate these dynamics where the 5 Project Drivers run in a flywheel that rotates around an operational framework composed by the Strategic Plans of the cities (as input), methods to engage stakeholders according to the selected driver, explore solutions to tackle implementation challenges under a Results Framework, linking actions to results and a Monitoring system” to measure performance of the implementation.

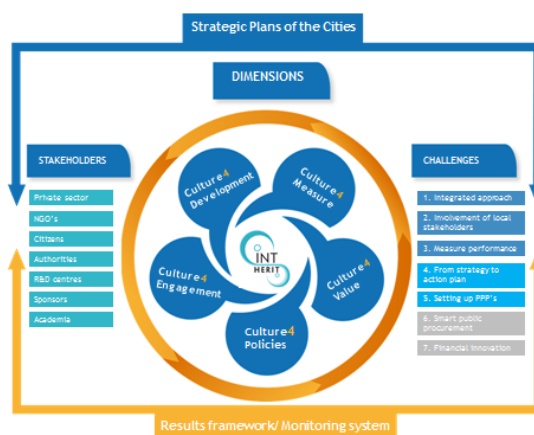


Figure 25 - INT-HERIT Spinning Wheel Approach

## 3.2. THE IMPLEMENTATION CHALLENGES IN INT-HERIT

The INT-HERIT project will address all the following implementation challenges intending to build a sustainable and dynamic management model for small to medium-size cities. Besides the three mandatory challenges, the consortium, after visits, transnational meeting and discussions by email, agree to work of two of the optional challenges:

- **Moving from strategy to operational action plan, and**
- **Setting up Public Private Partnerships for delivery.**

In the first case, the decision was based on the current difficulties of partners to translate their broad objectives coming from strategic plans into actual changes in the city, i.e. breakdown expected results into manageable pieces that they can operationalize.



And, in the case of the second selected challenge, the need to increase the collaboration with the private sector as the best way to build a sustainable action plan for the city was considered one of the most relevant aspects of the upcoming project activities. By exploring new forms of PPP's looking for innovative reuses of buildings, as well as the engagement of 'non-standard' stakeholders are key challenges to be addressed, in order to build a sustainable urban policy towards cultural heritage.

The specific challenges of the INT-HERIT project are detailed in the next points:

### 3.2.1. INTEGRATED APPROACH

**Vertical integration** is a major challenge identified since many different levels of governmental structures are usually involved in the definition of a project. Generally, monuments or other historical sites are usually managed directly or at least under the supervising of a regional/ national authority responsible for the implementation of the local cultural heritage policy. This crucial channel can be difficult to handle, particularly for smaller cities as their voice tend to be overlooked by those institutions many times preferring to focus on bigger and 'brighter' projects. However the type of intervention and the future use of a site are highly dependent of the 'verdict' of these governmental bodies creating real constraints for the type of projects that could be implemented on the site. As many of the regeneration targets in the INTE-HERIT project are under this type of supervision, vertical integration is a crucial point for the project development.

**Horizontal integration** on the contrary is generally already well implemented and currently almost every city has included some kind of integration (involving in the process different city departments, local associations and/or the business community) while developing and implementing projects.



**Territorial integration** is another key challenge identified for participant cities; due to their small size some are overshadowed by near bigger cities and thus becomes necessary to integrate those cities' dynamics without losing identity, as it is the case of:

- **Baena** (sitting halfway between to major highlights for tourism in the region, the cities of Granada and Cordoba);
- **Sigulda** (at just 40 km from the capital Riga, the main touristic attraction of the Latvia)
- **Espinho** (at just 15 km from Porto, one of the fastest growing destinations in Europe)
- **Armagh** (also close to the capital city Belfast)

Others lack critical mass to build a distinctive attraction point in the region, needing to integrate the overall strategy of the city with the region policies to get relevance as for example:

- **Mantova** (how to stand over a large number of world class patrimonial cities as Verona or Venice; regional cooperation becomes mandatory);
- **Dodoni** (a small city trying to valorise a top notch archaeological site of ancient Greece but away from the main touristic spots in Greece);
- **Cahors** (strong links with the regional policy for cultural heritage);
- **Alba Iulia** (great cultural heritage integrated in the touristic region of Transylvania)
- **Communal of Leiedal** (territorial integration is embedded in its creation);

The main challenge here is: **How to strengthen vertical and territorial integration?**



### 3.2.2. INVOLVEMENT OF LOCAL STAKEHOLDERS

Cultural heritage processes involves so many stakeholders that many times it becomes impossible to address all of them. Several governmental agencies and other related organizations play crucial roles in these processes which are often under a very strict legal framework requiring a strong interaction between local authorities and regional/national authorities to move projects forward. Combining them with citizens' engagement is even harder to achieve since they tend to look at citizens as an end user and not as an active actor in the decision and implementation process of projects.

The ULG for INT-HERIT shall involve a wide range of actors in order to tackle the intrinsic difficulties of cultural heritage projects as they may have a big impact in citizens' quality of life; the implementation and animation of the ULG shall become the engine for powering the city in the project activities. To achieve this INT-HERIT shall work in efficient methodologies to tackle stakeholder engagement issues. For instance, it's advisable to create an "inner circle" and "outer circle" of stakeholders where the inner circle members are involved through the process of implementation while the outer circle is invited accordingly to the needs; this will make the ULG more manageable and efficient. Another way to raise efficiency is to break down big issues into small and manageable pieces before taken those to the ULG meetings avoiding general discussions and focus on the actual process of activating participation and extract concrete and usable outputs.

Moreover, as citizen's involvement is becoming a crucial piece of the all process and being at the same time one of the most difficult stakeholder to engage in the project activities, the "standard" ULG meetings around a table or workshop-style type of event is arguably the best choice; on the contrary, unconventional events, unusual forms of promoting it or other innovative approaches, could best fit this purpose of getting people to actively participate in the activities and provide useful inputs. This will also favour their knowledge of cultural heritage policies in their city and hopefully to foster their participation in future projects.



The main challenge here is: **How to engage citizens and other social partners in the process?**

### 3.2.3. MEASURING PERFORMANCE

Monitoring and evaluation systems are relatively new to all cities but all of them are trying to implement some kind of evaluation system that allows them to better control the achievements of the project and extract lessons to improve in future projects; Mantova for instance, being a world heritage site, will be obliged to setup an evaluation system under the requirements of UNESCO in the near future (1st attempt already in 2016). Others are compelled by their financial support systems to reach specific indicators (e.g. Sigulda has to prove the creation of 100 new jobs to fully receive the allocated budget from the supporting programme). In short, every participant city needs to implement such a system and this should be one of the main outcomes of the project.

Everyone is well aware of the relevance and benefits of such systems to manage projects but the cost and the difficulties to get the data for the indicators is commonly mentioned as one of the main hurdles to set up a monitoring system. This indicates that the challenge here is not to implement a full fledge unmanageable monitoring and evaluation system but to build one that is both cost-effective and easy to operate that suits better the needs of this type of cities. A pragmatic approach is the way to go here, starting by a small set of key indicators, and growing from here in a circular approach to make small improvements in each project, learning from the process and avoiding heavy systems that can paralyse the organisational structure of the city.

The main challenge here is: **How to build a cost-effective and easy to operate monitoring system?**



### 3.2.4. FROM STRATEGY TO OPERATIONAL ACTION PLAN

Moving from strategy to the actual action plan is a ‘tricky’ challenge since there are many different situations in every city and each one has its own set of hurdles and constraints to put the project in the field. Therefore it is hard to find common points at least at this stage of the project. There are significant variations of the policy and governance frameworks in each city but they share a common aim: continuity. In fact due to the limitations of resources, small cities have difficulties to build continuity of projects, i.e., operate a pipeline of projects under a management model that will assure projects are not a start-stop operation where one needs to begin from scratch every time we set up a project but, instead an ongoing process, continuously pushing for good opportunities of actuation in the cultural heritage and maintaining a constant flow of activities to promote and valorise the regenerated sites.

The main challenge here is: **How to avoid pit-holes? How to assure the continuity of projects?**

### 3.2.5. SETTING UP PPP'S

Although, setting up PPP's is nothing new to all the participant cities, PPP's are perceived as under explored. Clearly it is a great tool to seek for sustainability of projects, not only supporting the raising of funds but also, and most important, to assure the involvement of private and social stakeholders in the definition, development, implementation and future use of the sites being regenerated (public –private – social partnerships).

Nowadays PPP's are key elements of any strategic plan for culture heritage. Not surprisingly, all participant cities have included this element in their strategic plans and sometimes it can even determine the success or not of the project. This means that expected results are directly connected with the synergies that arrived from partnerships with the private sector. However, cities found it difficult to setup and keep them operating in the long term, in part because being small/medium cities they don't have the same



choices as in big cities. The project will give priority to this implementation challenge in phase 2 as one of the most important issues to tackle by the consortium.

The main challenge here is: **How to do efficient and long lasting partnerships with the private sector?**



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# Annex 1: Partners Questionnaires

## BAENA

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

- **Population size of partner city:** 20.207 inhabitants (2014)

- **Demographic profile –age, gender, ethnicity:**

The population of Baena is distributed as follows: 51.06% are men and 48.94% are women, accounting for 2.53% of the population in the province of Córdoba.

The population classified by large age groups and sex as of 2014 shows that the bulk of the population is in the age range between 15 and 64 years (67% of the total population), showing that the distribution by age group is very similar between men and women except in the oldest groups where women are longer living than men. It is a relatively young population. Likewise, the percentage of the population under 15 is similar to that of the population over 64 years of age.

According to the data from the municipal registry of 2014, the foreigners registered in Baena are 1,133 of whom 790 are men and 343 women. 47.09% of the men and 67.64% of the women come from Romania, while 43.03% of the men and 6.12% of the women are of African origin.

- **Economic profile – per capita GDP, key industry sectors and employment levels:**

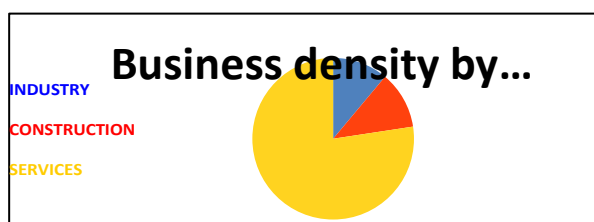
Despite the annual increase in business and professional activity in the municipality, the trend is an economic slowdown.

As for the business density<sup>1</sup> of the municipality by activity sectors, note that it is the Services Sector the one showing a higher percentage, followed by the Industry and Construction Sector similarly represented, being the trend<sup>2</sup> of the business dynamism a decline in the three sectors, more important in the construction sector. The size of the businesses that make up the economic structure of the municipality shows that the micro SMEs are the ones that generate economic activity outside the agricultural sector, and reveals the weakness of the municipal business fabric.

1 Business Density: Ratio resulting from dividing the total number of companies in a territory, by the total population multiplied by each thousand inhabitants.

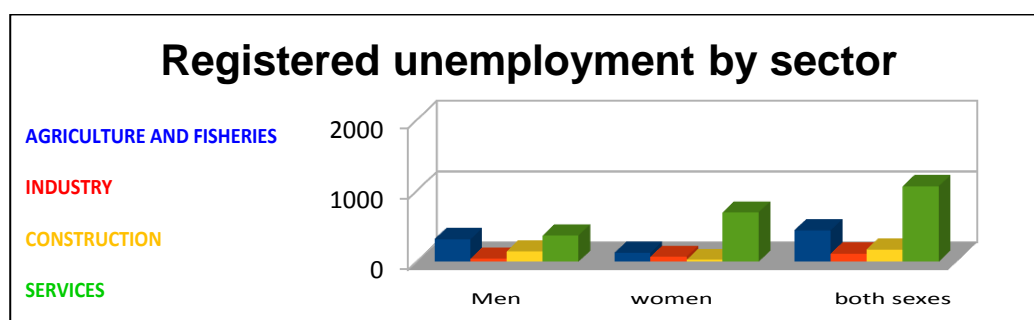
2 Variation of the Corporate Density by sector of activity produced between 2008 and 2014.





The largest number of establishments per job segment<sup>1</sup> is concentrated in the section ranging from 0 to 5 employees, that represents 93.78% of the total. As for the total registered unemployment<sup>2</sup> of the municipality by economic sectors, the higher levels can be found in the agricultural sector,

30.10%, and in the Services sector, 38.61%. The percentage of male unemployment is concentrated in agriculture, while female unemployment is concentrated in the services sector.



As for the gender difference in registered unemployment<sup>3</sup> by age groups, the gap is found in unemployment recorded in the 16-29 age group (8.76%) and the age group 30-44 (9,13%), in which the registered female unemployment exceeds the male unemployment in the given percentages, while in the population over 45 years of age, registered male unemployment exceeds the female unemployment rate by 17.89%.

The difference in gender in relation to the level of completed studies corresponds to the unemployment registered with post-secondary studies finished, in which female unemployment is 7.89% higher, while in the rest of levels of unemployment registered by levels of completed studies the registered male unemployment surpasses the female unemployment.

With regard to the occupation by economic sectors, the data provided by the IECA should be analysed from the contracts registered by sectors and sex. The highest percentage of contracts registered by economic sectors is concentrated in Agriculture, 78.17%, corresponding 52.19% to men and 25.58% to women.

1 Source: Institute of Statistics and Cartography of Andalusia (IECA). 2014 Annuity

2 Source: Institute of Statistics and Cartography of Andalusia. Own elaboration based on data from the Public Employment Service and the Andalusian Employment Service. 2015 Annuity.

3 Difference in Gender: Registered female unemployment minus registered male unemployment.



## 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last known year)	13.700 (2016)
Investment	Estimated budget allocated to cultural heritage/tourism (last known year)	Approximately 10 million € (2007-2013) in the renovation and valorisation of cultural resources
Sector size (nr)	Number of companies in the cultural heritage/tourism sector	Information is not available
Sector size (amount)	Estimated sales of companies in cultural heritage/tourism sectors	Information is not available

- Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :

**The main cultural and touristic assets of the city are the following:**

- Castle. Medieval fortress undergoing intense restoration in recent years partially completed in 2016. Provisionally open to the public since September 2016.
- Cueva del Yeso. Natural cavity whose name comes from the material that is formed of (Yeso: gypsum). Internal route: 1842.57 meters, (the 5th longest in Spain). Two levels: one higher or fossil and one lower or active. Colony of horseshoe bats and cave bats. Open to the public seasonally.
- Historic museum. Located in the historical building of “Casa de la Tercia”. Excellent collection of pieces of Iberian culture and sculpture from the Roman period. Open to the public.
- Museum of Olive Oil. It has more than 800 m2 of exhibition. On the ground floor: reception, shop, multiple purpose room, restored and functioning stone mill, cellar room and another room dedicated to the history and evolution of the olive growing in Baena. On the upper floor there are several exhibition halls that show the uses of olive oil. Open to the public.
- Archaeological complex of Torreparedones. Iberian-Roman city and medieval castle located in the limit of the municipal areas of Castro and Baena. The old city had capacity for about 800 houses and more than 3,000 inhabitants. There is evidence of an intense Iberian-Roman habitat throughout the area: marble and limestone statues, reliefs, amphorae, and the famous Roman Pompeii family urns. The Iberian sanctuary stands out in the complex as well as the Eastern gate, forum and Roman market... The site has been only partially excavated and it has been open to the public since 2011.



In addition, the Municipality of Baena is the owner of a Municipal Hostel with capacity for 38 people and a Restaurant “Mesón” located on the ground floor of the historic building of “Casa del Monte”. Both infrastructures are managed by private companies through a contract on assignment of use.

- **Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:**

The competent public administration for the regulation and control in areas of tourism and culture is the “Junta de Andalucía” (the regional government of Andalusia).

The “Diputación de Córdoba” (which is the province council) and the “Mancomunidad of municipalities of Guadajoz” (association of municipalities including Baena) intervene in the field of the promotion and dissemination of the heritage and the tourist resources.

The City Council of Baena is the owner of all the assets described in the previous point and therefore is involved in their conservation, research, value and management.

- **Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):**

The number of establishments in the commercial and tourist sector has suffered a setback with the economic crisis. Baena has an offer of 10 restaurants with 362 places in total.

In terms of accommodation, it can offer 22 rural apartments, 1 hotel, 3 hostels and 1 municipal hostel, the available places being 88 in the first category, 72 in the second, 92 in the third and 60 in the fourth, with a total of 312 beds offered.

## 2. About your strategy

Describe your strategy:

- **Title/name:**

BAENACULTURA STRATEGY (EBC) 2016 - 2020

- **What is the local policy challenge that the city’s Integrated strategies/ action plan addresses?**

The main challenge that BAENA 2020 tries to accomplish is " Renewing Baena, an average Andalusian city , to be able to respond to the needs and demands of its 20,207 citizens , thanks to a socio-economic system based on sustainability , commitment and the coordinated effort of all , to innovate socially and being a pole of attraction for the cities nearby. "



In relation to the conservation and enhancement of heritage, EDUSI 2020 and in particular BAENACULTURA Strategy tries to "Maintain and strengthen the valorisation of this heritage together with prior attention to the integral management". The EBC Baena connects with the successful work that has been done over the previous urban strategies (2007-2013) in the enhancement of both natural and archaeological and local cultural heritage, having created a shared local identity around the concept/trademark BAENACULTURA. The main political challenge for the city is to maintain and strengthen the position of this concept/trademark BAENACULTURA, innovating management strategies and thereby promoting generation of employment as well as wealth in the period 2016-2020.

### **- What are the objectives of Integrated strategy/action plan?**

The EDUSI BAENA 2020 includes four thematic objectives:

1. Making Baena a smart city, improving the use and quality of ICT and the access to them, through active listening and dialogue with citizens. For this, the Strategy includes two lines of intervention. The first aimed to put systems of open to data available to citizens, and the second aimed at promoting the participatory and electronic government of the city.
2. Supporting the shift to a low-carbon economy in all sectors through the use of renewable energy and the implementation of a healthy urban mobility plan and the use of vegetable oils as raw material to produce biodiesel.
3. Promoting efficient management of natural and cultural resources, maintaining and strengthening the enhancement of the natural and cultural heritage articulated in three lines of intervention: Aqua Baena, Baena Culture, and Baena Verde. In particular, the Action Line called "BAENACULTURA" foresees the valuation of heritage resources and has the following specific objectives:
  - Valuation and conservation of heritage resources of the municipality
  - Professionalization of tourism
  - Local cultural Invigoration.
  - Creation of jobs.

The EDUSI BAENA 2020 considers a must to remain engaged in the valuation, excavation, research, and suitability for cultural and tourist use of the cultural and natural resources. At the same time, it is essential to create an innovative and effective management system that allows fully and sustainably exploitation this great potential. In this new management model we will accommodate both public agents and private sectors trying to professionalise local tourism.

The Strategy includes some revitalization measures, training and also promotion of public-private investment for this purpose.



The participation of citizens in this process, which enables at the same time the appropriation of the value of this heritage and its transformation into cultural and economic citizens' initiatives in this area, will make of culture an engine of change and development. This process began in 2007 with the Baniana project, funded by the ERDF PROGRAMME.

4. Promoting social inclusion and combating poverty, through four lines of action based on encouraging innovation, ensuring access to housing for all citizens, education in values and support to entrepreneurs and employers.

**- When was this integrated strategy/ action plan designed? What period does it cover?**

THE STRATEGY OF SUSTAINABLE AND INTEGRATED URBAN DEVELOPMENT, BAENA 2020 (EDUSI BAENA 2020) has been designed throughout 2015 and was approved unanimously by the plenary sessions of the City Council of Baena on 7 January 2016. The expected implementation period is from 2016 to 2019. In a first call, the financing of the Strategy has not been approved by the competent national authority, the Ministry of Finance and Public Administration. The Strategy has been reformulated and submitted to a second call, currently in the process of being resolved. The new reformulation still maintains a specific line of action called "BAENA CULTURAL AND TOURIST CITY" with a budget of € 400,000. This situation makes it necessary to work with greater flexibility in the selection and implementation of actions, diversification of funding channels and the fine tuning of challenges and consequent operational programmes.

Anyhow, BAENACULTURA Strategy (EBC) is an open programme of cultural and tourist actions initiated by the city of Baena in 2003 and which will remain in force until 2020, in accordance with the commitment made by the City Council. EBC is the basis that supports the presence of the City of Baena in this network of cities with implementation of strategies in cultural heritage around the INT-HERIT Project. The plenary session of the Council of Baena adopted unanimously on 26 May 2016 the participation of Baena in the INT-HERIT project, while expressing its commitment to the actions envisaged in the implementation of the EBC Strategy for the 2016 -2020 period.

**- What are the main actions/ measures included in this strategy/action plan?**

We are going to describe those related to the enhancement and improvement of the management of cultural heritage of the municipality. Both EDUSI BAENA 2020 and BAENACULTURA STRATEGY do not prioritize actions. Nevertheless, we are going to give accurate detail of them, providing in some cases a technical project and a technical pre-project in others:

**- CASTLE OF BAENA**

Internal adequacy of the existing water reservoirs  
Plan of use and a proposal for space management

**- GYPSUM CAVE**



- Environmental studies related to the impact of the visits and the protected population of bats
- Extension of the route available for visits
- Replacement of wooden structures for others made of carbon fibre
  
- OIL MUSEUM
- Adaptations of content, environment, equipment and furniture
- Renewal of the programme of activities
  
- TORREPAREDONES
- Restoration and enhancement of Castillo (Phase IV and final)
- Restoration of the Curia
- Restoration and enhancement of Temple
- Restoration and enhancement of the occidental streets
- Restoration and valorisation of the Roman Domus
- Restoration and valorisation of the Roman baths
- Visitor centre facilities
- Driving the excess of water from the Fountain to the Roman Visitor Centre
  
- TOURIST FACILITIES
- Increasing of the accommodation capacity by means of the construction or adaptation of existing buildings: Hotel
- Improvement of the management associated with the Municipal Hostel
  
- MANAGEMENT MODEL
- Development of a proposal for a sustainable management model with the progressive implementation in all public resources and cultural facilities within the local municipality
  
- COMMUNICATION
- Updating and implementation of the communication strategy of the trademark BAENACULTURA.

We will execute these actions over the period 2016-2020, with the joint-financing of the City Council and the following programmes of assistance: Call of the Ministry of Finance and Public Administration DUSI 2016-2020 (pending 2nd call decision); Heritage Conservation Programme 1.5 % Cultural Ministry of Development (pending); LEADER programme (application pending) , as well as the municipal finance itself.

#### **- What are the main expected results of the strategy/ action plan?**

The EDUSI BAENA 2020 expects to achieve a set of results for each of the different lines of intervention.

Thus, in the lines of action related to the thematic objective of "Baena, Smart City" Strategy, we expect to increase significantly the number of people in the municipality who benefit from electronic public services. In turn, we expect to increase the number of users with access to municipal eGovernment services by more than 2100 units per year.



In connection with the action line of the thematic objective "Baena, climate commitment Strategy" we expect an annual reduction of 1263.48 Teq CO<sub>2</sub> / year, the annual energy consumption in public buildings in 1,448,051 Kwh / year and to reduce the consumption of final energy infrastructures 0.1245 ktoe /year. At the same time, we propose to have at the end of the Strategy one sustainable mobility plan, a capacity to create an additional electricity generation of 361,080 MW.

In the lines of action related to the thematic objective of "Baena, nature and culture strategy", we expect to consolidate an overall improvement of the urban filtering system that will benefit the whole population. Similarly, we expect to carry out a process of rehabilitation and upgrading which involves buildings occupying 2,000 square meters. That will enable an increase of 2,294 visitors at those sites / heritage buildings. Finally, the total result of soil rehabilitated with these actions of strategy would be 5 hectares.

Finally, through the lines of action related to the thematic objective of "inclusive and enterprising Baena strategy", we hope to consolidate the opening of several multipurpose open spaces that may be available to the whole population, facilitate the rehabilitation of 10 social houses. It will have an impact on 200 people in the city through their participation in various educational activities and it will also benefit a total of 110 people with actions aimed to promote employment and entrepreneurship.

In specific relation to BAENACULTURA STRATEGY, its implementation in the period 2016-2020 should help close an open programme, launched in 2003 whose main results should be:

- Ensure the conservation and enhancement of a percentage over 70% of the main resources of local historical heritage
- Implement an efficient management model based on forms of public - private partnerships
- Have a direct positive impact on the creation of SMEs linked to the tourist and cultural sector; we estimate at a minimum five new companies
- Contribute to a positive appreciable balance– a minimum of 50 jobs- created in the tourist and cultural sector
- Cause the opening of open spaces for leisure and culture, increasing the production and enjoyment of a rich programme of activities for citizens and visitors
- Improve the positioning of the trademark BAENACULTURA, along with the number of visitors and its integration into regional, national and transnational networks of cultural tourism linked to the cultural heritage
- Providing training and organizational improvements to human resources of the municipality
- Encourage stable forms of participation of civil society and businesses in designing and implementing urban development strategies

**- What is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)**

EDUSI BAENA 2020 and BAENACULTURA STRATEGY have their area of intervention in the whole municipality of Baena.

**- What financial resources have been allocated to your integrated strategy/action plan?**



The information provided in the INT-HERIT Phase I application form contained a detailed list of actions to be carried out with a total budget of € 2,427,911. The initial non-selection of the EDUSI BAENA 2020 application by the Ministry of Finance and Public Administration within the first call for integrated and sustainable urban development programmes has forced a readjustment of the actions while additional funding is secured. The actions considered as priorities are mentioned below, taking into account that addressing them all will inevitably require the consolidation of additional funding:

1. Castle of Baena; Interior renovation and use adaptation of the old water tanks. Use Plan and proposal of space management plan. BUDGET: € 500,000. FUNDERS: Option A) Public-private co-financing. Option B) Municipality of Baena (20%) - ERDF, Ministry of Finance and Public Administrations (80%) Option A) Pending definitive Use Plan, management and financing plan. Option B) Baena co-funding available, the rest pending decision on EDUSI BAENA 2020 (application date: 15/12/2016)
2. Archaeological site of Torreparedones. Restoration and enhancement of the Domus. BUDGET: € 100,000. FUNDERS: Baena City (20%) - ERDF, Ministry of Finance and Public Administration (80%). Baena co-funding available, the rest pending decision on EDUSI BAENA 2020 (application 15/12/2016)
3. Archaeological site of Torreparedones. Restoration and enhancement of the Roman Baths. BUDGET: 200,000 €. FUNDERS: Baena City (20%) - ERDF Ministry of Finance and Public Administration (80%). Baena City co-funding available, the rest pending decision on EDUSI BAENA 2020 (application 15/12/2016)
4. Archaeological site of Torreparedones. Equipment for Visitors Centre. BUDGET: € 50,000. FUNDERS: Baena Town Hall (20%) - ERDF Ministry of Finance and Public Administration (80%). Baena City co-funding available, the rest pending resolution on EDUSI BAENA 2020 (application 15/12/2016)
5. Cueva del Yeso. Environmental studies related to the impact of visits on the protected population of bats. Extension of the open route. Replacement of structures in wood by carbon fibre. BUDGET: € 50,000 + € 150,000 + € 200,000. FUNDERS: Baena City (20%) LEADER programme (80%). Baena City co-funding available, the rest needs to be applied for once the call for projects in the framework of LEADER is open in the next months
6. Municipal Hostel. Improvement of the management and the associated offer. BUDGET: No budgeting. FUNDERS: Public Private Co-financing. Baena City ready to provide municipal equipment
7. Implementation of a model of cultural and tourist management. Development and Implementation of a Sustainable Management Model for its progressive implementation in all municipal public resources and cultural facilities in Baena, in a context of transnational projects. BUDGET: € 40,000 FUNDERS: Baena City / Co-financing from European programmes. Baena city co-funding available. F.A.C.T project (Interreg Europe application 05/13/2016). INT-HERIT Project
8. Communication. BUDGET: € 50,000 FUNDERS: Baena City (20%) - ERDF Ministry of Finance and the Ministry of Finance and Development Public Administrations (80%) Baena City co-funding available, the rest pending decision on EDUSI BAENA 2020 (application 15/12/2016)



## 9. Employment policy and recruitment.

TOTAL: € 1,340,000

Until this financial instability is resolved, a work plan has been established to address the basic actions to ensure the management of the sites and advance in some of the mentioned investments. It is proposed to act with an annual budget of € 400,000 from:

- Baena City: € 200,000
- Grants (Diputación de Córdoba, Junta de Andalucía, UCO ...): € 200,000

The main budgetary chapters will be:

- Recruitment of specific staff: € 100,000
- Investments and actions: € 300,000

**Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.**

Level 1 “Macro” Global objective	Level 2 “Meso” Sub-objective	Level 3 “Micro” Main actions	Level 4 Challenges
"CASTLE OF BAENA" Make the Castle of Baena a focus of tourism and cultural activities open to the visitors and the local population "	<ul style="list-style-type: none"> <li>- Promote a process of attracting investments, support and a private-public procurement system.</li> <li>- Design a programme of competitive tourism and cultural activities based on health, well-being and contemporary culture capable of attracting visitors and companies</li> </ul>	<ul style="list-style-type: none"> <li>- Draft a technical project and search the commitment of the necessary public co-financing, and also pursue the drafting of an open contract model, to be presented to an organized round of potential investors.</li> <li>- Design a plan for the use of the Baena Castle including potential tourist and cultural attractions that can be welcomed inside, as well as highlighting its connection with the use of other cultural and tourist resources nearby.</li> </ul>	<ul style="list-style-type: none"> <li>- Find the legal mechanisms and the specific know-how to give shape to the proposal for an adequate procurement and management.</li> <li>- Acquire knowledge on the trends and opportunities currently open in the field of cultural tourism and its adaptation to a medium city, relatively well connected with large population centres.</li> </ul>



<p>"ARCHAEOLOGICAL SITE OF TORREPAREDONES"</p> <p>-Create effective and sustainable formulas of institutional collaboration in the field of heritage conservation</p>	<p>- Define management systems by different actors with jurisdiction in the matter of heritage management</p>	<p>Draft a Management Body proposal as well as the consequent adaptations of the site Master Plan and create a Plan for its public use</p>	<p>- Find and propose, based on respect and proportionality in the distribution of roles, as well as the receptivity found in the different actors, a balance in the spirit of the agreement and the pursuit of common goals to achieve common benefits</p>
<p>"LOCAL MUSEUMS AND OTHER CULTURAL RESOURCES OF MUNICIPAL OWNERSHIP"</p> <p>-Turn the employment and entrepreneurship support policy into a central axis of the municipal heritage management</p>	<p>- Pursue a continuous job creation policy, also stimulating small businesses through facilitation mechanisms associated with the municipal management of the heritage</p> <p>- Implement a policy monitoring and evaluation system, favouring policy adjustment and social communication</p>	<p>- Put into practice annual contracting plans with associated training and follow-up actions, as well as incentives for entrepreneurship and medium-term participation in proposals for co-management of resources</p> <p>- Drafting proposals that serve as a test and as small-scale experiences for achieving stable and long-term forms of co-management</p>	<p>- Develop the capacity to attract, motivate and engage the involved stakeholders, showing professionalism and commitment from the municipal administration in exchange</p>



### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
<p>1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects</p>	<p>The city of Baena has become aware of the need to incorporate strategic planning on the political agenda and the internal organization of the City Council. Hence the drafting in 2015 and subsequent approval by the municipal plenary in January 2016 of the Integrated Urban Development Strategy and Sustainable BAENA 2020. This document is based on an integrated view for the development of the city, addressing transversely thematic objectives and lines of action in it. This integrated nature is expressed in the triple attention paid to social, economic and environmental areas of the municipality, trying to give sustainable response to their needs, while maintaining the identity of the city and proposing a participatory process of the Strategy.</p> <p>The City Council is also aware of the importance of this strategy to raise funds to support the implementation of the planned measures, while representing an operational framework around which to articulate human resources of the institution and other partners whose action takes place in the same territory.</p> <p>Moreover, although this document is, along with the BAENACULTURA Strategy, the cornerstone of urban planning in Baena, the city is an active part of the integrated development strategies in the field of rural development for the region, established over the past two decades thanks to the LEADER programme.</p> <p>Participation in the INT-HERIT network can help monitor and control how the cultural strategy of the city, is integrated effectively in the strategic planning of the city in its implementation phase, and is able to develop the appropriate operational instruments.</p> <p>For the Baena City Council, the effective management of BAENACULTURA Strategy requires its integration into municipal policy, coordinating the work of managers and technical teams through the creation of an internal working group to address this challenge. Similarly, and no less important, there is the need to address the territorial integration of this Strategy, as well as the vertical integration with other institutions involved in heritage management.</p>
<p>2. Maintaining involvement of local stakeholders and organising decision-making for delivery</p>	<p>The City Council of Baena has a long experience in local development processes. It began two decades ago in the framework of its participation in the LEADER programme developed in the regional territory where Baena is the main city. In successive editions of the programme, the municipalities have been part of this developing process and the city of Baena, which has been holding the presidency of the entity that manages the LEADER programme in the territory for many years, has actively promoted these processes.</p>



	<p>Similarly, throughout the recent democratic history of our municipalities, the City of Baena has promoted different entities to foster social participation. However, they have generally had an ephemeral character in time.</p> <p>This trend has suffered a major change in the last two years due to two initiatives promoted by the City Council.</p> <p>On the one hand, the process of drafting the Sustainable and Integrated Development Strategy "Baena 2020" has been marked by an important participatory process as described in section 3.1.6 of this Application. Its character has been inclusive and with a clear vocation for permanence in time. The various instruments used-interviews, thematic tables, cross forums, open spaces online- have been designed according to those characteristics of integration and sustainability. The EBC, included in this Integrated Local Strategy was born with the same conditions.</p> <p>Moreover, the participation of the City of Baena, as a leading member of the AGRI-URBAN Project, within the URBACT III call for Integrated Action Plans (June 2015), has allowed us to know and improve the functioning of a local group involved in a Local strategic project.</p> <p>The proposal of this project, INT-HERIT, has originated from the city of Baena with the intention of giving stability to a local action group that, in addition to the thematic condition that is derived from the content of the project itself, can consolidate a new workgroup in the municipality, involved in local development.</p> <p>At this point, there are several challenges that the city addresses with the objective of promoting the involvement of local actors in the implementation of the Strategy:</p> <ul style="list-style-type: none"> <li>- Be attractive for the main stakeholders</li> <li>- Get their commitment and articulate them in relation to the implementation of the EBC</li> <li>- Ensure that their intervention results in effective impacts on the tasks of implementation, ensuring their effective participation in the processes associated with project selection, monitoring of implementation and promotion of public-private partnerships management</li> <li>- Promote, through the INT-HERIT ULG, a bigger awareness and the participation of all local society in the implementation of the EBC</li> <li>- Achieve the integration of these thematic groups in an integrative body-level for the Sustainable and Integrated Urban Development Strategy BAENA 2020</li> <li>- Encourage the involvement of new private and social actors in the management of resources and equipment related to the heritage of</li> </ul>
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	<p>the city</p> <p>Several instruments are to be used to meet these challenges:</p> <ul style="list-style-type: none"> <li>- The connection with the interests and expectations of stakeholders must be integrated within the EBC</li> <li>- The encouragement of the commitment and continuity in the process, ensuring the existence of training tools and direct benefits to improve their professional and social, individual and group, possibilities. In this sense, transnational exchange and learning is an ingredient that can help maintain this active participation, thanks to the staff exchange visits, participation in workshops and so on.</li> <li>- The participation of individual actors should not be forgotten as they are, in many cases, representatives of associative structures of different nature. A challenge is to facilitate a two-way flow participation from the actors directly involved. Thus, we can transmit much knowledge, information, results, decision-making processes, etc.</li> <li>- In the field of cultural heritage in general and in particular in the municipality of Baena, we must improve the social participation through proposals for cultural volunteering, as well as the revitalization of cultural associations. These are two groups whose empowerment is a priority, as a prior means to create the conditions leading to their involvement in asset management and implementation.</li> </ul> <p>As for the proposed internal organizational model, the experience in the city of Baena with the AGRI-URBAN project has focused on the creation of two working groups with differentiated participation but interconnected, according to the lessons learned from previous projects in the URBACT II framework and using the technical tools developed by the URBACT programme itself. One is a group of 10 to 12 permanent members more involved and closer to the decision making that results in the contents of the Action Plan. The other is an open and ad hoc group meeting to share information and provide useful background to the process of creating the Plan and partial elements of the same ideas.</p> <p>The role of the coordinator of the local group is considered essential to meet these challenges and keep the group process in all work phases.</p> <p>In the INT-HERIT project, taking into account the characteristics of the Implementation Phase and taking into account the need to promote adequate Operational Implementation Networks, we contemplate a specific instrument where the Coordinator of the Local Group of Baena coordinates the activity of two cores of differentiated participation:</p>
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	<p>1. On the one hand, an Executive Core in which the political and technical structure of the City itself will be deeply involved. The functions of this core are:</p> <ul style="list-style-type: none"> <li>- Streamline the local partnership</li> <li>- Convene meetings</li> <li>- Involve advisors in the implementation of the EBC</li> <li>- Pursue the political and strategic coordination of the EBC</li> <li>- Ensure monitoring and evaluation of the implementation of the EBC</li> <li>- Communicate and connect with the public and the media.</li> </ul> <p>This Executive Core will change around different inner cores, gathered depending on the unique challenges and projects of the EBC, such as Promotion of public-private partnerships, or Core Programming and project selection, etc.</p> <p>Professionals and entities with proven experience and expertise about the specific topic can in turn coordinate each one of the different nuclei. In this case, we seek to involve Producers clubs (Centre for Tourism Initiatives), Representative Associations (Association of Bars and Restaurants), Business Incubation Centres (Business Development Centre, Union of Entrepreneurs of Baena), University experts, etc.</p> <p>2. Then, an advisory group with a creative role when contributing ideas, as well as validation and monitoring role will be created by private and social structures in the implementation process of the EBC. Here, all kinds of groups and individuals will be invited to participate in monitoring the implementation process of the EBC. These may include managers of hotels and restaurant businesses, professionals in cultural and tourism management, training and research centres, associations and cultural heritage, schools, interested citizens etc.</p> <p>In the context of the BAENACULTURA Strategy, the challenge is to address the participation of the private and social actors of the municipality attracted or concerned by the Strategy itself and make them understand the opportunities that the INT-HERIT project can represent. The implementation of the ULG associated with the project should also imply the cooperation of institutions linked to the heritage management from a broad territorial approach in order to promote a space of fruitful cooperation within the ULG.</p>
<p>3. Setting up efficient indicators &amp; monitoring systems to measure performance</p>	<p>Despite the substantial investment of more than nine million Euros in the period 2007-2013- on the valorisation of the cultural heritage of the city, we have not done a rigorous monitoring of the outcomes and of the impacts of the implementation of these actions, especially in order to recognize the social and economic impacts produced.</p>



	<p>Aware of this serious lack, both EDUSI BAENA 2020 and the Strategy BAENACULTURA have expressed the intention of monitoring the results and impacts of the implementation of actions, by means of a suitable instrument.</p> <p>Participation in the INT-HERIT network offers, thanks to the transnational learning involved an adequate space to improve this instrument and contrast their experimentation with other cities in the network space.</p> <p>In line with the integrated nature of the BAENACULTURA Strategy, its implementation must provide a number of identifiable benefits in three levels: economic, environmental and socio-cultural. In this environment of shared learning which is the INT-HERIT network, the city of Baena is interested in monitoring some of the common indicators that can be compared in different cities of the network, such as:</p> <p>1. Budget:</p> <ul style="list-style-type: none"> <li>- Number of businesses, jobs and proportion of SMEs</li> <li>- Increase in local tax collection</li> <li>- Municipal Economic savings resulting from the implementation of the projects</li> <li>- Number of companies linked to the cultural sector, jobs and proportion in the total.</li> <li>- Increase the value of homes in the neighbourhood of the heritage sites or areas where we have intervened</li> <li>- Increase in the spending by visitors</li> <li>- Others</li> </ul> <p>2. Environmental and ecological:</p> <ul style="list-style-type: none"> <li>- Surface area restored or built</li> <li>- Improvements in transport and sustainable mobility</li> <li>- Possible energy savings derived from the implementation of projects</li> <li>- Others</li> </ul> <p>3. Social and cultural</p> <ul style="list-style-type: none"> <li>- Number/amount of monuments or structures rehabilitated or put in value</li> <li>- Increase in the number of visitors from different origins</li> <li>- Number of events and cultural and tourist proposals resulting from the implementation of projects</li> <li>- Increased number of actors committed to the implementation of the actions and associative structures</li> <li>- Number of management contracts made with the existence of social clauses and commitment to cultural heritage</li> <li>- Number of cooperation and public-private partnership arrangements</li> </ul>
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	<p>for the management of cultural sites</p> <p>- Others</p> <p>The effectiveness of the implementation actions to be developed, as well as the results and impacts produced must be measured and evaluated. The challenge is to define and implement a set of monitoring indicators, useful and appropriate for the magnitude of the challenge. The areas of interest include the evolution of visits and visitors, data related to management such as income or number and quality of cultural and tourism activities, employment and investment policy, communication policy and networks and partnerships Baena is involved in.</p>
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### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	<p>In this case, the city intends to carry out an important adaptation of the organizational decision-making system. The City Council of Baena is currently involved in a process of resetting the internal organization of personnel; therefore, the implementation process of the EBC will be an appropriate space to experiment with a new structure.</p> <p>Aware of the shortcomings in the existing professional profiles, both in quantity and diversity, in the municipalities of small and medium-sized cities, we need to do some adjustments leveraging the existing resources and creating other environments in order to promote more efficient, flexible and efficient organizations, enriched by the diversity of contributions and complementary visions.</p> <p>We need to update the organizational structure of work which is still marked by the classical differentiation between political representation and separation in some departments unconnected among them. This causes a lack of connection in the processes of project management and the resulting gaps have an impact on the quality of the results produced.</p> <p>An Operational Implementation Framework is in this new organizational model presented below, one of the main instruments aimed at solving the management challenges</p>	1 highly relevant



	<p>that small cities such as Baena face.</p> <p>First, the ongoing internal organizational restructuring will create a MUNICIPAL SOCIO-ECONOMIC PROJECTS AREA. It will articulate on three interrelated levels within the area, which in turn will have a collegiate governing body and an executive management body. These three levels are:</p> <p>Political level. Chaired by the Mayor or Vice-Mayor, and also formed by political representatives of the Economic (Finance and Budget), Social (Employment, Business, Human Resources, Social Integration) and Tourism and Culture (preservation and enhancement of Cultural Resources, Cultural Industries and tourism) areas.</p> <ul style="list-style-type: none"> <li>- General Technical level (General Secretariat, Procurement, Intervention) and technical areas (Urbanism, Archaeology, Tourism and Culture, Training and Employment, others)</li> <li>- Level of technical coordination of projects, Integrated Management, therefore the same technicians involved in the drafting, implementation and monitoring of projects.</li> </ul> <p>Logically this internal management structure will be in connection with socioeconomic projects and will work in coordination with the political organs of the municipal institution, that is, the Plenary Session, the Government Commission and some specific commissions.</p> <p>Secondly, we are going to create a space for communication and exchange of ideas and proposals for decision-making where all citizens and actors related to the theme and objectives of the EBC will be represented. The ULG created under the INT-HERIT project aims to play the role of connector, integrating representatives from the cultural sector and the urban environment, the employment promotion sector and the SMEs sector.</p> <p>Thirdly, this new municipal organizational structure, within the framework of the implementation of the EBC, should design an appropriate relational framework to connect with the other institutions with territorial or sectorial competences linked to the content of the Strategy. That connection has multiple directions and work areas involved, ranging from the necessary coordination of permits and authorizations, financial aid and, in particular, cooperation agreements in the field of human resources, to the development of innovative forms of exchange and</p>	
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	<p>integration between staff of the administrations, either formally or informally. This latest initiative can be an innovative formula of integration between regional authorities to help alleviate the characteristic deficit of human resources of municipalities of small and medium sized cities.</p> <p>All this organizational change requires a useful working document for implementation, equipped with the necessary flexibility and devices for implementation and monitoring. An external support in the way of an ad hoc expert associated with the project INT -HERIT may be useful to perform this duty.</p> <p>Faced with this challenge, it is necessary to act by promoting an annual working plan, and the necessary organisational and communication structures to be arranged.</p>	
5. Setting up Public Private Partnerships for delivery	<p>To develop a successful public-private partnership is a key aspect for the implementation of sustainable management models for heritage resources of the INT-HERIT network of cities.</p> <p>It is a critical point of the initial situation of many cities and its success would have positive impacts on the three thematic objectives that the INT-HERIT project aims to: preservation and promotion of the efficiency of cultural heritage, improving the competitiveness of SMEs, promotion of sustainable employment.</p> <p>Baena has, in the framework of the EBC resources, two assets, owned by the city, in which to test a long-term public-private partnership:</p> <ul style="list-style-type: none"> <li>- Museum of the Oil and of the Olive Grove. Possible alliance of conceptual adjustment for positioning the brand "Baena, city of olive and oil" with the quality label "denomination of origin BAENA", including a reorientation of contents and uses of the museum to make it a centre associated with the national and international projection of Baena's olive oil. This strategic alliance needs the commitment of the City of Baena and the Denomination of Origin Baena and may be linked to a joint platform for the promotion and international sale of olive oil with DO Baena. The funding for this initiative comes from the LEADER programme.</li> <li>- Castle of Baena. The last phase, focused on the valorisation and adaptation to new uses of this historic building, can be implemented through the development of</li> </ul>	1 highly relevant



	<p>a public-private partnership. There are several options to reuse the site. These may include the installation of a spa, a restaurant, retail or some professional offices or creative industries. Some of these options can be financed in the context of initiatives such as JESSICA - Joint European Support for Sustainable Investment in City Areas. The presence of a private investor may be the incentive needed to activate this possible alliance allowing the use of the Castle space for a long period of time.</p> <p>Baena City Council has a successful experience of public-private partnership investment in the conservation of cultural heritage in the process of restoration of the Church of Santa Maria La Mayor, completed in 2003, with total funding amounting to € 2,250,000 funded by the Catholic Church, Cajasur Foundation, the Andalusian Government and the city of Baena.</p> <p>The path toward these partnerships is closely connected with some of the challenges for the implementation of the EBC, which should propose effective tools within the Operational Implementation Framework. In this sense, it is essential to ensure an active involvement of all stakeholders in the whole process of the management of the projects included in the EBC, reorganize effectively the decision-making teams, and connect them with the processes of human resources training and incubation of SMEs as well as introduce social clauses and commitment to heritage clauses in public contracts.</p> <p>This challenge is identified as closely related to the one aimed at stimulating innovation linked to the financing of heritage conservation actions.</p>	
6. Designing smart public procurement frameworks		4 less relevant
7. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	<p>The city of Baena is working over recent years in a major urban renewal programme focused both on developing the historic centre and on the tourism and cultural improvement and adaptation of different heritage sites.</p> <p>The investments made have been very important and usually financed by the public sector.</p> <p>The economic crisis, along with the need to promote sustainable management model for these cultural sites,</p>	3 relevant



	<p>recommends promoting new mixed forms of funding actions, involving private actors.</p> <p>The great challenge the city of Baena faces now is how to attract these private actors. Their participation is necessary both for economic investment and for the subsequent management commitment.</p> <p>The city council wants to explore ways to relate both actions and it has the required assets, sites and facilities that are presented as suitable spaces in order to experience these new formulas.</p> <p>Both the Baena Castle and some cultural and tourism facilities municipally owned (museums, Municipal Hostel, New Hotel) are open to this opportunity.</p> <p>The City Council wants to address this challenge in an open and flexible way, knowing the quality of these resources and detecting potential private actors, their expectations and needs.</p> <p>There are several possibilities to be tested in relation to this innovative initiative. Exploring co-participation formulas in the various stages of implementation according to the parts' interests is considered in this project.</p> <p>The involvement of the social initiative can also be a catalyst for investment, together with other actors linked with social funding and ethical banking.</p>	
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#### 4. URBACT Local Group

- a) **Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?**

It is pending concrete definition, but these are some of the ideas that can be expressed, also considering the experience accumulated with the Local Group associated with the AGRI-URBAN project.

- Creation of two structures within the Local Group:

- Operational group, stable and with a number between 10-15 members





- A group open to all citizens, more flexible in composition, less intensive in temporary commitment and stability, it supports the first group and can lead to the establishment of ad hoc commissions or working groups for specific tasks

- Potential members:

- Political representatives: government team and other political groups
- Municipal officers and technicians from different departments
- Private sector (culture & tourism): companies, professionals, others.
- Associations
- Professional
- Volunteers
- Other institutions: Junta de Andalucía, University of Córdoba
- Interested public
- University

#### **b) How will the ULG engage in transnational network activities?**

Facilitating their active participation as well as the mechanisms to obtain and transfer to the local level the knowledge acquired in transnational activities. In particular, it is recommended to reinforce the peer-to-peer nature of the exchange and the participation of specialized thematic experts in the different challenges and issues to be addressed.

## **5. Capacity Building**

### **What specific capacity building needs have been identified by the partner?**

- Useful and tested mechanisms in the implementation of public-private partnerships in the area of cultural heritage management. Specific procurement models in accordance with current European and national regulations.
- Experiences and proposals for attracting funds for cultural heritage management policy in small and medium-sized cities.



## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 5

Participation (1-10): 7

Project management (1-10): 5

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

The City of Baena has been identified as urban authority for the ERDF Operational Programme (2014-20). So, it could obtain funds through a specific “urban” priority axis within a national or regional operational programme. The municipality was receptor of ERDF funds during the period 2007-2013. However, in the first ERDF national call for the current period its proposal wasn't selected and the municipality has applied again in the second call which is now at the stage of the selection process in order to decide on the final beneficiary cities.

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.





5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## ALBA IULIA

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

##### - Population size of partner city:

Alba Iulia Municipality is a city of 63 000 inhabitants, its Surface has 1.274 ha, situated in the Centre Region of Romania on the right side of the Mures Valley is traversed at south by DN1-E81 and at west side by DN 74. On the east side, tangential the railway Cluj-Vintu-Arad.

##### - Demographic profile –age, gender, ethnicity:

The ethnic composition of Alba Iulia: Romanian (87.62%); Hungarians (1.58%); Roma (1.76%); Unknown (8.64%); Other Ethnicity (0.38%). Stable population over 10 years by gender by level of education:

Total	Higher education	Higher licensed	Post high school	High school	Professional school	Secondary school	Primary school	Without school	Illiterates
Men 26933	7302	6208	1281	7947	4997	3372	1644	390	77
Women 30237	8636	6936	1490	9396	3173	4895	2211	436	117

Note: The statistics and demographic charts, dividing the population in various categories based on the final results of the census of 2011 results provided to all the National Institute of Statistics

##### - Economic profile – per capita GDP, key industry sectors:

In Alba Iulia the economy is based on tourism (due to the presence of the largest Citadel Vauban in Romania, and the second one in Europe after the one in Luxembourg). However, there is a diverse economic structure, with, a business environment attractive for foreign investors. The city has also an important porcelain industry (the largest in Romania), Other industries present in the territory: spices factory SUPREMIA, wiring factory SEWS, Foundry MECANICA, Carpeting Factory, etc. The spices factory is the largest of this kind in south eastern Europe and the porcelain producer is main porcelain provider for IKEA.

At county level (at least 40 km away from Alba Iulia Municipality) several **multinational investors** enjoy the conditions of a successful investment such as: BOSCH REXROTH, DAIMLER, HOLZINDUSTRIE SCHWEIGHOFER, KRONOSPAN etc.



Other National major investors who also lead successful businesses in Alba County are: SC Apulum SA – porcelain factory, ALBALACT – one of the most important milk producers at national level, TRANSAVIA – one of the most important meat producers at national level, JIDVEI- one of the most important winery producers at national level, also recognized at international level for the quality of wines, IAMU BLAJ – focused on the manufacture and delivery of products ranging from precision mechanics products such as accessories , equipment , parts for machine tools and technical linear components. (SC IAMU SA has obtained from the company Robert Bosch GmbH **The Preferred Supplier Certificate.**)

***Alba Iulia is also an attractive place for investments, because:***

- The area is connected to Sibiu-Sebeş-Turda highway section, 17 km away and to Sebeş-Turda highway (A10) which will be completed in the near future. This highway is going to link Transylvania highway with the Pan European Corridor IV and will have two nodes in Alba Iulia. The modernized railway line 200, Curtici-Bucharest is also connected with line 300 to Cluj-Napoca and Oradea.
- The land is also connected to the National Road 1 to Cluj Napoca and Sebeş, Bărbant railway freight yard and Ciugud Industrial Area. It is also connected at 20 km to Coşlariu freight yard and Teiuş - the most important railway junction in Transylvania.
- Alba Iulia is connected with 3 international airports (Cluj-Napoca Airport 120 km away, Târgu Mureş Airport -100 km away and Sibiu Airport -70 km away).
- The average monthly net wage in 2016 was approx. 470 Euros at Alba County level.
- Workforce available in the metropolitan area AIDA – Intercommunity Development Association Alba.
- Metropolitan local transport ensured at AIDA level, ensuring a very good mobility connection between Alba Iulia and the rural areas surrounding the City within the metropolitan area. Romanian company, S.T.P. S.A. - Alba Iulia was recognized in 2013 as being the best European bus company for significant investments in a green and comfortable vehicle fleet accessible to people with special needs and for its punctual schedule, integrated ticketing system and customers satisfaction and information policy by the IRU (International Road Transport Union).
- Existence of a German Vocational School and 2 clusters working in metal industry and tourism.
- A young university active with more than 5.000 students in diverse fields such as IT engineering, Tourism Economy, Marketing, Languages and Philology, History, Theology, Social Sciences etc.)
- Starting with 2015 in Alba Iulia the Technical University from Cluj Napoca (one of the most important University Centre in Romania) has a branch in Alba Iulia Municipality focused on Machines Building and Mechanical engineering.
- Alba Iulia is the first City from Central and Eastern Europe that signed an agreement with the World Bank and was rated by one of the most important Rating Agencies in the world, Moody's. The scope of the agreement between the World Bank and Alba Iulia was to review the development projects implemented in Alba Iulia contributing to the



- long term strategy of the city and to provide technical assistance for assessing Alba Iulia's long-term plans, strategies, and projects for the 2014-2020 programming period.
- According to the World Bank and Moody's, Alba Iulia Municipality has a strong institutional capacity for planning urban development and attracting financing resources for urban policies and projects. Moreover, the Municipality has developed a prioritization of the investment projects, with experts from the World Bank:
  - <http://documents.worldbank.org/curated/en/527401468190739988/pdf/97813-WP-P151596-Box391484B-PUBLIC.pdf>

### **- Employment levels:**

In August 2016, the unemployment rate in Alba Iulia was 1.36%. This was the lowest figure recorded in the county.

## **1.2 Partner Specific indicators**

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year)	The estimated number of visitors in 2016 is about 501.600.
Investment	Estimated budget allocated to cultural heritage/tourism (last know year)	The entire budget of Alba Iulia Municipality for cultural, recreation and religion in 2016 was about 2.214.220 euro (9.963.990 LEI).
Sector size (nr)	Number of companies in the cultural heritage/tourism sector	The number of companies in the Cultural heritage/tourism sector are: - More than 130 companies (travel agencies, accommodation units, restaurants, independent guides).
Sector size (amount)	Estimated sales of companies in cultural heritage/tourism sectors	

NOTE: The budget includes, personal expenses, goods and services (including the all Vauban fortress), transfers between local government units (sport clubs, cultural organizations), supporting the religious cults, supporting the projects financed from external funds, new investments.

- **Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :**

According to the World Bank Report, The city of Alba Iulia ranks first among Romanian county capitals in per capita EU funds absorption. Alba Iulia Municipality managed to attract more than



150 million Euros European Funding for the last few years for the rehabilitation and enhancement of the cultural heritage, rehabilitation and modernisation of the car and pedestrian infrastructure, public lightning, sewage etc. (More than 60 million Euros were invested only for the rehabilitation of the Fortress – rehabilitation of the monuments, of the walls, access infrastructure, sewage, public lightning etc.).

Alba Iulia is a city with national and international awards: In the past few years the rehabilitation works of the Vauban Alba Carolina Citadel - for which more than 60 million Euros were invested - and the efforts carried out by Alba Iulia Municipality for enhancing the tourism potential and for increasing the visibility of the local heritage were appreciated at national and international level through various awards and distinguished appreciations:

- Alba Iulia Municipality was awarded by the prestigious title of European Destination of Excellence (EDEN) conferred on the 1 June 2012 by the European Commission through the Ministry of Regional Development and Tourism.
- Alba Iulia Municipality was awarded the Jury's Special Mention Award from EUROPA NOSTRA Organisation which is the largest European Association focused on Tourism Conservation. Since then Alba Iulia Municipality is member of the Association as associate partner.
- The Roman - Catholic Cathedral of Alba Iulia Municipality, one of the most important architectural monuments of Transylvania is a Romanesque heritage recognized at European level. Since 2012, the cathedral has been included in one of the European Routes of the Council of Europe, TRANSROMANICA - The Romanesque Route of European Heritage.
- The Greatest Hug from Alba Iulia - officially recognized by the Guinness Book of Records as the largest human hug in history, during which 10.000 people hugged the Alba Carolina Citadel.
- The efficient use of European funds brought to Alba Iulia Municipality in December 2014, the First Prize of the European Structural Funding Gala, at the "welcoming guests" section. The prize was offered to the City's Mayor by Jyrki Katainen, European Commission's Vice-President for Jobs, Growth, Investment and Competitiveness.
- Not only the achievements in tourism development were appreciated, in 2014, Alba Iulia Municipality was awarded the title "A city renewal" within the Best Cities Awards Gala 2014 by Forbes Romania for its accomplishments in the physical regeneration of the city, mainly financed through EU structural funds.
- Alba Iulia Municipality is a city with political stability: The Mayor of Alba Iulia Municipality's (with more than 20 years of mandate in Alba Iulia Municipality) was awarded with the title "People and ideas who move things forward Romania" within the Foreign Policy Gala Romania 2014.
- Alba Iulia city is in top 5 at Romania level for cultural vitality index.



- Alba Iulia among the 6 county capitals in Romania reaching an increase of population compared to the reference year 2008. In all the other county capitals the population is reduced.

Other relevant information:

#### **a) Public-private partnerships at local level**

To establish PPPs at municipality level is a challenge itself since the legislation at national level is not encouraging such partnerships and there are no specific regulation for stimulating this kind of approach.

However Alba Iulia did start to pay attention to this instrument and over the years managed to encourage the involvement of the private sector in the development of the city. In this respect, the citadel of Alba Iulia Municipality, Alba Carolina fortress - the largest fortress in Romania became a place attractive for investors. Some of the interior spaces of the Citadel were given in concession in exchange of rehabilitating and enhancing the cultural heritage of these spaces. Two examples in this respect, one is the transformation of a weapon warehouse into a modern restaurant (<http://www.pub13.ro/>) and the other one is the birth of the first 5 stars hotel in the city – situated in the heart of the fortress (<http://www.booking.com/hotel/ro/medieval-alba-iulia.ro.html>)

#### **b) Alba Iulia Smart City 2018**

General Context:

Alba Iulia Smart City 2018 is a pilot project meant to transform Alba Iulia Municipality into the first city in Romania where integrated smart city solutions will be implemented starting with 2018 with the occasion of celebrating 100 years of the unification of Romania which took place in our city in 1918. The pilot project is implemented by the Municipality of Alba Iulia in partnership with the Ministry of Communications and Information Society. This project is unique in Romania due to the fact that it is the first smart project developed between the national government, a local public authority and private companies and also to due to the fact that all the smart city solutions proposed by companies are or will be implemented on the costs of the private companies involved and will ensure the interoperability with other smart city solution providers in the future.

The pilot project is focused on implementing at local level smart, innovative and compatible solutions, developed by the private sector, in a wide range of areas such as: smart lightning system, smart parking, smart mobility, smart citizens, e-governance, smart administration, 5G



networks, smart energy consumption, smart businesses, applications using beacons for tourism promotion, free WIFI access in all touristic public spaces, smart education projects, LORA technology, innovation labs, hackathons etc. Alba Iulia Municipality intends to establish independent partnership agreements with the representatives of the private sector who want to be involved within the project, such that all smart solutions are well integrated and compatible one with another.

So far, the Municipality established an official partnership agreement with Orange, a large company who proposed an open and interoperable platform that can be extended and adapted to the changing needs of citizens and municipalities and recently with Microsoft but is in direct communication also with other companies.

The project will greatly benefit the inhabitants of Alba Iulia Municipality, together with the business investors and the tourists visiting the city. The project Alba Iulia Smart City benefits from the technical support and interest of over 60 companies, some of which are world renowned companies like Orange Romania, Siemens, Microsoft, IBM, CISCO, ZTE, Xerox, Phillips and others.

### **The official lunching of the project Alba Iulia Smart City 2018**

The official conference of the project launch was organized on the 2<sup>nd</sup> of December 2016, in Alba Iulia, where the Communications and Information Society Officer of state attended together with the official representatives of Alba Iulia Municipality and former Communications and Information Society Officer of state.

Facebook event: <https://www.facebook.com/events/2127417904149512/>

Live streaming of the event:

First part of the event:

<https://www.facebook.com/primariaalbaiulia/videos/1499577906738580/>

Second part of the event:

<https://www.facebook.com/primariaalbaiulia/videos/1500004253362612/>

Within the project conference, the Ministry of Communications and Information Society elaborated and presented the *Guide of the Smart City Concept in Romania*, a compendium of solutions and technology based smart ITC applied at local and regional level, which can transform local communities into smart cities, having access to quality products and services,



modern health systems and education, transparent public administration for the local citizens, which can be downloaded here: <https://www.comunicatii.gov.ro/?p=8532>

## Funding the Alba Iulia Smart City Project 2018

The solutions are meant to be entirely financed and supported by the companies involved with the occasion of celebrating 100 years of Unification of Romania which was signed in Alba Iulia.

None of the project is financed through EU programs such as Horizon 2020 but of course all parties involved in the partnership are looking for funding opportunities to support as well other innovative solutions that could contribute to Alba Iulia Smart City Project 2018. Until now this project is not benefiting of any governmental, local or European Funding.

## Partnerships, collaboration or agreements under implementation

As mentioned before, until now we only have approved the collaboration with 2 companies, Orange and Microsoft, and started collaboration and discussions with other 60 companies interested:

### I. Partnership agreement approved in the Local Council and signed with ORANGE

Orange solutions for the Alba Iulia Smart City

- **Wi-Fi hotspots** provide secure Internet access in public areas such as bus hub stations, train stations, schools, and universities.
- **15 transport lines** managed by the public transport authority in Alba Iulia, equipped with secure Wi-Fi for travellers and real-time access to information regarding location, speed, and direction available to local authorities. – ALREADY ACTIVE
- A solution for **communicating with residents** via Wi-Fi hotspots and the e-alba Iulia application. These are an integral part of the e-democracy initiative for the city, through which people can give feedback to the City Hall regarding local issues.
- **Using the data** generated generated with the City Analytics solution (FullScreen Digital, Innovation Labs 2014 winner) to optimize the flow of pedestrian and vehicle traffic.
- **A LoRa WAN infrastructure** to connect applications and connected objects.



- A solution for **measuring air quality**: uRadMonitor provides information on the level of pollution in the city and its surrounding area. – ALREADY ACTIVE
- **Promote tourism** through 250 beacons (Zoniz) installed in 225 popular locations (museums, the university, the city centre, restaurants, statues, cathedrals, etc.) to facilitate interaction between these places and people. With a user friendly interface through e-alba iulia application. – ALREADY ACTIVE
- **Management of public lighting** via 100 devices provided by the company FlashNet on street lamps to remotely monitor and control the light intensity and schedule. This will also provide real-time information on public electricity consumption and alerts for malfunctioning lamps
- A **smart management system for public water distribution** thanks to 50 connected devices that will provide alerts and real-time information on public water consumption.
- **Secure access** to all components of the platform and permanent monitoring via the Business Internet Security platform.
- Through the “Innovation Labs 2017” start-up acceleration program, **developers** will be able to create new solutions and applications for the city, using the open data available through the platform.
- A solution through which residents can **announce infrastructure or public service issues** (Civic Alert). Alerts' status can be tracked in real time on the city hall's website.
- A **digital classroom** containing devices like tablets, digital educational content, and resources, as well as a digital class book. Internet access will be provided via secure and filtered Wi-Fi.

Total budget allocated by ORANGE for these solutions: approx. 200.000 euro

Orange is providing these solutions using as well the collaboration with start-ups (as the ones mentioned before Zonis, uRadMonitor etc.)

## II. Partnership Agreement approved in the Local Council with MICROSOFT

Microsoft solutions for Alba Iulia Smart City 2018:

- **Traffic monitoring and car license plate identification**





Monitoring street system: The system will ensure permanent and effective surveillance of areas of interest such as administrative and high crime areas, pedestrian crossing areas, intersections and areas agreed with the beneficiary.

The structure of the proposed system consists of a whole 5 fixed and mobile camera PTZ type that will be placed in the area of interest in Alba Iulia, which are connected to a Dispatch (monitoring point).

- **Fleet management for ambulances, waste collection equipment, and for public transportation**

iTrack is a complete solution for GPS fleet managing fleet which allows the user to view the route of each vehicle, to improve management and control drivers, to keeping track of the driving process and durations and to analysis the chronological data in order to streamline costs.

Duration 6 months after the reception of the solutions by the city

- **Municipal Energy Management**

This solution centralizes and reports on the consumption of all buildings and municipal assets. The solution will be focus on monitoring 5 buildings or areas of interest and equipment with counters, network analysers, data concentrators and communications infrastructure.

Duration 6 months after the reception of the solutions by the city

- **Access to Education anywhere and anytime for all**

The solution includes equipping a laboratory or a classroom with 15 PCs together with smart solutions dedicated to Teachers and students in order to promote modern collaborative and competitive education.

Duration: form 6 to 12 months

- **Analysis according to ISO 18091**

Support and consultancy in order to transfer knowledge to be able to self-implement the process SmartCity solutions provided by partners and to be able to read the results focus on the improvement of processes.

Duration: To be decided

- **Analysis of IT infrastructure and cyber security evaluation**



The review and consultancy process will help the local authority achieve a maximum efficiency in using resources already available by reducing redundancy, standardization processes and providing appropriate tools for users. Support in choosing the best solutions, resource optimization software, optimization of IT assets by standardizing processes, automation and definition of procedures that increase the efficiency and the staff agility.

Duration : one month after starting the solution

#### - **Support Program for Start-ups**

It is an initiative to support entrepreneurship in the race to build successful companies.

Benefits offered to start-ups: I

**Incubator for start-ups** and local accelerator in collaboration with HUB Cluj Napoca

**BizSpark:** 1 year free software development tools and sites for building Azure Cloud Services applications and business growth. Mentoring technological sessions with Microsoft representatives to train entrepreneurs in the digital age using cloud solutions to global scale.

**Facilitate partnerships** between home sites and Microsoft partners to collaborate in development of further solutions

### III. **Collaboration started with SIEMENS**

#### **Smart Cities Research elaborated by Siemens**

Siemens and Alba Iulia Municipality agreed on including Alba Iulia within the global research project *Smart Cities Research*. Through this study, Siemens specialists will analyse models of urban development for a number of areas where intelligent technologies can be implemented in accordance with strategy, future plans and ambitions of each city individually. Besides Alba Iulia, Siemens included in the study the following cities: Aberdeen (UK), Brussels (Belgium), Istanbul (Turkey) and London (UK).

The study provides a detailed analysis on financial models and benefits obtained on several axes intelligent infrastructure, depending on the priorities of each city. Infrastructure axes analysed in this study are: energy, buildings, traffic management, public transport and public safety.

More information here in Ro language:

<http://www.apulum.ro/index.php/primaria/detail/alba-iulia-siemens>



#### IV. Collaboration initiated with KAUFLAND

We did not agreed on signing a partnership agreement yet but they already donated an electric vehicle to the municipality and they already installed the first functional electric charger inside the Kaufland park place.



#### TRANSNATIONAL Experience of Alba Iulia Municipality in working with HORIZON 2020 Program

Even if we are not implementing Horizon 2020 projects meant to finance the smart solutions at community level in the context of Alba Iulia Smart City 2018, Alba Iulia Municipality is involved in several approved Horizon 2020 projects as partner, which could be connected to the Alba Iulia Smart City 2018 project, such as:

##### **Under implementation:**

1. **THERMOS (Thermal Energy Resource Modelling and Optimisation System) ID: 723636**  
Type of action: RIA (Research and Innovation action) Topic: EE-05-2016 Call: H2020-EE-2016-2017 (Energy Efficiency Call 2016-2017)

THERMOS will develop the methods, data, and tools to enable public authorities and other stakeholders to undertake more sophisticated thermal energy system planning far more rapidly and cheaply than they can today. This will amplify and accelerate the development of new low carbon heating and cooling systems across Europe, and enable faster upgrade, refurbishment and expansion of existing systems.

2. **SUITS (Supporting Urban Integrated Transport Systems: Transferable tools for authorities ) ID: 690650-2, Type of action: RIA, Call: H2020-MG-2015\_TwoStages SECOND STAGE Topic: MG-5.4-2015**





SUITS takes a sociotechnical approach to capacity building in Local Authorities and transport stakeholder organisations with special emphasis on the transfer of learning to smaller sized cities, making them more effective and resilient to change in the judicious implementation of sustainable transport measures. Key outputs will be a validated capacity building program for transport departments, and resource light learning assets (modules, e-learning material, webinars and workshops), decision support tools to assist in procurement, innovative financing, and engagement of new business partners and handling of open, real time and legacy data. SUITS argues that without capacity building and the transformation of transport departments into learning organisations, training materials will not provide the step change needed to provide innovative transport measures. Working with 9 cities to model gaps in their understanding, motivation, communication and work practices, will provide each city with a map of its own strengths and weaknesses with respect to sustainable transport planning. From this, strategies to enhance capacity, based on each authority's needs will be developed and organisations provided with the necessary techniques to increase their own capacity, mentored directly by research partners. Local champions will be trained to continue capacity building after the project. Using the CIVITAS framework for impact, the effectiveness and impact of SUITS in enabling reductions in transport problems such as congestion and pollution while improving cities capacity to grow as well as the quality of life for urban dwellers and commuters through the development of inclusive, integrated transport measures will be measured in the cities and at individual, organisational and institutional levels. All project outcomes will be disseminated in a stakeholder engagement program at local, national and EU wide levels, thereby increasing the likelihood of successful transport measures.

### **3. CPSE Labs - Cyber Physical Systems Engineering Labs –is a cluster project of European Smart Anything Everywhere Initiative financed through Horizon 2020 research and innovation program, ID: 644400.**

The CPSELabs marketplace provides an open forum for sharing platforms, architectures and SW tools for the engineering of dependable and trustworthy CPS. Focussed experiments (3-6 partners) and fast-track (12-18 months) with innovation objective. Alba Iulia Municipality is a City where one of the experiment Cities. This is a smart city project and could be linked to the smart city initiative Alba Iulia Smart City 2018 and the funding is under 5000 euros for cities experiments.

**Other Horizon 2020 projects approved (the preparation of the grant agreement already started):**



**1. Metamorphosis, Transformation of neighbourhoods in a child-friendly way to increase the quality of life for all citizens, Topic MG-4.5-2016 Call Identifier H2020-MG-2016-2017 Type of Action RIA, ID: 723375-2**

Metamorphosis is on transforming neighbourhoods with a focus on children. Metamorphosis starts from the premise that when a neighbourhood has many children on its public spaces, this is a major indicator that it is well designed as a sustainable neighbourhood. The word sustainability itself is already inseparably combined with children as it implicates “designed for the next generations”. Thus Metamorphosis will address the challenges of the topic 4.5 from this perspective and will thus:

- Transform car-oriented neighbourhoods into children-friendly neighbourhoods achieving behavioural change and increase in the quality of life
- Build the vision needed for such transformations
- Answer basic research questions related to neighbourhood transformation
- Achieve creative breakthrough innovations – in development, in design, in governance and in planning procedures – for public spaces in neighbourhoods and urban districts
- Through the above described mechanisms, develop and implement children friendly mobility solutions
- Evaluate take-up, involvement, process and impacts using innovative evaluation methodologies
- Develop and implement innovative transfer instruments to transfer Metamorphosis-innovations from city to city and country to country, also beyond the duration of the project Children can help to develop positive emotions for the neighbourhood (and this is a key issue, as behaviour and decisions are mostly determined by emotions, and only to a much lesser degree by rational arguments such as cost-benefit). Thus: - children can easily find a direct way to their parent’s hearts - to be against children’s needs and demands isn’t socially well accepted Metamorphosis will include trial implementation cities with completely different neighbourhoods. Each city will participate with up to four different neighbourhoods, selected to have a wide variety: in size, structure, density and diversity.



## 2. PlastiCircle, Improvement of the plastic packaging waste chain from a circular economy approach, ID: 730292-2, Topic: CIRC-01-2016-2017, Type of action: IA (Innovation action)

PlastiCircle aims to develop and implement a holistic process to increase recycling rates of packaging waste in Europe. This will allow reprocessing plastic waste in the same value chain (i.e. Circular economy; closure of plastic loop). This process is based on four axes: collection (to increase quantity of packaging collected), transport (to reduce costs of recovered plastic), sorting (to increase quality of recovered plastic), and valorisation in value-added products (i.e. foam boards, automotive parts like engine covers/bumpers/dashboards, bituminous roofing membranes, garbage bags, asphalt sheets/roofing felts and urban furniture like fences/benches/protection walls).

**Other Horizon 2020 initiative:** Due to the fact that we are very interested to learn from other cities across Europe in terms of smart city solutions, Alba Iulia is also active in another project financed through Horizon 2020 program but not having the quality of project partner but only of member in City Interest Group. The project is GrowSmarter, transforming cities for a smart, sustainable Europe, 'Smart cities and communities' under the Horizon 2020 funding stream. (<http://www.grow-smarter.eu/home/>). The project brings together cities and industry to integrate and demonstrate '12 smart city solutions' in energy, infrastructure and transport, to provide other cities with valuable insights on how they work in practice and opportunities for replication.

### **Previous smart city initiatives implemented in Alba Iulia Municipality (before the Alba Iulia Smart City 2018 initiative):**

- a) **Ensuring the energetically sustainability of 4 public institutions of Alba Iulia Municipality:** Technical College "Dorin Pavel", Community Centre for Elderly, Daylight Centre for Elderly, Programs Direction of the City Hall, by producing electrical energy using the captive solar potential by assembling, operating and interconnecting with the national Energetic System of 1714 photovoltaic panels, with an cumulated installed power of 257 kW co financed by the European Union and the Romanian Government.
- b) **STP Alba - The smartest Public Transportation system available in Romania is in Alba Iulia**
  - The company introduced the possibility to pay the ride via SMS
  - STP introduced the urban mobility cards for all travellers and a modern electronic ticketing.





- STP is the only company in Romania which uses validation systems based on the GPS position of the customer in the relation with the tariff zones. The farthest tariff zone is situated 41 km from Alba Iulia.
- The company is concerned with innovation and research in the relation with the environment. STP is the first Romanian PT operator to use of bio-fuels in urban passenger transport. The project was developed in 2007, under European Union support, having as a partner the Technical University of Cluj Napoca (the main University from Transylvania). STP began a collaboration (September 2011) with the inventor Cornelius Birtok Baneasa, author of a special air filter that reduces fuel consumption and increases engine power. On one of the buses STP was installed experimentally such a filter, observing, after about two weeks, a reduction of almost 11% less, without registering other side effects. Collaboration will continued by extending the experiment to other buses in the fleet.
- The project “Smart Move in The Metropolitan Area of Alba Iulia” was a big challenge for the company because it was for the first time in Romania when a PT operator and the local administration introduced the Metropolitan transport. Our Metropolitan Transport System is perfectly functional and it is the first one ever implemented in Romania. STP is the only company in Romania which uses validation systems based on the GPS position of the customer in the relation with the tariff zones. STP is member of: și Intercommunity Development Association for Public Transport was created in order to manage the public transport in the area. The partners of STP Alba Iulia are: the local administrations of (local councils) of Alba Iulia, Ciugud, Sintimbru, Intregalde, Galda de Jos, Cricau and Ighiu. The Metropolitan PT was introduces since October 2012. The project will last at least 6 years (duration of the contract). All the actions of STP Alba Iulia were focused on the increasing the quality of service and the success of the project

- Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:

The main responsible organizations responsible for cultural heritage/tourism management and their role are:

1. **National Centre for Information and Tourism Promotion:** It was founded by the Municipality of Alba Iulia after implementing a project with European funding worth almost 100,000 euros. Is located inside the Fortress Alba Carolina, on the west side, Alley St. Capistrano, no. 28. The Centre is aimed to help to promote tourism potential (local, regional, and national) of Romania abroad, stimulating increased attractiveness for tourism and business through an integrated and computerized system. So the tourists have the opportunity to find, as efficiently as possible, ways to spend their time.
2. **The National Union Museum of Alba Iulia: Union Museum in Alba Iulia** is located in the building "Babylon" in front of Union Hall. The building was built in the spirit of romantic





architecture between 1851 and 1853 for military purposes. The two floors with over 100 rooms of the building were used as housing for flag officers, and then refurbished as a museum space in the period 1967-1968. Union Hall is inciting the former Army House, built between 1898 and 1900 and is the room where the December 1, 1918 gathered 1228 delegates who voted unirea Transilvaniei, Banat, Maramures and Hungarian parties in Romania. The museum's collections include some 200,000 objects of heritage and its library holds about 70,000 volumes. Museum publishes an annual publication "Apvlvm. Acta Musei Apulensis "and in 1994 began publishing the series of specialized" Musei Biblioteka Apulensis ".

3. **Principia Museum:** Exhibition space Principia was conducted within the project Rehabilitation Historical Centre Alba Iulia, Vauban fortification - roadways, exterior lighting and street furniture - the interior: change the design theme while running the AC 222/2010 for:

1. Reconstruction public toilet and enhance the medieval wall;
2. Preservation and enhancement of the Roman road - Via Principalis;
3. Conservation, restoration and enhancement of Roman remains (headquarters building Legion XIII Gemina) - North Park area Custozza.

In the present, the main museum's exhibition is an archaeological site restored, subordinated to Alba Iulia Municipality. The main functions of the exhibition space are: the management and conservation of cultural heritage; scientific research, recording and documentation, protecting and promoting the museums heritage; valorisation of the heritage museum for purposes of study, education and recreation.

4. **1 Decembrie 1918 University of Alba Iulia:** The University was founded in 1991. The mission of the University "1 December 1918" Alba Iulia, undertaken by the University Charter and enshrined the institution is defined in its essential dimensions of national and European significance of Alba Iulia and the area. The mission of the University derives from the richness and value of treasure historical, scientific and cultural accumulated and preserved in Alba Iulia and is justified by the necessity of recovering and valuing tradition, historic, cultural and human potential by preparing the young generation, the development of scientific research and the creation of values, to reduce and gradually eliminate the gap between, Alba Iulia as a national symbol and European reality.

- Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):

The investments in the last few years in tourism had a real impact on increased number of visitors of Alba Carolina Citadel:



- Visitors at the museum 2013: 91608;
- Visitors at the museum 2014: 128958;
- Visitors at the museum 2015: 154700;
- Visitors at the museum 2016: 167200;
- Overnights in 2011: 59510;
- Overnights 2014: 78336;
- Overnights 2015 : 111446;
- Accommodation capacity in 2009: 612;
- Accommodation capacity in 2014: 941;
- Accommodation capacity in 2015: 1186;
- 18 travel agencies;
- 68 accommodation units;
- More than 41 restaurants.

## 2. About your strategy

Describe your strategy:

- **title/name:**

Different strategic documents at local level, assumed by the Municipality where the actions of the INT-HERIT fit into:

- **The Integrated Urban Development Strategy for 2020:** Alba Iulia Municipality has an Integrated Urban Development Strategy for 2020 which covers as well the cultural management of the city and the cultural development at short, medium and long term (<https://www.dropbox.com/sh/jayulqz8rzgizep/AADocG4ZoFJQj-OOTmPeFivla?dl=0>). In this Strategy Alba Iulia is projected to become a city for tourists, a city for citizens and a city for investors in 2020. This is the main one to refer to during the INT-HERIT Project.

Complementary Strategies (which demonstrates the integrated approach)

- **Local Action Plan focused on City Marketing:** During the implementation of the CityLOGO project (<http://urbact.eu/citylogo> ), Alba Iulia Municipality realized a Local Action Plan focused on City Marketing, Most of the actions in the Local Action Plan are focused on tourism development, culture preservation and promotion and one of the main action was about Regaining the statute of a capital, Alba Iulia being the place where in 1918 the Unification of Romania was signed.





- **The cultural strategy realized for the candidature of the City of Alba Iulia to the title of the European Capital of Culture 2021 ECoC2021:** Alba Iulia was among the 14<sup>th</sup> cities applying for the title but unfortunately it did not succeed to reach the short list. ([http://www.capitalaculturala2021.ro/Files/dosare/alba%20iulia/Alba\\_Iulia\\_CCE\\_ENG\\_scan.pdf](http://www.capitalaculturala2021.ro/Files/dosare/alba%20iulia/Alba_Iulia_CCE_ENG_scan.pdf) ). Even if the city didn't reach the short list, it is included in the *European Cities Program* of the Ministry of Culture, which is going to include the cities where not selected for the ECoC2021. In this respect, the Ministry of culture will support (partially financial but with human resources one action included in the Bid book for ECoC2021). A collaboration agreement will be signed between Alba Iulia and the Ministry of Culture, and an official commitment between the two institutions will be made as well on the 2 events that we intend to implement during the project proposal if approved.
- **The prioritization of the investment projects of Alba Iulia Municipality for 2020:** the document is another relevant strategy is the one realized by the World Bank ([http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2015/07/02/090224b082fca8ef/1\\_0/Rendered/PDF/AlbaIulia000p0zation0for0201402020.pdf](http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2015/07/02/090224b082fca8ef/1_0/Rendered/PDF/AlbaIulia000p0zation0for0201402020.pdf)), where the cultural dimension is also taken into consideration as main pillar for development.

Concerning the rehabilitation of the Princely Palace, the Municipality the project passed the eligibility evaluation within the Regional Operational Programme 2014 – 2020, it received positive technical evaluation, 95 points from 100, the contract will be signed soon, as well as the implementation will start.

#### **Information about the historical and cultural dimension of the Princely Palace:**

The construction of the Princely Palace which started in the middle of the XIV<sup>th</sup> century was made on the settlement of the former bishop palace. The process of the construction was realized in successive stages and the maximum development was reached in the XV<sup>th</sup> century, when the wings of the building were developed along 3 inner courtyards. After 1541, the building becomes the residence of Queen Isabella and Ioan Sigismund Prince who perform minimal restoration works. Only after 1556 the building is transformed into an actual princely palace, when complex restoration works are developed by Sigismund Bathory with specialized workmen.

The Princely Palace is also the place of residence of Michael the Brave (Mihai Viteazul). After his death, several battles and conflagrations contribute to the degradation of the building. Gabriel



Bethlen is the one who begins the process of rebuilding the palace, with important and qualitative works. During 1658-1662, the Ottoman attacks produced massive destructions on the building. During the Habsburg governance, several functionalities are assigned to the building: the eastern part becomes a barrack; the western part is transformed into the Roman-Catholic residence of the bishop.

### **Information about the project proposal for rehabilitation and revitalisation of the Princely Palace (E body):**

The construction of the Princely Palace is currently under the administration of Alba Iulia Municipality, and it is included in a restoration project proposal within the Regional Operational Programme 2014-2020. The project is entitled *Sustainable conservation, restoration and valorisation of the Princely Palace from Alba Iulia – Exhibition centre in the "E" wing – the main body of the building*. The proposed project has a high importance for the development of the local community due to the outstanding cultural and historical value of the building, which is an important architectonic complex situated in the middle of the historic Citadel Alba Carolina. The implementation of this project during the INT-HERIT is conditioned by the final evaluation of the rehabilitation of the Princely Palace by the Managing Authority of the Regional Operational Programme 2014-2020.

The building is historical monument of class "A" and is included within the List of Historical Monuments with the code AB-II-m-A-0013, at number 253, as part of the national cultural heritage with the title of Princely Palace. It is formed by 7 bodies (identified as A, B, C, D, E, F and G). The main intervention works within the project proposal refer to the restoration, consolidation and re-arrangement of the E body, which is the main body of the building, at basement level, ground floor and first floor. The existing situation is described as follows: the total net area from basement floor, ground floor and first floor is about 2160 sqm, and the corresponding built area (gross area) is about 3.110 sqm.

The function proposed for the E body within the project is an exhibition centre. The project covers specialized intervention works upon the artistic components: restoration and conservation of the architectural elements (doors and windows frames, modelled stones etc.), restoration and valorisation of the mural decorations recently discovered in several rooms, conservation and valorisation of the paintings from the XVIII-XIX<sup>th</sup> centuries, the development of the parietal stratigraphic works and inspections according to the archaeological investigations and also other investigations, conservation and valorisation of the discovered old elements (Gothic portal frame and arcade, Baroque portal frame and arcade, old writing in stones from the Roman, Gothic, Renaissance and Baroque period, identified niches, wooden and stone steps, frames from the former heating system etc.). For heating and cooling the proposed spaces, the project proposes ventilation installations which operate in direct expansion, formed by interconnected interior and exterior units.



### - what is the local policy challenge that the city's Integrated strategies/ action plan addresses?

The local policy challenge that the integrated strategies and action plans of Alba Iulia are addressing are mainly referring to ***the revitalization of the local heritage***. According to the historical monuments list in Romania approved by the Romanian Ministry of Culture, Alba Iulia Municipality remains one of the most important historical monuments of Romania while Alba Carolina Citadel, the largest citadel in Romania and unique in Europe for its Architectural patterns, with all its interior and exterior spaces, Ravelines and Bastions is included within the *national heritage interest monuments list, of national and universal value* (<http://patrimoniu.gov.ro/images/lmi-2015/LMI-AB.pdf> - point 1 to 7).

Moreover, through the 26th Decision of the Romanian Parliament from 30 November 1994, Alba Iulia Municipality is officially considered to be *The Citadel - Symbol of the Greatest Unification of the Romanian Nation* (<http://lege5.ro/Gratuit/qu3tmoi/hotararea-nr-26-1994-privind-declararea-municipiului-alba-iulia-cetate-simbol-a-marii-uniri-a-romanilor>). The development of the city is concentrated around the citadel as development core.

By organizing Alba Iulia 100 – Centenary, the Municipality can actively involve the local citizens in the proposed activities and stimulate local pride, thus contributing to the development of a cultural identity of the city.

All these actions will contribute to the ***development of the local community*** with respect to the economic, cultural and touristic dimension of the city, therefore increasing the number of tourists.

### - what are the objectives of Integrated strategy/action plan?

The vision of Alba Iulia Municipality is **to become a more attractive city to live, work and invest in by 2020**. The local public authority is focused on transforming Alba Iulia into *a city of the inhabitants, a city for tourists, a city for investors*. More specifically, the objectives of the Municipality promoted within the elaborated strategy and action plans are correlated with the thematic objectives defined by the EU for the 2014-2020 financial programming period, as follows:

1. **Alba Iulia, a SMART, accessible and cohesive city:** development, modernization and investment in transport, ICT infrastructure, education, health, social services infrastructure, culture, sport and recreation, urban regeneration.
2. **Alba Iulia, a GREEN CITY with efficient public services:** development, modernization and investment in quality housing for all, public services infrastructure, sustainable urban environment, public administration.



3. **Alba Iulia, a COMPETITIVE and CREATIVE city:** research and development, innovation, and technological development; cluster creation in key economic sectors; using ICT tools to strengthen local trade sector; improving the competitiveness of SMEs; improving competitiveness of agricultural sector in AIDA region (AIDA is the metropolitan area formed by Alba Iulia municipality and Ciugud, Santimbru, Ighiu, Cricau, Galda de Jos and Intregalde villages).
4. **Alba Iulia, a European CULTURAL and TOURIST ATTRACTION:** an important number of individual projects are proposed under this strategic objective, with potential sources of non-reimbursable funding during the 2014-2020 period.

As resume, Alba Iulia Municipality for 2020 is a city for tourists, for citizens and for investors.

**- when was this integrated strategy/ action plan designed? What period does it cover?**

- The Integrated Urban Development Strategy for 2020 was elaborated in 2014 and it covers the 2014-2020 period.
- The Local Action Plan focused on City Marketing developed under CityLogo project was elaborated in 2015 and is focused on medium and long term, developed under 7 key pillars of growth, working lines and set of initiatives:
  - KP1: Tourism: a digital & design-centric approach for attracting visitors
  - KP2: Connecting with local community: implementing direct democracy systems
  - KP3: Becoming one of the education capitals of Transylvania
  - KP4: Stimulating local economy: start up incubator & brand building tools
  - KP5: Symbolic actions: positioning the city as an ecumenical capital
  - KP6: Symbolic action: lobby for an 'alternative capital' (juridical capital)
  - KP7: Symbolic action: bringing the national day back to Alba Iulia.
- The cultural strategy realized for the candidature of the City of Alba Iulia to the title of the European Capital of Culture 2021 ECoC2021 was realized at the beginning of 2016, and it covers the period 2016-2021.
- The prioritization of the investment projects of Alba Iulia Municipality was elaborated with experts from the World Bank in 2015 and it covers the financial programme from the EU from 2014 to 2020. A shortlist of 40 projects were thus prioritized out of a list of more than 350 projects concerning the development of the local community. The total value of the identified 40 projects is about 405 millions of euro.



## - what are the main actions/ measures included in this strategy/action plan?

Concerning the cultural event *Alba Iulia 100*, the Municipality will organize 2 events with the participation of the public, to reach world records:

### 1. **The largest Waltz** registered in the Guinness Book in 2018 – year of the centenary of the Unification of Romania

In 2018 the Municipality will organize the largest Waltz in the largest cultural scene in Europe in the company of Austrian soldiers. If in 2009 Alba Iulia reached the world record for the largest human hug, in 2018 we will reach a new world record involving more than 4000 people dancing Waltz inside the entrenchments of Alba Carolina Citadel, a forbidden place in the past, open to the public now. To the event we will invite as well partners from abroad and European officials. We expect to gather **2000 couples to register** for dancing. The event will enhance the visibility of the largest citadel of Romania.

In order to create an authentic atmosphere, all the participants will wear Austrian outfits specific to the 18th century, outfits that the persons will be invited to bring along with them.

The event already have a pre-approval of the event, from the Guinness Book, Alba Iulia Municipality followed the procedure to preregister the event, following the Guinness Book regulation.

The largest waltz until now was achieved by 1,510 couples at an event organized by Radio Kameleon in Freedom Square in Tuzla, Bosnia and Herzegovina, on 7 May 2010. Participants were pre-registered and checked in at the event as couples.

### 2. **The largest HORA** (traditional Romanian Dance Music) in 2018 – the year of the centenary of the Unification of Romania.

In 2018, which represents the anniversary of 100 years since the national unification of Romania, the municipality would like to organize the largest HORA in the city where the Unification of Romania took place. We expect to gather **15000 persons to register** for dancing.

In order to create an authentic atmosphere, all the participants will wear traditional outfits, outfits that the persons will be invited to bring along with them.

The largest hora dance involved 13,828 participants who danced in the town of Slatina, Romania on 24 January 2006 to celebrate the Day of Union.



In order to achieve its main goal concerning these two world record events, the Municipality will establish partnerships with relevant actors such as representatives of the cultural and artistic domain (dance groups and associations, theatre groups, cultural NGOs and associations), economic domain (entrepreneurs, private entities etc.), representatives of the schools and high schools in Alba Iulia, decision makers within the local and central public authorities.

The organization of the two events includes the renting and implementation of a professional sound system within the Citadel which can ensure the optimum sound propagation in every location of the Citadel. The Municipality would also like to invite a representative of the Guinness World Records to participate at the event and to check that all the necessary conditions are fulfilled, in order to declare the new largest waltz in the world.

Concerning the rehabilitation and revitalization of the Princely Palace, the main measures taken into account refer to the rehabilitation of the E body within the building, according to the existing specific legislation concerning historical monuments. The project covers specialized intervention works upon the artistic components of the building. The implementation of this project during the INT-HERIT is conditioned by the final evaluation of the rehabilitation of the Princely Palace by the Managing Authority of the Regional Operational Programme 2014-2020.

#### **- what are the main expected results of the strategy/ action plan?**

In the year of 2018 when Romania will celebrate its 100<sup>th</sup> anniversary, the two major cultural events proposed within the project will be organized in Alba Iulia. Taking into consideration that Alba Iulia is the place of birth of modern Romania, our city will be in the centre of attention at both local and national scale, due to its rich history and important cultural heritage. The impact on the local community of the proposed activities will be associated to the scale of the cultural events, with the involvement of the local community and also with the number of tourists coming to Alba Iulia.

The main result of the rehabilitation and revitalization project of the Princely Palace is the development of an exhibition centre within the heart of Alba Carolina Citadel, which will become a functional space for the local residents and also a tourist attraction. One of the most important administrative buildings of Transylvania will be brought to life.

#### **- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)**

The area that the strategy covers is focused is the *municipality*. The local community is formed by more than 63.000 inhabitants, who are actively involved in the cultural life of the city and mainly of the Citadel.



In this respect, several examples of cultural events organized with the citizens can be mentioned, such as: *the Great Hug from Alba Iulia* - officially recognized by the Guinness Book of Records as the largest human hug in history, during which 10.000 people hugged the Alba Carolina Citadel. Another relevant project stimulating the active citizenship and volunteering is *the Roman and Dacian Guard*, two re-enactment groups where the participation of the permanent soldiers in different events is on voluntary basis. Moreover, *the Great Appearance* is in homage brought to the inhabitants the gratitude and appreciation of the local authorities, making them part of a giant logo of the city representing the shape of the citadel, with more than 1.000 pictures of the inhabitants as a puzzle of the logo.

Moreover, Alba Iulia is member of the Intercommunity Development Association AIDA, formed of 11 communes and cities, so the events are also opened for residents from the conurbation area.

**- what financial resources have been allocated to your integrated strategy/action plan?**

- Local Budget – commitment of the Mayor of Alba Iulia + approval of the Local Council for the implementation of the INT-HERIT project (also approves the funds needed for the actions of the project)
- The Regional Operational Programme 2014-2020
- Sponsorships / Mecenat (local and/or national)
- Public-private partnerships.

**- Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.**

Level 1 "Macro"	Level 2 "Meso"	Level 3 "Micro"	Level 4
Global objective	Sub-objective	Main actions	Challenges
Reconnect the cultural heritage with the city of Alba Iulia and enhancement of cultural heritage of Alba Iulia Municipality	1. Creating new cultural facilities inside the largest citadel in Romania. 2. Increasing the visibility of Alba Iulia as tourist destination	Ensuring the functionality of spaces which were abandoned during the past years. Organising innovative cultural events for citizens	- How to stimulate the use of the new rehabilitated and functional spaces? - Which typology of businesses are compatible with which type of heritage? - How to tune moral ownership of the public (heritage with public function before valorisation) with legal ownership of future private end-users? - How to attract private donors and mecenat? - How to involve the relevant stakeholders in the cultural project of the city - How to make the actions visible to citizens and other relevant stakeholders?



### 3. Implementation challenges

1. Mandatory Challenges	How would you define this challenge for your city?
2. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>Delivering a strategy and their actions in a sustainable matter is a challenge at community level. A cultural project will be sustainable at the moment when it is integrated in a general development context (social, economic and environmental).</p> <p>Alba Iulia Municipality will focus during the implementation of the INT-HERIT project on integrating the actions in local, regional, national and international context.</p> <p>Moreover, Alba Iulia Municipality will focus on:</p> <ul style="list-style-type: none"> <li>• Connecting the actions of the municipality dedicated to the celebration of 100 of Unification with regional and national initiatives. Involving stakeholders from regional and national level into the actions of the municipality.</li> <li>• Concerning the rehabilitation of the local heritage of National importance, the challenge is to contribute to the reunification of the national heritage in a sustainable manner and including it in new cultural routes, in research activities and educational activities.</li> </ul>
3. Maintaining involvement of local stakeholders and organising decision-making for delivery	<p>Involving several stakeholders in the municipality who can affect the implementation of the actions from the strategy reflects a coherent approach in delivering the strategy. The involvement of the relevant stakeholders in the process of realizing the strategy is not enough, they should influence also the implementation of the strategy and its actions. In this respect, Alba Iulia Municipality will focus on:</p> <ul style="list-style-type: none"> <li>• Generating new world records through the participation of citizens</li> <li>• Involving different stakeholders to the implementation for enhancing the results and for bringing added value</li> <li>• Increasing the appreciation of the citizens for their city and especially for the local heritage</li> <li>• Increasing the awareness of citizens and nationals on the importance of Alba Iulia in the history of Romania</li> </ul>
4. Setting up efficient indicators & monitoring systems to measure performance	<p>In order to ensure a relevant monitoring and evaluation, Alba Iulia Municipality will focus on :</p> <ul style="list-style-type: none"> <li>• using the most efficient instruments for measuring the impact</li> <li>• generating lessons to be learned in the future for the implementation</li> </ul>



	<ul style="list-style-type: none"> <li>• involving local stakeholders for measuring the impact of the actions proposed (focus groups with historians, experts, locals etc.)</li> <li>• Comparing the evolution of indicators (number of people involved in similar actions during last years, number of visitors of the rehabilitated spaces compared to the year before the rehabilitation, involving transnational partners in the process of measuring the impact etc.)</li> <li>• Identifying new instruments for measuring impact (social media campaigns, innovative questionnaires, interviews, mass media appearances etc.)</li> </ul>
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### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
5. Moving from strategy to operational action-plan	<p>In order to ensure the materialization of the strategy's actions into a coherent operational and functional action, Alba Iulia Municipality will focus on :</p> <ul style="list-style-type: none"> <li>• Establishing efficient communication of the action before the implementation, during the implementation and afterwards</li> <li>• involving relevant stakeholders to materialize the actions in the strategy</li> <li>• identifying risks and risk management</li> <li>• identifying the relevant human resources to be involved in the implementation of the actions</li> <li>• motivating the stakeholders that could influence their participation</li> <li>• communicating the political commitment</li> </ul>	1
6. Setting up Public Private Partnerships for delivery	Public partnerships in Alba Iulia Municipality is a challenge due to the legal framework in Romania that does not encourage these kinds of partnerships. However PPP will play an important role in the implementation process and during the project implementation the	1



	<p>lessons learned from the other cities will contribute to bring value to the project.</p> <p>At local level during the project implementation Alba Iulia Municipality will also focus on:</p> <ul style="list-style-type: none"> <li>• how to develop public private partnerships when the national legislation does not support this kind of collaboration</li> <li>• how to stimulate the involvement of the private sector of the development of public actions</li> <li>• attract partners from private area to the implementation of the actions</li> <li>• public private partnerships for communicating results</li> <li>• public private partnerships for the implementation of public events (encouraging mecenat)</li> <li>• encouraging CSR</li> <li>• convincing private sector to be more involved in the actions of the municipality concerning rehabilitation and enhancing of the local heritage</li> </ul>	
7. Designing smart public procurement frameworks		4
8. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	<p>For the implementation of the strategy's actions taken into consideration for the INT-HERIT project, Alba Iulia Municipality will seek to attract also other sources of financing meant to enhance the impact of the project implementation. Moreover, Alba Iulia will focus on ensuring the efficient use of the funding allocated to the actions, efficient cost-benefice analysis, generating savings that could enhance the results or bring added value etc. which itself is a challenge for the project implementation</p>	2



#### 4. URBACT Local Group

- a) **Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?**

Alba Iulia Municipality:

- Director of the Investments Department
- Representatives of the National Museum of Unification
- Representatives of the Tourist Informational Centre
- Representatives of the University of Alba Iulia
- Representative of the Batthyaneum Library, one of the most important library in Romania
- Representatives of the Creative Quarter Carolina
- Representatives of the Local Theatre Group SKEPSIS
- Representatives of the Alba Iulia Direction for Culture
- Representatives of the Managing Authority for the Regional Operational Programme
- Representatives from Alba Iulia Municipality (Director of the Investments Department, Communication Counsellor, Persons in charge with the social media instruments and the official communication channels of the city, Director of the Program Direction)
- 

- b) **How will the ULG engage in transnational network activities?**

Depending on the transnational exchanges events, they will participate in transnational visits, but also during the ULG meetings they will be given relevant information on the network activities. Also their involvement in will be shared during the transnational events.

#### 5. Capacity-Building needs

- a) **5.1 Learning needs**

Please tick the most relevant box:

- ☐ We have experience tackling this type of policy challenge/ problem
- ☐ We have some experience to share but a lot to learn
- X ☒ We want to be involved in this network to learn from other parts of Europe

- a) Please list any specific learning need if relevant:

-public private partnerships establishment in accordance with national legislation

- b) **5.2 Experience**

- a) Please tick the most relevant box:





- ☐ We have successfully implemented policies/ actions related to this policy challenge but we know we can improve
- ☐ We have started to address this issue at local level
- X We do not have much experience in this field

b) Please list any specific policy approach/ project related to the network topic that could be shared with the partners if relevant:

**c) 5.3 Exchange of Knowledge**

a) Please tick the most relevant box:

- ☐ We think we have some practice(s) that could be regarded as “good practice(s)” in European
- ☐ We have practice(s) but we are not sure it is/ they are so good
- X We do not have any specific practice, we want to develop one – this is why we joined this network

b) Please list any specific “good practice(s)” that could be shared at network level if relevant:

**d) 5.4 Capacity Building**

a) **What specific capacity building needs have been identified by the partner?**

- Cultural management training at institutional level in order to ensure the enlarged development vision of the cultural sector in the city in a coherent manner and integrated at local, national and international level.
- New ITC skills at all levels of the community, digital skills of the employees of the municipality in order to manage and to enhance the local heritage of the city is also a specific need in terms of capacity building
- Enhance the communication between the departments at municipality level

**6. URBACT Programme Indicator**

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 7





Participation (1-10):6

Project management (1-10): 9

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

The city has been identified as an urban authority under article 7 and is scheduled to become a Managing Authority in the Regional Operational Program funded under the ERDF.

The Municipality of Alba Iulia has received a mandate to become a secondary Intermediate Body-Managing Authority through the Integrated Strategy for Urban Development (ISUD), and now must fulfil this.

The Integrated Strategy for Urban Development is the framework through which Alba Iulia Municipality is implementing several projects planned in the Regional Operational Program, (particularly under the Axis 4 – Supporting the Development of Sustainable Urban Development).

The Development Strategy of Alba Iulia, has already presented the strategic vision of the development of Alba Iulia and its larger Microregion, in the period 2014 – 2020.

By the end of 2017 Alba Iulia Municipality will become an Urban Authority and will manage certain funds by the end of 2020.

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**





1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## DODONI

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

The region of Dodoni Municipality covers an area of 658,880 acres and a population of 10,130 inhabitants of Greek ethnicity.

It is consisted of 4 municipal sections numbering 56 local communities and more than 120 settlements, as shown below:

- Municipality Area of Aghios Dimitrios: 4,573 inhabitants (real population)
- Municipality Area of Dodoni: 1,473 inhabitants
- Municipality Area of Lakka Souli: 2.538 inhabitants
- Municipality Area of Sellon: 1,546 inhabitants

The highest average age in Dodoni is around 53.6 years.

During the Population-Housing Census of 2011, the economically active population of the country stood at 4,586,636 people (70% men & 30% women) while the inactive population totalled 6.229.650 people (50% men & 50% women).

The activity that gathers the largest participation is "Agriculture - Forestry and Fisheries". Next on the list is "Wholesale and retail trade; Repair of Motor vehicles and Motorcycle", while much of the economic activity is in the category "Other Sectors".

The economic activity sectors with the lowest participation are "Administrative and Support Service Activities", "Education" and "Transport & Storage".

#### 1.2 Partner Specific indicators

- Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year)	45.000
Investment	Estimated budget allocated to cultural heritage/tourism (last know year)	CAN NOT BE MEASURED
Sector size (nr)	Number of companies in the cultural heritage/tourism sector	76
Sector size (amount)	Estimated sales of companies in cultural heritage/tourism sectors	CAN NOT BE MEASURED



- **Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city):**

The main cultural and tourist assets in Dodoni are:

- The archaeological site of Dodoni (includes the following monuments: the Sacred House, the Temple of Dioni, the Temple of Themis, the Temple of Hercules, the Temple of Afrodite, the Prytaneion, the Ancient Stadium, the Vouleftirion, the Acropolis of Dodoni, the theatre of Dodoni, the Oracle)
- Museums such as the Folklore Museum of Polygyros (traditional objects and costumes that mirror the history and the traditions of Dodoni are exposed), the Folklore Museum of Meliggoi (several items that show the way of life and tools the habitants used in their everyday life are exposed), the Experiential Folklore Museum of Perdika (several spaces that depict the everyday of life have been created, like shepherd huts, small winery, home bread laboratory) , the War Museum 1912- 1913(photos of military operations, uniforms and various military relics are exposed)
- several churches, like church of Agia Kiriaki, church of Agios Nikolaos, church of Agia Paraskevi, church of St. Ioannis Prodromos.
- archaeological sites, like "Emin Aga" Chani, Citadel of Kopani, Citadel of Myrodafni, Watermill, Stone bridge at the point of "Megas Lakkos".
- mountain trails in Olytsika and riverside trails in Acheron.

- **Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:**

Several organizations protect and develop all types of tourism in Greece. The most important are:

- National Tourism Organization. It has been the driving force behind the rise in the number of tourists visiting Greece since the 1950s and continues to expand the country's reputation as a tourist destination through its advertising campaigns.
- Association of Greek Exhibition and Conference Organizers (A.G.E.C.O). The aim of this organization is to endorse best practices and bring about a wholesome development in the entire exhibition and conference industry of the country.
- Association of Greek Tourist Enterprises (S.E.T.E). SETE aims at constantly boosting competitiveness and demonstrating the key role of tourism in the Greek economy and represents national sectorial associations of tourism businesses as well as individual



businesses involved in the tourism economy in general covering the entire range of tourism activities.

- Association of Greek Incoming Tour Operators (GITO) .This is the state body of the tourism sector with the main task of organization, development and promotion of tourism in Greece by exploiting all the possibilities of the country, following tourism promotional activities in Greece and abroad.
- Greek Chamber of Tourism (it is the institutional consultant of the Government as far as tourism and hospitality issues are concerned).
- Greek Chamber of Commerce (aims at the creation of a new type of growth that will depend more on the production of internationally competitive products and services and less on individual consumption).
- Region of Epirus (aims to attract more domestic and international tourists and extend the season, to promote alternative forms of tourism as well as adventure tourism options).
- Municipalities of Epirus
- **Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):**

The following tables display hotels and restaurants In Dodoni. The transport structure comprises Airport and Bus Station, both near Dodoni.

Name accommodation	Kind of accom. (Hotel, Youth Hostel, Refuge,	Number of rooms/beds
Guesthouse Anthoula	Guesthouse	9 rooms
Mirtali Art Hotel	Hotel	9 rooms
Prytaneio Design Hotel	Hotel	12 rooms
Thea Dodoni	Hotel	5 rooms
Filyra	Hotel	
AAR Hotel	Hotel	26 rooms

Name restaurant	Kind of tavern
Prytaneio Design Hotel	Restaurant
Filyra	Restaurant



Mirtali Art Hotel	Restaurant
Thea Dodoni	Restaurant
AAR Hotel	Hotel

## 2. About your strategy

### Describe your strategy:

#### - title/name:

The city of Dodoni is committed to be Project Partner in the activities of the URBACT Implementation network proposal entitled INT-HERIT. Implementation Network of Heritage Strategies in small and medium-sized European cities, led by Municipality of BAENA (SPAIN).

#### - what is the local policy challenge that the city's Integrated strategies/ action plan addresses?

Municipality of Dodoni faces economic, demographic and social problems. At the same time, the region has exceptional natural and cultural landmarks, which has not yet been full valorised for development purposes. The systematic and sustainable valorisation of the cultural heritage can contribute to the economic progress of the region. The Municipality of Dodoni presents infinite possibilities of exploiting cultural, historical, natural and gastronomic reserve. This is a great challenge because the importance of culture, highlighted in so many documents, has to be confirmed now, in these times of crisis, in terms of policy and actions, which is an extremely difficult task.

In other words, the challenge is to provide a unique, special, and participatory tourist experience that will bring with it jobs and economic development in terms of investment in a range of initiatives. The challenge is further complicated by the need to preserve the cultural resources, offer an authentic experience, respect the social and cultural way of life of the host community all the while ensuring the sustainability and authenticity of the tourist product.

It is stated as a very important issue for the municipality to meet the challenges of the cultural sector with a strategic and integrated approach.

#### - what are the objectives of Integrated strategy/action plan?



The main objective of the strategic plan is a balanced display of the cultural resources of Municipality of Dodoni and the promotion of cultural tourism in a way that will simultaneously achieve long-term and structural upgrading of the tourism product with sustainability and lasting development preconditions.

The objectives of Integrated strategy are: development of new, alternative ways of tourism, creation of new job opportunities which will make the residents of the countryside and the highlands stay and not to abandon it, reducing the immigration, rehabilitation of cultural heritage, active implication and participation of the stakeholders in such processes, consolidation of the longevity, development and visibility of our cultural heritage, set up an ongoing measuring system on the impact of policies and interventions that take place in the cultural sector, awareness and involvement of local communities, set a suitable PPP model in local context so that municipality and private sector can share and implement their ideas about heritage management, preservation and conservation.

Moreover,

- the protection and preservation of cultural heritage sites for future generations
- the enrichment of the cultural heritage through the development of local cultural activity
- the evaluation of cultural differences and the improvement of intercultural conservation
- the preservation of local customs and ecosystems and the enrichment of cultural identities
- the harmonious combination of cultural and economic aspects of tourism
- the sustainable development of tourism while offering considerable tourism experience for visitors

**- when was this integrated strategy/ action plan designed? What period does it cover?**

The integrated action plan was designed during the first trimester of 2016. The period it covers is 3 years.

**- what are the main actions/ measures included in this strategy/action plan?**

The main actions that Dodoni plans are:

1. Establishing the Municipality of Dodoni and the archaeological site of Dodoni as a tourist destination



From the municipal budget there are 522.318€ for this strategic goal. Plus the Region of Epirus is responsible for the ERDF funding and has already incorporated a project called “Cultural itineraries focusing at the ancient theatres of Epirus”. One of them is the ancient theatre of Dodoni. It is an Integrated Territorial Investment (sustainable development focus at the monuments specialized and branded product of cultural tourism). From the NSRF and priority theme codes 22, 23, 57, 58, 59 there is already a budget of 20.000.000 for the final beneficiary the Culture Ministry Services for the interventions of the monuments.

2. Upgrading and promoting the tourism product of Dodoni Municipality - Enhancing Accessibility. There are already **182.000€** in the municipal budget for this purpose
3. Protection, management and maintenance of the Natural Environment for the benefit of tourist development. There are already **100.000€** in the municipal budget for this purpose
4. Powerful and targeted display, promotion and dissemination of the tourist product of the municipality of Dodoni in Greece and abroad. Attracting tourists from new and / or existing markets and setting common goals; there are already **115.300€** for this purpose.

The amount of money Municipality expects to attract from other sources is the following:

1. Project title: **Encouraging tourism development through the preservation and promotion of the cross border cultural and natural resources**  
**Proposed budget: 699.983€**  
 Interreg IPA II Cross-Border Cooperation Programme Greece-Albania 2014-2020  
 Status: Submitted – Evaluations are not finalized
2. Project title: **Promoting traditional music and cultural heritage for the joint development of tourism in the CB area**  
**Proposed budget: 699.856€**  
 Interreg IPA II Cross-Border Cooperation Programme Greece-Albania 2014-2020  
 Status: Submitted – Evaluations are not finalized
3. Project title: **Caves, Monuments and Castles**  
**Proposed budget: 1.000.000€**  
 Interreg V-A Cross-Border Cooperation Programme Greece-Italy 2014-2020  
 Status: Submitted – Evaluations are not finalized  
 Landscaping of surrounding area next to the river Tyria Baoussion Dodoni  
 NSRF  
**Proposed budget: 715.000€**  
 Status: Submitted – Evaluations are not finalized

Moreover, a project for the reservation, restoration and promotion of the Ancient theatre of Dodoni has been approved. NSRF- Regional Operational Programme of Epirus. Budget of the project: 5.000.000,00€. Beneficiary of the project: Ephorate of Antiquities of Ioannina



The actions foreseen in the strategies and plans of cities INT-HERIT are focused on "Protecting, Promoting and Developing Cultural heritage" network and directed to the promotion of entrepreneurship, facilitating the exploitation of new ideas and stimulating the creation of new enterprises and the development of new business models and an increasing of investment in human capital. The conservation of a historic, urban, monumental and industrial heritage is the objective from which all these actions come from.

**- what are the main expected results of the strategy/ action plan?**

Indisputably, showing-off the local cultural heritage and the promotion of the Municipality of Dodoni as a touristic destination is expected to assist in the development of local economy and the reinforcement of the local competitiveness.

The territorial development combines the protection and the promotion of the environment, but also contributes in the sensitization of the residents about the protection of the environment and the cultural heritage.

Furthermore, this improvement of the whole area is making it more attractive to new investments for infrastructures, as well as an economic and social cohesion, a fact that is crucial for the areas that counter a demographic and population reduction. To add with, the creation of new job opportunities will make the residents of the countryside and the highlands stay and not to abandon it, reducing the immigration and urbanization.

**- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)**

The action plan covers the area of the Municipality of Dodoni.

**- what financial resources have been allocated to your integrated strategy/action plan?**

The financial resources allocated for the integrated strategy of Dodoni are Municipal resources and the Cross Border Cooperation Programme IPA Interreg Greece-Albania.

**Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.**

Level 1 "Macro"	Level 2 "Meso"	Level 3 "Micro"	Level 4
Global objective	Sub-objective	Main actions	Challenges
Example: Delivering space for	Example: The re-use and	Example: - To valorise architectural	Example: - Which typologies of



entrepreneurs, generated by re-use of space of at least 60 percent	redevelopment of vacant heritage for entrepreneurs - “Conservation through development”	heritage for businesses and incubators.  - to use valorisation as a leverage to maintain or to enhance the identity of architectural heritage	businesses are compatible with which type of heritage?  - How to tune moral ownership of the public (heritage with public function before valorisation) with legal ownership of future private end-users?
Make cultural monuments and places lively and regenerated in order to foster social and economic growth and engage citizens to the monuments.	Promotion of cultural tourism in a way that will simultaneously achieve long-term and structural upgrading of the tourism product with sustainability and lasting development preconditions	- To valorise cultural monuments for cultural activities and festivals - to use valorisation as a leverage to maintain or to enhance the identity of architectural heritage	- Involvement and engagement of local stakeholders and citizens - setting up an efficient monitoring system - setting up public private partnerships

### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	Showing-off the local cultural heritage and the promotion of the Municipality of Dodoni as a touristic destination is expected to assist in the development of local economy and the reinforcement of the local competitiveness. The development of new, alternative ways of tourism is expected to add big potential for the growth of the area, as well as to create new employment opportunities to the sectors of tourism, gastronomy, to the enterprises that create local products, to the agro-tourism, etc.  Furthermore, this improvement of the whole area is making it more attractive to new investments for infrastructures, as well as an economic and social cohesion, a fact that is crucial for the areas that counter a demographic and population reduction. To add with, the



	<p>creation of new job opportunities will make the residents of the countryside and the highlands stay and not to abandon it, reducing the immigration and urbanization.</p> <p>The territorial development combines the protection and the promotion of the environment, but also contributes in the sensitization of the residents about the protection of the environment and the cultural heritage.</p> <p>The utilization of the local wealth is managed by enterprises that do not ignore the cultural heritage. Thus, the local community has the ability to develop and maintain the folklore, the local architecture, the revival of the old-fashioned ways and arts to produce the local products, local customs and traditions and to organise cultural events. All the above maintain and avoid the deformation of the area, promoting its unique characteristics.</p> <p>Municipality is constantly looking for new cooperation for the joint project development and implementation in the fields of culture and tourism. In this framework, it has signed a cooperation memorandum with the Municipality of Finiq (Albania) and the responsible Ephorate of Antiquities of Ioannina and Vlore. Its purpose is the protection and promotion of the cultural heritage in cross- border area, with emphasis on ancient theatres of Dodoni and Finiq. Moreover, it has started a new cooperation with the Hoteliers Association of Ioannina for the promotion of the assets of Dodoni. The cooperation with the Cultural Centre of Municipality of Dodoni and the cultural associations is constant, since they collaborate in organizing events and festivals in the field of culture.</p> <p>Alongside the development of the cultural tourism, it is expected to take place some positive outcomes of other alternative tourism, such as the gastronomic, the peripatetic, but also sectors like housing, craft industries, structuring, social services, transportations, commerce, etc. To end with, it is a necessary prerequisite that the success of the venture is the planning of the development of tourism of the area in terms of sustainability and sustainable development.</p>
2. Maintaining involvement of local stakeholders and organising decision-making for delivery	<p>The goal setting process is the result of a consultation, brainstorming and synergy process between Local Government bodies, social organisations and local community representatives. The whole strategic plan is supported by the municipal council.</p>
3. Setting up efficient	<p>The Municipality of Dodoni presents infinite possibilities of exploiting cultural, historical, natural and gastronomic reserve.</p>



indicators & monitoring systems to measure performance	<p>The main objective of the strategic plan is a balanced display of the cultural resources of municipality of Dodoni and the promotion of cultural tourism in a way that will simultaneously achieve long-term and structural upgrading of the tourism product with sustainability and lasting development preconditions. The measuring impact could be:</p> <ul style="list-style-type: none"> <li>• Number of heritage monuments restored and reused</li> <li>• Number of cultural events taking place in Dodoni</li> <li>• Increasing the number of Greek visitors</li> <li>• Increasing the number of foreign tourists</li> <li>• Expanding the days of vacation in our area (+days)</li> <li>• Number of small creative businesses established in the area</li> <li>• Number of private investment attracted</li> <li>• Increasing the income for local residents thanks to alternative ways of tourism</li> <li>• Increasing the number of new residents who will stay permanently in our area</li> </ul>
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### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	Municipality of Dodoni has developed a strategic plan for the promotion of cultural resources; however it is important to develop an Operational Plan for the implementation of strategies contained within the Strategic Plan. In this way, the co-ordination of the organisation's resources (human, financial and physical) will be facilitated so that goals and objectives in the strategic plan can be achieved.	4 less relevant
5. Setting up Public Private Partnerships for delivery	The challenge for the Municipality of Dodoni is to set a suitable PPP model in local context so that	2 very relevant



	<p>municipality and private sector can share and implement their ideas about heritage management, preservation and conservation. Municipality has almost zero experience in implementing Public Private Partnerships, and so, the participation in INT-HERIT network is considered to be an optimum opportunity to develop this competence. We mainly focus on the following type of partnership:</p> <ul style="list-style-type: none"> <li>The private finance initiative and other arrangements where the public sector contracts to purchase quality services on a long term basis so as to take advantage of private sector management skills given by the incentive of having private finance at risk.</li> </ul>	
6. Designing smart public procurement frameworks	We have set up a smart procurement that means lean and transparent procedures, less bureaucracy, a high level of professionalism, best value for money for public buyers and easy access for economic operators to public procurement. End-to-end e-procurement is an essential contributor to achieve these overarching objectives	3 relevant
7. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	Traditional sources of funding from central government has been badly affected by the global financial crisis, so municipalities need to look at innovative ways of securing the necessary funding. In this framework, we would like to explore innovative methods of funding, like JESSICA funds, which although concerns urban areas, we're willing to do so.	1 highly relevant

#### 4. URBACT Local Group

- a) Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?**

The Strategic Plans involves local stakeholders:

1. Region of Epirus (Regional Public Authority)
2. Chamber of Commerce of Ioannina





3. Technological Institute of Epirus / Department of Business Administration

4. Ephorate of Antiquities of Ioannina

It is a regional department of the General Directorate of the Ministry of Culture, based in Ioannina. Its mission is to identify, rescue and conserve cultural heritage as well as the enhancement and promotion of the cultural heritage in the regional unit of Ioannina.

5. Entrepreneurs in tourism and culture

6. Hoteliers Association of Ioannina

7. Economic Chamber of Greece – Regional Department of Epirus

8. Cultural Centre of the Municipality of Dodoni

It is a legal entity of the municipality. Its purpose is the implementation of cultural activities and generally, the promotion of the culture of Dodoni.

9. Cultural associations of the Municipality of Dodoni.

Almost each village that belongs to the municipality has a cultural association.

Their aim is to plan and implement actions (especially festivals) which will bring people closer to culture. In this way, young people learn, elderly recall their memories and visitors experience something unique.

10. Mass Media

## b) How will the ULG engage in transnational network activities?

Through the creation of ULGs, municipality will try to make clear to members that they participate in a group that is going to contribute in the development of the area. Through the ULG, they will understand that they are part of something useful and valuable and help them see that the mission of cultural management is very important. Given that people are naturally competitive, we are going to set goals and drive them through the feelings of satisfaction and fun.

## 5. Capacity Building

**What specific capacity building needs have been identified by the partner?**

- Raising of the funding

Municipalities get their revenue from the following sources. They raise some of their own revenue by charging all people who own property such as land and businesses rates, by charging tariffs for services like water, by transfers from national government and by national and European funding programmes. Therefore, funding may come from



external sources or from municipality's own sources. Improving funding collection is an element of capacity building.

- Engagement and mobilisation of local stakeholders and citizens

Engaging and mobilizing stakeholders and citizens in protecting, promoting and the cultural heritage is crucial for its proper management and requires careful planning to target people and entities in the right way and at the right time and over time. We are looking for methods that will better bring public into conversations for the management of cultural assets.

- Development and use of innovative methods for culture management

Municipality of Dodoni has a great asset of cultural monuments, which are managed in a traditional way. The specific need is to exploit the cultural assets with the implementation of innovative digital tools in a way that they can be promoted in a more effective way and add value to visitors' experience.

## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 2

Participation (1-10): 5

Project management (1-10): 8

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

Dodoni hasn't been identified as the article 7 urban authority for the ERDF Operational programme due to its population. The Region of Epirus is responsible for the ERDF funding. It has already incorporated a project called "Cultural itineraries focusing at the ancient theatres of Epirus". One of them is the ancient theatre of Dodoni. It is an Integrated Territorial Investment (sustainable development focus at the monuments specialized and branded product of cultural tourism). From the NSRF and priority theme codes 22, 23, 57, 58, 59 there is already a budget of 20.000.000 for the final beneficiary the Culture Ministry Services for the interventions of the monuments.





**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## ESPINHO

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

##### **- Population size of partner city:**

Located in the Northern Region of Portugal, in the area between the Douro and Vouga, Espinho is endowed with an excellent geographical location. It is an integral part of the grouping of municipalities of Greater Porto, corresponding to the NUT of order III - Great Metropolitan Area of Porto (GAMP) and district of Aveiro. With the area of 21.42 km<sup>2</sup>, it is considered, however, in terms of geographic area, the smallest county in the 17 municipalities that currently make up the Metropolitan Area of Porto - AMP.

It is formed by 4 parishes: grouping Anta - Guetim, Espinho, Paramos and Silvalde, is endowed with good accessibility, both road and rail, as a result of its excellent strategic position. With the number of residents in 2011 of 31,786, Espinho is the municipality with the lowest population of the Metropolitan Area of Porto (2.47%). It registers, however, a high population density and comparable to the average of the GRANDE PORTO.

##### **- Demographic profile –age, gender, ethnicity:**

The composition by age at county level: 13.7% of young people up to 14 years of age; 75.7% of adults (15-64 years) and 20.5% of elderly people, shows an aging population.

##### **- Economic profile – per capita GDP, key industry sectors:**

The 2011 Census shows a decrease in the proportion of assets in the primary and secondary sectors and an increase in assets in the tertiary sector. The primary sector in the municipality is practically zero, 0.8% of the total active population, the secondary sector represents 31.1% of the municipality's assets, and the tertiary sector has 68.2%.

##### **- Employment levels:**

According to the latest Censuses (2011), the unemployment rate stood at 18.4% in Espinho.

#### 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Increase the number of visitors to the city(per year)	35.000.0
	Increase the number of nights in the city (per year)	100.000.0



Public and private investment	N.º Number of inventories subject to rehabilitation and conservation	Increase
	N.º of actions of disclosure of intangible heritage	Increase
	Increase the budget allocated to cultural heritage /tourism	20.000,00 €
	Public (re) qualified public space area	Increase
Sector size (nr)	Increase the number of companies in the cultural heritage/tourism sector	5 cultural buildings and 11 religious buildings

- **Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :**

Regarding the cultural facilities existing in the county, we highlight the FACE - Forum of Art and Culture of Espinho, which integrates the Museum of Espinho, the Auditorium / Auditorium of the Academy of Music; The Municipal Library of Espinho, the Casino Solverde Cinema Room and Castro Ovil.

As for tourism-related equipment, the municipality presents the Multimeios Centre, which includes the Planetarium and a Cinema Room with 3D projection; The Balneário Marinho, the Casino Solverde; The Tourist Office, the Solário Atlântico Pool; The Oporto Golf Club, the Espinho Aeroclub.

- **Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:**

The municipality holds and manages the largest number of cultural and tourist equipment (Multimeios Centre; FACE - Forum of Art and Culture of Espinho, Museum of Espinho, Balneário Marinho, Solário Atlântico Pool; The Municipal Library of Espinho ; Castro Ovil);

In the management of Solverde Association (The Oporto Golf Club and the Casino Espinho);

In the management of Development Association of Espinho – ADCE (Multimeios Centre);

The Auditorium of Espinho belongs to the Academy of Music.

- **Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):**



According to the database of the Tourism Institute of Portugal there are 5 classified tourism ventures in the municipality of Espinho: 4 hotel establishments (3 hotels and 1 hotel, apartments) and 1 campsite. The total capacity of beds is 807, distributed by 321 accommodation units, plus the 840 users of the campsite.

In addition to the hotel establishments of the city, the Youth Hostel is located in the area of the City Park with the capacity of 62 beds in total, distributed by 19 rooms.

With regard to restaurant, the council has about 92.

## 2. About your strategy

Describe your strategy:

- **Title/name:** Sustainable Urban Development Strategy - Espinho

- **what is the local policy challenge that the city's Integrated strategies/ action plan addresses?**

In the context of Portugal 2020, as a result of the definition of European policies for sustainable urban development, the Municipality of Espinho proceeded with the elaboration of a Strategic Urban Development Plan (PEDU), which incorporates a proposed regeneration intervention and urban revitalization that is already contracted.

The Strategic Urban Development Plan (PEDU) defines interventions, investment and the necessary funding priorities, according to RU 2020 goals, to promote smart, sustainable and inclusive growth, using the thematic objectives and priorities for action.

Smart growth, coupled with an economy based on knowledge and innovation); sustainable, based on the promotion of a more efficient economy in terms of resource use, greener and more competitive economy) and inclusive, by fostering an economy with high levels of employment, capable of ensuring social and territorial cohesion).

This is a planning document that defines for the medium and long term vision for the county together a set of strategic and specific goals to achieve.

It incorporates the synthesis of the development strategy and planning defined by the review of the Master Plan of Espinho - PDME for the territory of the municipality to which the PEDU seeks to address and provide financial support.

PDME defined the following major intervention axes for the city of Espinho:

Sea, while element capable of generating economic, environmental and social development, enhancing the landscape value in close coordination with the management of the coastal zone;



Railway, a structuring element of the city and preferred mean of transport;

Historic buildings, with a distinctive character and identity at national level;

Urban equipment, constituting an offer of excellence in the city, mainly in the fields of culture, leisure and sport; and lastly,

Natural landscape, occupying the south side of the city and establishing the transition between the urban seafront of the city and a natural lagoon of Paramos.

The plan has the following initiatives:

#### **A. Strengthening Territorial Cohesion Levels**

- Definition of a planning model who Promotes clogging and containment of urban Perimeters over expansionary policies, Allowing monetization of infrastructure, streamlining and greater coverage of public facilities, optimization of commuting and the Safeguarding of natural resources;
- Improved coordination of the external and internal access networks;
- Improve the network of roads, improving internal mobility conditions and access terminal and creating circular systems that promote connectivity within the city;
- Promote the articulation between the various modes of transport and the soft mode of transport, offering intermodal interfaces on the nodes of transport networks and pathways dedicated to bike lanes routes;
- Optimization of network profile social facilities of the city and the other parishes, reinforcing equal opportunities for access by all in terms of integration and social inclusion.

#### **B. Promotion of Natural Values and Property of the Municipality, essential for improving environmental quality and territorial identity and Enhancers of Attractiveness Espinho**

- Valuing water network as a fundamental ecological system and main component of territorial structuring and green continuum associated with leisure;
- Strengthening the relationship with the sea, requalifying the urban front and "opening up" the city to the sea, in the urban context, and in the rural context, ensuring the protection of natural and landscape values and promoting them as an environmental and territorial added value ,
- City mesh promotion as equity and identity value;
- Ovil Castro Integration in green and cultural network in the county.

#### **C. Qualify and make available the spaces dedicated to Economic Activities**

- Adopting an active industrial policy reception, both in the sense of ordering the industrial space either to induce diversification;



- Revitalization of traditional commerce as an opportunity for rehabilitation and urban revitalization and development of a support row to the local quality of life for urban entertainment and tourism;
- Relocation of industrial and logistics areas row, requalifying the current business area of the city as a hub of creativity and innovation;
- To stimulate tourism, focusing on complementary products' environmental tourism, cultural, and heritage.

### ***- what are the objectives of Integrated strategy/action plan?***

The Strategic Plan for Urban Development is an element of integration of the following planning tools:

- Plan Sustainable Urban Mobility Action - PAMUS;
- Urban regeneration action plan - PARU;
- Integrated Action Plan for disadvantaged communities - PAICD.

In the context of sustainable mobility, projects have the following objectives:

- The reduction in carbon levels, the increase of soft modes, by building a network of bike paths or footpaths, the prioritization of infrastructure by public transport and soft modes and improved network interfaces;
- Decrease in automobile accidents;
- Improved image of the city, with advantages for urban living and sustainable tourism;

The Urban Regeneration Action Plan (PARU) is the 2nd vector framing measures under to improve the urban environment and revitalize cities.

The actions prioritize projects to reverse the processes of urban regeneration and urban decline environmental, including the rehabilitation of the building, the "heritage" in the city, including equipment (differentiating value of the county), and on the other hand, stimulate new dynamics of economic development and strengthening the urban attractiveness.

The ARU aims to carry out the rehabilitation of buildings and related areas to improve urban life of their citizens; promote investment in the achievement of urban and environmental quality of the territory and of the population's quality of life, in order to aggregate and unify the entire front sea view.

Special attention will be giving to the rehabilitation of the city centre which was once crossed by the main railway line between Lisbon and Porto that was buried in recent years, which allowed the elimination of a physical barrier in the central area of the city, leading to the creation of a vast new area that needs urgent rehabilitation.



The third vector concerns the Integrated Action Plan for Disadvantaged Communities (PAICD) and aims to invest in physical, economic and social regeneration of Disadvantaged Communities identified (priority action 9.8).

The PAICD aims to address the weaknesses and urban structuring needs of Disadvantaged Communities in the county. It aims to strengthen and consolidate the territorial development vision shared between local actors in order to contribute to the promotion of the conditions necessary for the competitiveness, sustainability and national cohesion.

It aims to:

- Create a cultural and territorial identity based on the diversity of the local social mosaic.
- Promote greater integration of social housing and respective residents in the urban centre;
- To foster dynamic communication between the periphery and the city centre;

A project that is part of the municipality strategy of great importance in the cultural sphere is **the valorisation and musealization the Archaeological Ruins of Castro Ovil**. Inserted in the field of cultural heritage, it aims to create a recovery program of this national heritage site targeting tourism development.

It aims to:

- Transform the Castro Ovil in a pole of excellence, from the point of view of cultural life and economic stimulation through cultural tourism;
- Explore and give more visibility to the symbolic value, identity and affirmation within Porto and North Tourism, through the valorisation of the excellence of natural and cultural assets of the area;
- The physical and functional articulation of the site with other areas and dynamics of the city, including the Museum of Espinho, the local heritage guardian;
- The preservation of historical and cultural memory of village from the Iron Age;
- The promotion of traditional know-how and the preservation of the collective memory of the local community;
- To strengthen the environmental and educational aspects in order to attract and motivate the cultural user (archaeologists, schools, universities, associations, institutions, organized groups) and the tourist as part of a package to promote the Tourism of Porto and North.

***- when was this integrated strategy/ action plan designed? What period does it cover?***

The PEDU was prepared by the municipality in the last two years (2014-2015) and approved by the regional authority (CCDRN) in 20/04/2016.

The will be implemented for the period 2016-20 consisting of a set of actions under the municipality's responsibility that should be ended by December 31, 2020.



### **- what are the main actions/ measures included in this strategy/action plan?**

Among the main actions of PEDU - Espinho stands out:

**As part of its sustainable mobility component**, the creation of a network of cycle paths and interfaces, in order to reduce carbon levels, reduce accidents and improve the quality of the urban environment;

**The Urban Regeneration Action Plan (PARU)** Includes projects to reverse the processes of urban regeneration and urban decline environmental, including the rehabilitation of the building, the "heritage" in the city, including equipment (differentiating value of the county), and on the other hand , stimulate new dynamics of economic development and strengthening the urban attractiveness.

In concrete actions to develop to improve the quality of urban environment includes:

1. The rehabilitation of buildings (aged over 30 years) for housing and commerce;
2. The construction, rehabilitation and qualification of public space and respective equipment;
3. Management and animation of the urban area;
4. Actions promoting economic activity.

The ARU aims to carry out the rehabilitation of buildings and related areas to improve urban life of their citizens; promote investment in the achievement of urban and environmental quality of the territory and of the population's quality of life, in order to aggregate and unify the entire front sea view.

Rehabilitation area covers a consolidated part of the city, corresponding to the historical centre, whose delimitation process was approved by the municipality in September 2015, comprising a geographical area of approximately 443.830 m2. It includes about 650 urban buildings and a significant number of public facilities among which are the «Piscina Solário Atlântico» (an old swimming-pool in a historical building), the «Balneário Marinho» (old marine baths), two equipment which by their cultural value and location will be major assets in tourism promotion, the Culture and Art Forum of Espinho – FACE (an old fish cannery factory) and connected to this building the «Lota» (the old fish market place), representing four of the main enablers for the aggregation and unification of the whole urban area;

Special attention will be given to the rehabilitation of the city centre which was once crossed by the main railway line between Lisbon and Porto that was buried in recent years. It used to allow the elimination of a physical barrier in the central area of the city, leading to the creation of a vast new area that needs urgent rehabilitation.

Furthermore, the rehabilitation of buildings and public buildings, increasing engine functions of urban life, enhancing and promoting investment in the achievement of urban and environmental quality of the territory and of the population's quality of life, in order to aggregate and unify the entire front sea with the most consolidated part of the city located to the east of the road-rail.



In the component of the regeneration of disadvantaged communities, there is the urban regeneration of a consolidated area - fishing district of Espinho, whose genesis is the result of an urban plan of uniform single-family houses, successively adapted to the spatial and functional needs of its inhabitants. It is located the Art and Culture Forum of Espinho – FACE. It was once the Brandão Gomes Factory, an important canning industry for the city and the country, as well as the space of Lota, which should enhance and promote as focal points for aggregation and unification of the entire urban area.

In addition to these projects, in the area of the Fishery District the execution of the following projects aiming at the economic and social regeneration of the underprivileged community:

- Creation of an Innovation, Entrepreneurship and Coworking Centre;
- The creation of a space of Artistic Residencies to locate in the building of the Lota, an architectonic building.

With the creation of the Centre for Innovation, Entrepreneurship and Coworking, it aims to create an accessible and flexible space, endowed with the necessary tools in terms of logistical support, oriented towards employment, training and entrepreneurship. This initiative will allow the creation of a dynamic communication platform between the autarchy, the business and commercial fabric and its ultimate goal is to promote the local socio-economic fabric.

The Artistic Residencies Project is designed to host innovative projects within the performing arts, open to young national and international artists, artists and the local community. Its purpose is to valorise existing resources, the involvement of the local community, in order to combat the problems of social exclusion present. It includes the realization of artistic workshops, guided by resident artists that involve the local population and reinforce the role of art in social integration.

It is a question of transforming these equipment (currently unused) into two anchor spaces of economic and social revitalization of the area, in articulation with the requalification projects for the public space and social housing foreseen for the respective Disadvantaged Community.

To these actions in the field of cultural heritage plus the Castro Ovil appreciation aimed at musealization existing ruins, the installation of infrastructure that can articulate, interpret and enjoy the various aspects of the site - the Museum Centre of the Castro Ovil (NMCO), safeguard and recovery and animation of cultural heritage as a dynamic factor for attracting tourism to the site.

#### ***- what are the main expected results of the strategy/ action plan?***

With the implementation of the Strategic Plan for Urban Development stand up until 2023, the following results expected by policy component:

Under the Urban Renewal:



- Rehabilitate 40 000.00 m2 open spaces created or rehabilitated in urban areas (m2)
- Raise the satisfaction level of residents in the intervene areas (before and after rehabilitation);

In the context of urban regeneration;

- Rehabilitate 1 7000.00 m2 of Public Buildings and Commercial Built or renovated in urban areas (m2)
- Rehabilitate 42453.00 m2 of open spaces created or rehabilitated in urban areas (m2)
- Rehabilitate about 10% of the buildings included in the area of the ARU, including heritage of historical value for its architecture deserve special attention in the preservation of values.
- Rehabilitation and reuse of two equipment (currently unused);
- Creation of a support structure for the development of freelancers, start-ups and / or companies – 1
- Increase in entrepreneurship initiatives - 20%
- Interventions in cultural heritage (sites and other cultural heritage) – 2;
- Increase in the degree of satisfaction of the residents in the intervened areas (before and after the intervention);
- Increase in the expected number of visitors to cultural and natural heritage sites;
- Innovation and social experimentation projects supported – 1
- Number of institutions involved in social innovation and experimentation projects supported – 5;
- Reduce the number of buildings without accessibility;
- Number of actions for disclosure of assets;

***- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities) (3.1.9)***

The Strategic Plan for Urban Development covers the entire territory of the municipality of Espinho, with higher incidence in some areas of all the local parishes:

It is part of the most consolidated area of the city, which extends to the Disadvantaged Community of the Silvalde Marine Fishing District. It integrates the Ponte de Anta Neighbourhood and the Quinta de Paramos Complex, extending to the Castro de Ovil, located in the same parish.

***- what financial resources have been allocated to your integrated strategy/action plan?***





The operation Strategic Plan for Urban Development includes an investment of about € 12,000,000.00 (twelve million euros). Currently the amount contracted with the Authority of Northern Regional Operational Programme Management («Autoridade de Gestão do Programa Operacional Regional do Norte») is € 9,350,000.00 (nine million, three hundred and fifty thousand euros), plus €150,000 00 euros allocated to the financial instrument to support private investments in urban regeneration with the following financial structure:

- **Plan Sustainable Urban Mobility Action ( PAMUS)** - € 5.560.000,00 (Five million five hundred and sixty thousand euros);
- **Urban regeneration action plan (PARU)** - € 2.350.000,00 (two million, three by hundred and fifty thousand euros) including a Financial Instrument amounting € 100.000,00 (one hundred thousand euros);
- **Integrated Action Plan for disadvantaged communities (PAICD)** - € 1.590.000,00 (one million five hundred and ninety thousand euros) including a Financial Instrument amounting to € 50,000.00 (fifty thousand euros).
- **The valorisation and musealization the Archaeological Ruins of Castro Ovil – € 900.000,00** (nine hundred thousand euros).

**Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.**

Global objective: min 1 to a maximum of 3:

Level 1 "Macro"	Level 2 "Meso"	Level 3 "Micro"	Level 4
Global objective	Sub-objective	Main actions	Challenges
Develop to improve the quality of urban	<ul style="list-style-type: none"> <li>- The rehabilitation of buildings (aged over 30 years) for housing and commerce;</li> <li>-The construction, rehabilitation and qualification of public space and respective equipment;</li> <li>- Management and animation of the urban area;</li> <li>- Actions promoting economic activity</li> </ul>	<ul style="list-style-type: none"> <li>- Complete rehabilitation of buildings, private property (over 30 years old) located inside the ARU;</li> <li>- Requalification of the public space related to the Espinho Railroad Channel REcaFE.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure the establishment of public-private partnerships capable of rehabilitating the building within the ARU perimeter;</li> <li>- To foster new dynamics of economic and tourist development, facilitating urban attractiveness and population settlement;</li> <li>- Ensure the involvement and commitment between the various actors Of the territory, so that the focus of the interventions is not limited</li> </ul>



			to the physical dimension of the urban space and includes the economic and social development of the urban fabric of the city.
Regeneration of Disadvantaged Communities	<ul style="list-style-type: none"> <li>- Rehabilitation of social housing construction;</li> <li>- Rehabilitation of the Public Space of Disadvantaged Communities;</li> <li>- Rehabilitation   Refurbishment of Public Equipment (not used);</li> <li>- Promotion of Active Incentive projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Requalification of the Fishing District of the Marinha de Silvalde;</li> <li>- Creation of a Centre of Innovation, Entrepreneurship and Coworking - Fishing District of Silvalde;</li> <li>- Creation of the project of Artistic Residences;</li> </ul>	<ul style="list-style-type: none"> <li>- To promote the integration of the area of the Fishing Quarter in the city and to minimize the isolation caused by the burial of the railroad line.</li> <li>- Ensure coordination between the social partners and the monitoring and training of these entities with a view to social inclusion;</li> <li>- Ensure the active inclusion of the disadvantaged population, which is particularly vulnerable in situations of exclusion;</li> </ul>
Valorisation and Musealization of the Castro de Ovil	<ul style="list-style-type: none"> <li>- Valorisation of the Castro de Ovil and all associated natural and cultural heritage as an evocative or propitiating place of memories (recovered / recreated and simultaneously generating tourist flow.</li> </ul>	<ul style="list-style-type: none"> <li>- Musealization of the existing ruins (village of castrejo, paper mill, rural house and hydraulic mill), including the An exhibition room and support services;</li> <li>- Creation of an Interpretive Centre;</li> <li>- Definition of a tour circuit, through a tourist route.</li> </ul>	<ul style="list-style-type: none"> <li>- Attract visitors to the Castro de Ovil, including the local population;</li> <li>- Generate more tourist flow in the county with the Valorisation of the Castro de Ovil;</li> </ul>

### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	<p>The implementation of the Strategic Urban Development Plan of Espinho requires the development of a multidisciplinary approach and integration of its different components: mobility, urban renewal and regeneration of disadvantaged.</p> <p>Promote an integrated approach is one of the major challenges in the implementation of PEDU-Espinho, particularly relevant with regard to the rehabilitation of the local tissue and the regeneration of disadvantaged communities.</p>





	<p>The plan requires a strong commitment and articulation from the part of a multiplicity of local actors with intervention in the territory (cultural, social, educational) public and nature (business, trade and services) and levels of government (local, municipal and metropolitan), as well Espino's citizens.</p> <p>To achieve this, the plan fosters an integrated approach with the following actions:</p> <ul style="list-style-type: none"> <li>- Promote the improvement of integrated planning skills;</li> <li>- Train the different actors intervening in the territory, in order to improve the networking methodologies;</li> <li>- Set an active role for all stakeholders involved in project implementation.</li> <li>- Create mechanisms to evaluate and monitor projects.</li> </ul> <p>The implementation of the Strategic Plan will require an urban policy that integrates the different areas of the city, promote the rehabilitation of buildings, the creation of new centres as spaces of socialization, cultural and economic dynamics.</p>
<p>2. Maintaining involvement of local stakeholders and organising decision-making for delivery</p>	<p>The successful implementation of PEDU - Espinho depends on networking and the development of strong partnerships between the public and private sectors, as well as the general population of the city.</p> <p>The challenge is to find the best governance for the participation of stakeholders in order to encourage their greater involvement and generate compromises and consensus. Only with the involvement of all can you ensure the success of urban development policies, based on a model of integrated economic and social development.</p> <p>As regards the improvement of the urban environment, one of the goals of the strategic plan, the performance and monitoring / involvement by private, including private investors and citizens in the urban rehabilitation of the city is essential.</p> <p>In this context, building partnerships with local actors and active involvement of the key stakeholders in the decision process is essential to integrate multidisciplinary visions in the urban development plan. Through the articulation of the partners' network together with the support of the IN-HERIT URBACT network, the municipality expects to improve this all process.</p> <p>A ULSG will be created specifically to address the implementation of the plan. The ULSG will engage the following local and inter-communal groups and state services:</p> <ul style="list-style-type: none"> <li>• Cultural heritage organizations and experts;</li> <li>• Tourism representatives: Departmental and regional tourism authorities;</li> <li>• Companies and company representatives: Chamber of commerce, company trade unions Police Makers, local authorities;</li> </ul> <p>Various researchers and consultants on urban public space revitalization, advanced studies institute.</p>



3. Setting up efficient indicators & monitoring systems to measure performance	<p>The Strategic Development Plan of Urban Espinho based on the principles of transparency, accountability, communication and achievement of results.</p> <p>It requires therefore a process for monitoring and evaluation of the implementation of the plan to collect evidence of the intervention, retrieve stakeholder's views and corrective proposals, in order to evaluate the effectiveness of the Action Plan.</p> <p>In this context, one of the great challenges of the Strategic Plan is to create a long-term effective measurement system through a set of indicators that enable compliance with the targets set in its implementation. The greater difficulty is to measure the leverage in urban, economic development and tourism in the city resulting from the implementation of the plan.</p> <p>In what concerns the regeneration of disadvantaged communities some quantitative indicators such as area of public space regenerated and number of historical buildings rehabilitated for social housing, together with qualitative indicators such as measuring the impact on citizens' life from those communities</p>
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### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan		4 less relevant
5. Setting up Public Private Partnerships for delivery	<p>One of the main challenges related to the implementation of Espino's Strategic Urban Development Plan relates to the success of the formation of public-private partnerships, particularly in the rehabilitation of the urban fabric, in the dynamization of economic and social activity and in the establishment of population.</p> <p>The main target of the plan concerning PPP's is:</p> <ul style="list-style-type: none"> <li>- "Rehabilitating at least 10% of private historical buildings, located in the surroundings of public space (including trade and services)"</li> </ul> <p>In fact, according to the rules of the Specific Regulation of the Operational Support Program – POSEUR, the implementation plan must include at least 10% of the buildings in the area of intervention be rehabilitated or have been rehabilitated in the</p>	1 highly relevant



	<p>last five years. This is a mandatory rule and constitutes a condition to receive all the allocated funds for rehabilitating public spaces and buildings foreseen in the implementation plan.</p> <p>In this context, it is essential the involvement of citizens and private actors (trade, services), motivating them with support and financial mechanism that will be put in place through the implementation of the plan to make the rehabilitation of their buildings.</p> <p>The main challenge is to develop a local policy, including a set of procedures, able to promote the formation of public-private partnerships and this way foster the rehabilitation of the territory. The use of financial instrument constitutes a form of support, therefore, conducting information sessions for the advantages of the use of the financial instrument for urban regeneration will be an important action.</p>	
6. Designing smart public procurement framework	Not important in this context.	4 less relevant
7. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	<p>In order to ensure the participation and mobilization of citizens and different actors, economic, social and cultural, with special focus on the area of the ARU, it is fundamental to divide the benefits and tax incentives resulting from the respective delimitation. Only with the rehabilitation of the building will it be possible to obtain funding for the rehabilitation of the public space, specifically the REcaFE Requalification of Espinho's railway channel space).</p> <p>In the context of valuing cultural heritage, another challenge is the ability to attract visitors and tourists to the site. It is a space of great patrimonial and natural value, but until now unknown by a large part of the population of the county and its surroundings. It is fundamental after the intervention to create activities and dynamics that permeate the space and attract the population to use it in a way compatible with its characteristics.</p> <p>On the other hand, in view of the objectives of the cofinancing program, attracting tourists to the site is a challenge that we have to overcome, inserting the space in a route of attractive places.</p>	2 very relevant

#### 4. URBACT Local Group

**a) Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector?**

- Regional Authorities (Institute for Urban Rehabilitation – IHRU; Commission for Coordination of Regional Development – CCDR-N; Tourism Porto and North);





- National Authorities (Institute of Management of Architectural and Archaeological Heritage - IGESPAR, Directorate General of Cultural Patrimony- DGPC);
- Citizens; Private sector;
- Local authorities (parishes);
- Commercial Association of Espinho;
- Espinho Business Association;
- Espinho Museum;
- Researchers and Secondary Schools.

#### b) How will the ULG engage in transnational network activities?

With the realization of sessions where the tools used in Urbact are implemented; with the dissemination of the activities developed in Transnational meetings, through videos in you tube and in the social networks; the presence of some of the representatives of the ULG in the transnational meetings;

With the creation of a participatory platform where the buildings that are being intervened can be presented (with the dissemination of the projects and their programs); Where typologies and uses of rehabilitated buildings can be presented; Where biddings can be made for the implementation of temporary uses in buildings that are not yet being rehabilitated; Where events can be held in the urban rehabilitation area to promote the city.

## 5. Capacity Building

### What specific capacity building needs have been identified by the partner?

Involve investors and municipalities in the city's brand (identity) not only through material heritage values but also the immaterial values.

- Implement the sustainable mobility plan, in order to improve existing accessibilities and promote other planned ones, such as the introduction of bike sharing, in the urban rehabilitation area
- Involve the local stakeholders to invest in buildings from tax incentives, already defined un the Urban Rehabilitation Area;
- Create temporary uses to promote the occupation of buildings and assign new experiences in the patrimonial nucleus of the city

## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 6

Participation (1-10): 7

Project management (1-10): 5

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**





In the context of the national structural funds programme for the period 2014-2020 called Portugal 2020, under the European policy for sustainable urban development, in particular Ordinance 57-B / 2015 of 27 February, the city of Espinho proceeded to the elaboration of the Strategic Plan for Urban Development - PEDU, materializing a proposal for intervention in urban regeneration and revitalization whose application was approved by the Directive Commission of the in 20/04/2016.

### **Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

### **How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

### **How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## INTERCOMMUNALE LEIEDAL

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

The **population of the Kortrijk region** amounts to 304.000 inhabitants, distributed over 13 municipalities with a density of 680 inhabitants per km<sup>2</sup>. 49% are women, 51% are men.

	0-17 yo	18-64 yo	+64 yo	Total
<b>Kortrijk</b>	14.226	44.884	16.109	75.219
<b>Waregem</b>	6.905	23.050	7.386	37.341
<b>Menen</b>	6.589	19.566	6.750	32.905
<b>Wevelgem</b>	6.099	19.070	6.138	31.307
<b>Harelbeke</b>	5.131	16.940	5.375	27.446
<b>Zwevegem</b>	4.742	14.800	4.729	24.271
<b>Wervik</b>	3.825	10.853	3.748	18.426
<b>Anzegem</b>	2.985	8.755	2.827	14.567
<b>Kuurne</b>	2.470	7.772	2.842	13.084
<b>Deerlijk</b>	2.278	7.066	2.339	11.683
<b>Avelgem</b>	1.919	5.969	1.900	9.788
<b>Lendeledede</b>	1.100	3.387	1.256	5.743
<b>Spiere-Helkijn</b>	528	1.308	319	2.155
<b>Total Kortrijk Region</b>	<b>58.797</b>	<b>183.420</b>	<b>61.718</b>	<b>303.935</b>

Inhabitants have different nationalities:

<b>Belgium</b>	95,5%
<b>Other EU28</b>	2,6%
<b>Europe outside EU28</b>	0,4%
<b>Asia</b>	0,6%
<b>Africa</b>	0,9%
<b>America</b>	0,1%
<b>Total</b>	<b>100,0%</b>

**Unemployment level for the Kortrijk region** amounts to 3.8 percent, which is close to frictional unemployment (the unemployment which exists in any economy due to people being in the process of moving from one job to another). The Kortrijk region daily attracts a workforce of about 8.000 French co-workers.

**Gross value added** (GVA- is linked as a measurement to **gross domestic product** (GDP), as both are measures of output. The relationship is defined as: GVA + taxes on products - subsidies on products = GDP



As the total aggregates of taxes on products and subsidies on products are only available at whole economy level, Gross value added is used for measuring gross regional domestic product and other measures of the output of entities smaller than a whole economy (such as for the Kortrijk Region). **GVA for the Kortrijk region** is situated around 10 billion euros (reference 2014) or about 34.000 euro per capita.

**Taxable income and prosperity is:**

Community	Total taxable income	Median value	Rank within West-Flanders (64 municip.)	Taxable income per inhabitant	Rank within West-Flanders (64 municip.)	Prosperity index (Belgium = 100)	Rank within West-Flanders (64 municip.)
Anzegem	259.796.000	26.337	4	17.952	12	105,5	12
Avelgem	166.456.000	24.472	24	17.113	34	100,6	34
Deerlijk	203.282.000	25.210	9	17.535	21	103	21
Harelbeke	472.770.000	24.958	10	17.351	26	102	26
Kortrijk	1.344.225.000	22.951	47	17.892	15	105,1	15
Kuurne	221.954.000	24.134	31	16.937	36	99,5	36
Lendelede	100.132.000	25.771	6	17.417	24	102,3	24
Menen	519.284.000	22.202	55	15.753	54	92,6	54
Spiere-Helkijn	33.438.000	22.168	56	15.773	53	92,7	53
Waregem	666.030.000	24.778	12	17.926	14	105,3	14
Wervik	289.755.000	23.489	39	15.718	56	92,4	56
Wevelgem	542.009.000	24.742	13	17.449	23	102,5	23
Zwevegem	442.001.000	25.555	7	18.221	9	107,1	9
<b>Total</b>	<b>5.261.132.000</b>						

## 1.2 Partner Specific indicators

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year)	1.168.000 visitors (2015)
Investment	Estimated budget allocated to cultural heritage/tourism (last know year)	unknown on regional scale
Sector size (nr)	Number of companies in the cultural heritage/tourism sector (!! number indicated is only the number of lodging facilities. <u>Excluded: travel agencies, transport companies, restaurants, bars, tourist offices, etc.</u>	166 lodging facilities
Sector size (amount)	Estimated sales of companies in cultural heritage/tourism sectors	112.600.000 euro (2015)



Please briefly describe the main organisations responsible for cultural heritage/tourism management and their role:

Heritage	Tourism
<b>Intermunicipal Architectural Heritage Service IOED</b> IOED is the architectural heritage service for the 13 cities and communities of the Kortrijk region, responsible for offering support to the region in the field of architectural heritage. The IOED is incorporated within Leiedal.	<b>Municipal tourist offices</b> Larger municipalities in the region have their own tourist office.
<b>Flanders Heritage Agency</b> This is the heritage agency of the Flemish government which is responsible for policy, research, listing, permits, grants, recognitions, etc.	<b>Westtoer</b> Westtoer, part of the Province of West Flanders, works on the tourist policy for the province and supports implementation. Westtoer supports the tourist sector and promotes West Flanders on relevant markets.
<b>Zuidwest</b> Zuidwest (or “Southwest”) is the cultural heritage office for the 13 cities and communities of the Kortrijk region. Municipalities, citizens, associations, can turn to Zuidwest for advice and support in the field of care and disclosure of tangible and intangible cultural heritage.	<b>Toerisme Leiestreek</b> Tourism Leiestreek unites 27 municipalities alongside the river Leie around some common goals such as tourism and recreation policy planning, improving the tourist-recreational structure and promoting the Leiestreek as a tourist and recreational region
<b>Municipalities</b> Municipalities have several responsibilities in the field of heritage, within the context of urban planning, permits, etc. Municipalities are partners in the development of heritage policies.	
<b>Leiedal</b> Leiedal is a partner in the development of heritage policies.	
<b>Formal or informal groups</b> , like heritage associations, archaeologists, etc.	



The main assets of the region regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the region)

#### UNESCO heritage:

- Beguinage (Kortrijk) - <http://www.toerismekortrijk.be/en/node/251>
- Belfry (Kortrijk) - <http://www.toerismekortrijk.be/en/node/247>
- Belfry (Menin) - <http://www.toerisme-leiestreek.be/en/do/belfry-menen>

#### Medieval heritage:

- Broel Towers (Kortrijk) - <http://www.toerismekortrijk.be/en/node/135>
- Town hall (Kortrijk) - <http://www.toerisme-leiestreek.be/en/do/kortrijk-town-hall>
- Casemates (Menen) - <http://www.toerisme-leiestreek.be/en/do/casemates>
- The Church of Our Lady with the Counts' chapel (Kortrijk) - <http://www.toerismekortrijk.be/en/node/180>
- St. Martin's Church (Kortrijk) - <http://www.toerismekortrijk.be/en/node/65>

#### Industrial heritage:

- Transfo Zwevegem, listed power plant - <http://www.toerisme-leiestreek.be/en/do/transfo>

#### Museums, galleries and creative venues:

- Texture, museum of flax and the river Lys (Kortrijk) - <http://www.texturekortrijk.be/en/>
- 1302, museum on the battle of the Golden Spurs (Kortrijk) - <http://www.toerismekortrijk.be/en/node/302>
- National Tobacco Museum, museum about historic tobacco growing region (Wervik) - <http://www.nationaaltabaksmuseum.be/>
- Be-Part, contemporary art platform (Waregem) - <http://www.bepartlive.org/>
- Deweert Gallery, contemporary art gallery (Zwevegem) - <http://www.deweertgallery.be/en/>
- Buda Island, with Budafabriek, BuBox, Buda Tower and Budascoop (Kortrijk) - <http://www.toerismekortrijk.be/en/node/252>
- Art Church, (Avelgem) - <http://www.toerisme-leiestreek.be/en/do/art-church-bossuit>

#### Nature:

- Gavers natural park (Harelbeke) - <http://www.toerisme-leiestreek.be/en/do/de-gavers-provincial-domain>
- Bergelen natural park (Wevelgem) - <http://www.toerisme-leiestreek.be/en/do/bergelen-provincial-domain>
- Orveytbos (Zwevegem) - <http://www.toerisme-leiestreek.be/en/do/orveytbos>
- De Balokken Island (Wervik) - <http://www.toerisme-leiestreek.be/en/do/island-de-balokken>
- International Rose Garden (Kortrijk) - <http://www.toerisme-leiestreek.be/en/do/international-rose-garden>
- Scheldemeersen (Avelgem) - <http://www.toerisme-leiestreek.be/en/do/scheldemeersen>





### Castles:

- Castle of Bossuit (Avelgem) - <http://www.toerisme-leiestreek.be/en/do/castle-bossuit>

Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):

### Number of cafés, bars, hotels, B&B's and restaurants

Municipality	Cafés and bars	Hotels and B&B's	Restaurants	Grand Total
Anzegem	27	2	15	44
Avelgem	26	3	7	36
Deerlijk	10	2	20	32
Harelbeke	57		29	86
Kortrijk	260	37	223	520
Kuurne	30		26	56
Lendelede	10		4	14
Menen	103	2	55	160
Spiere-Helkijn	15	1	8	24
Waregem	84	7	85	176
Wervik	26	4	16	46
Wevelgem	61	9	41	111
Zwevegem	38	2	29	69
<b>Grand Total</b>	<b>747</b>	<b>69</b>	<b>558</b>	<b>1376</b>

(source: Leiedal Business Intelligence Unit – 2017)

### Other relevant data

- 502.100 nights spent of which 51,1% Belgians and 48,9% from other countries (of which Germany, the Netherlands and the UK are the top-3 countries)
- Tourism generates a total employment of 1.689 FTE's, of which 563 FTE's indirect employment and 1.126 FTE's direct employment.
- Number of visitors to top 10 museums and attractions is 57.800 visitors

(source: Westtoer Regional Tourism Agency - 2015)



## Transport structure

The international highway E17 connects the Kortrijk region with Ghent and Antwerp to the north and with Lille and Paris to the south. Brussels is just one hour by car, Paris takes two hours and Amsterdam takes three. London by road in just 2½ hours away.

The Kortrijk region is situated just 20 km from Lille-Europe rail station, one of the most heavily used high-speed train hubs in the world. From here you can connect with Brussels in 38 minutes, Paris in under one hour and London in just over 1½ hours. Amsterdam by high-speed train takes 3½ hours.

The Kortrijk region has an international airport (Kortrijk- Wevelgem International Airport), which is mainly used by business travellers. Other international airports within a 100 km radius are Brussels (Brussels Airport), Lille (Airport de Lille) and Ostend (Ostend Airport).

*(source: Leiedal - Why Invest in the Kortrijk Region – 2012)*

**This said, we have to emphasize that the main focus of this proposal is socio-economic development based on maintaining the current level of employment through entrepreneurship (and less tourism).**

Different strategies are relevant within the INTHERIT context. These strategies are situated on different levels (not to be mixed up with the macro, meso and micro approach in the table following this point):

- macro: on the level of the Kortrijk region, touching every aspect of society
- meso: on the level of the Kortrijk region, touching a specific set of aspects of society
- micro: on the level of a project, touching every aspect of the project



## Macro

<i>Title/name:</i>	<u>Charter of the Region 2013-2018</u> , “Moving Boundaries Together”
<i>What is the local policy challenge that the Integrated strategies / action plan addresses?</i>	<p>The Charter is directed by RESOC (Regional Socio Economic Consultation Committee).</p> <p>The object of RESOC is to make a regional pact with a long term vision on the socio-economic regional development in general.</p> <p>The Committee consists of regional policy makers, trade unions, employers’ organisations and civil society organisations.</p>
<i>What are the objectives of Integrated strategy / action plan?</i>	The Charter propose targeted ambitions to accelerate the demographic growth through rejuvenation, to be a top region for the creative manufacturing industry, to be carbon neutral by 2050 and to achieve less poverty and more care.
<i>When was this integrated strategy / action plan designed? What period does it cover?</i>	<p><u>Design</u>: 2012</p> <p><u>Coverage</u>: 2013-2018</p>
<i>What are the main actions / measures included in this strategy /action plan?</i>	<p>The Charter focusses on following policy challenges, among others and relevant for INTHERIT:</p> <ul style="list-style-type: none"> <li>- To be the preferred region for creative manufacturing industry</li> <li>- to develop culture, sport and tourism as building blocks for regional development</li> </ul>
<i>What are the main expected results of the strategy / action plan?</i>	<p><u>Related to action (1) above :</u></p> <ul style="list-style-type: none"> <li>- A suitable offer for any type of business</li> <li>- Realization of adequate physical space, depending on the further development of the creative manufacturing industry and in particular the targeted clusters</li> <li>- To contribute to the branding of the region as a top region for the creative manufacturing industry</li> </ul> <p><u>Related to action (2) above :</u></p> <ul style="list-style-type: none"> <li>- To provide a new destination / valorising heritage sites with the support and involvement of the region</li> <li>- To develop a regional heritage depot in South West Flanders</li> </ul>
<i>What is the area that the strategy / action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)</i>	The Kortrijk region
<i>What financial resources have been allocated to your integrated strategy /action plan?</i>	<p>To implement the Charter of the Region, RESOC collaborates with local and provincial governments and with many regional partners and regional networks in the area of economic development and employment, education and training, health and welfare, tourism and recreation, culture, climate and nature.</p> <p>The objectives are linked to the core business of the regional partners and therefor have no specific resources allocated.</p>



## Meso (1)

<i>Title/name:</i>	<u>Leiedal Policy Plan 2014-2019</u>
<i>What is the local policy challenge that Integrated strategies / action plan addresses?</i>	Local governments often think too hierarchical and too sectoral which makes integrated policies in municipalities and our region more difficult. The societal challenges in terms of demographics, employment, mobility, housing, energy and ecology are urgent and require powerful approaches.
<i>What are the objectives of Integrated strategy / action plan?</i>	The Policy 2014-2019 Leiedal wants to give an answer to these challenges by addressing regional development in an even more integrated way. Leiedal wants to realise financial and social added value for its municipalities through intermunicipal and intergovernmental co-operation and through regional projects.
<i>When was this integrated strategy / action plan designed? What period does it cover?</i>	<u>Design:</u> 2012-2013 <u>Coverage:</u> 2014-2019
<i>What are the main actions / measures included in this strategy /action plan?</i>	The Leiedal Policy Plan focusses on following policy challenges, among others and relevant for INTHERIT: <ul style="list-style-type: none"> <li>- helping in the implementation of the Charter of the Region 2013-2018</li> <li>- conservation through development as leading principle</li> <li>- delivering space for entrepreneurs, generated by re-use of space of at least 60 percent</li> <li>- supporting our municipalities in matters of (architectural) heritage</li> <li>- revalorizing architectural heritage</li> </ul>
<i>What are the main expected results of the strategy / action plan?</i>	See row above.
<i>What is the area that the strategy / action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)</i>	The Kortrijk region
<i>What financial resources have been allocated to your integrated strategy /action plan?</i>	Leiedal has a yearly budget of about 20 million euros and is approved by the General Assembly.



## Meso (2)

<i>Title/name:</i>	<u>IOED Policy Plan 2016-2018</u>
<i>What is the local policy challenge that the Integrated strategies / action plan addresses?</i>	To support our municipalities in the management of architectural heritage
<i>What are the objectives of Integrated strategy / action plan?</i>	<ul style="list-style-type: none"> <li>- develop and integrate policy instruments</li> <li>- broaden the support for architectural heritage within society</li> <li>- attract and offer expertise in the field of architectural heritage</li> </ul>
<i>When was this integrated strategy / action plan designed? What period does it cover?</i>	<u>Design:</u> 2012-2013 <u>Coverage:</u> 2014-2019
<i>What are the main actions / measures included in this strategy /action plan?</i>	<p>The IOED Policy Plan focusses on following policy challenges, among others and relevant for INTHERIT:</p> <ul style="list-style-type: none"> <li>- to implement a proactive and dynamic action plan for architectural heritage, based on a regional methodology with local accents</li> <li>- to help local authorities in the grant application and in the preparation of integrated management plans for listed monuments</li> <li>- to develop strategies for religious heritage in broad consultation with all stakeholders</li> <li>- mapping, editing, updating and accessing heritage data (based on GIS data) and open data for local governments (policy) and citizens</li> <li>- building a regional heritage network with thematic working groups, “heritage cafés” and heritage laboratories to facilitate discussions around architectural heritage and broaden public support</li> </ul>
<i>What are the main expected results of the strategy / action plan?</i>	<ul style="list-style-type: none"> <li>- to have an adequate management model, system and instruments for architectural heritage in the Kortrijk region</li> <li>- to obtain broad public support about (the future of) architectural heritage</li> <li>- to have elaborate competences, capacity and expertise in the field of architectural heritage</li> </ul>
<i>What is the area that the strategy / action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)</i>	The Kortrijk region
<i>What financial resources have been allocated to your integrated strategy /action plan?</i>	The budget amounts to about 94.000 euros per year. Funding is committed (Ministerial Decree) and comes from the Flemish Government. It is secured for 2017. Funding for following years will be granted based on an actualized action plan.

## Micro



<i>Title/name:</i>	<i>Transfo Masterplan</i>
<i>What is the local policy challenge that the Integrated strategies / action plan addresses?</i>	To develop culture, sport and tourism as building blocks for regional development
<i>What are the objectives of Integrated strategy / action plan?</i>	To provide a new destination / valorising heritage sites with the support and involvement of the region
<i>When was this integrated strategy / action plan designed? What period does it cover?</i>	<u>Design:</u> 2007 <u>Coverage:</u> 2007-today
<i>What are the main actions / measures included in this strategy /action plan?</i>	<ul style="list-style-type: none"> <li>- To make Transfo a unique reception point for culture and tourism</li> <li>- To make Transfo as a unique venue for MICE</li> <li>- To make Transfo as a regional centre for adventurous sports and recreation</li> <li>- To make Transfo as a unique place to live and to work</li> </ul>
<i>What are the main expected results of the strategy / action plan?</i>	To transform the Transfo Power Plant into a regional hotspot which is agreeable to live, work, play and visit.
<i>What is the area that the strategy / action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)</i>	The Transfo Power Plant Site
<i>What financial resources have been allocated to your integrated strategy /action plan?</i>	<p>Investment budget is provided by the Flemish Government with an available amount of about 1.000.000 euros per year (allocated until 2019). Leiedal, the municipality and the Province of West-Flanders invest each 30.000 euros per year for the follow up of the site (allocated until 2019), on top of own expenses linked to their engagements (costs for personnel, etc.). Next to these recurrent budgets there are also project based budgets. The most important secured funds are those mentioned below, which are dedicated to the restauration and reconversion of the Transformator building:</p> <ul style="list-style-type: none"> <li>- <u>€ 800.000</u> - Funder: Leiedal - Evidence: co-operation agreement between intermunicipal organisation Leiedal and the municipality of Zwevegem, dated 21/03/2016 (approved by the Governing board of Leiedal on 26/02/2016 and the municipal council of Zwevegem on 21/03/2016)</li> <li>- <u>€ 1.251.779</u> - Funder: 20% Municipality of Zwevegem and 80% (*) Flemish Government - Evidence: Ministerial Decree of the Flemish Government, dated 22/08/2012 and decision of the municipal council of Zwevegem, dated 24/10/2011. (*) <i>part of the recurring investment budget of about 1.000.000 euros mentioned above.</i></li> </ul> <p>Recent investments include the construction of diving facilities in a former petrol tank: 3,5 million euros investment costs, of which 1,2 million euros funded by Europe, 1,4 million euros funded by the Province of West-Flanders, 580.000 euros funded by the National Lottery and 350.000 euro funded by the Flemish government.</p>



An overview of the strategies, objectives, actions and challenges can be found in the table below. The “Charter of the Region” mentioned above functions as Level 1 “Macro”. The other different policies have been linked to this Charter in the other columns:

Level 1 “Macro”	Level 2 “Meso”	Level 3 “Micro”	Level 4
Global objective	Sub-objective	Main actions	Challenges
to be the preferred region for creative manufacturing industry <i>(in order to maintain the current level of employment)</i>	to develop a sufficient, diverse and made-to-measure offer of space for entrepreneurs, of which 60 percent comes from upgrading or converting used space	to re-use and develop vacant architectural heritage for businesses and incubators, based on the principle of “conservation through development”	<ul style="list-style-type: none"> <li>- How to maximise added value for both heritage as businesses?</li> <li>- How to overcome restrictions for businesses due to the status, nature and complexity of the property (use, transformation, conservation requirements, ownership, ergonomics, (renewable) energy, acoustics, technicalities, safety requirements, insurance, extra costs ...)?</li> <li>- How to involve potential end-users in the development of the valorisation project? Or: how to maximise stakeholder involvement?</li> </ul>
to develop culture, sport and tourism as building blocks for regional development	to fully experience heritage	to develop architectural heritage sites as (new) public places and multimodal hubs, in particular the Transfo site (Zwevegem)	<ul style="list-style-type: none"> <li>- How to implement an agile, integrated and collaborative management system that is responsive to local and regional dynamics?</li> <li>- How to get people to embrace heritage sites as a new part of the city and community? How to deal with moral vs. legal ownership? How to obtain fairness of use and fairness of contribution?</li> <li>- How to integrate and stimulate temporary use? How to overcome restraints for temporary use <i>(insurance, permits, maintenance, responsibilities, ...)</i>?</li> <li>- How to keep <i>diverse</i> initiatives within one site aligned with the overall strategy <i>(‘diverse’ being a different scope, theme, scale, timing, trajectory, ...)</i>?</li> <li>- How to monitor the attractiveness and liveliness of heritage sites during the different stages of</li> </ul>



			(re)development? - How to keep telling the story behind heritage sites during or after the (re)development of the site (amongst using new technologies like augmented or virtual reality)?
		to implement a mature intermunicipal heritage policy through the introduction of the “intermunicipal architectural heritage services”	- How to inventory, screen, assess the vast amount of architectural heritage ( <i>looking further than merely the aesthetic and historical value</i> ), with the objective to identify potential development priorities? - How to support and stimulate (temporary) use of available / vacant heritage? How to find potential ( <i>temporary</i> ) users / capture demand? How to facilitate a match between listed offer and captured demand?



### 3. Implementation challenges

(Recap of challenges mentioned above, classified according to the mandatory challenges)

Mandatory Challenges	How would you define this challenge for your region?
<p>1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects</p>	<p><u>(1) To re-use and develop vacant architectural heritage for businesses and incubators, based on the principle of “conservation through development”</u></p> <ul style="list-style-type: none"> <li>- Can established businesses contribute to the identity of the concerned architectural heritage, and vice versa? Which typology of businesses is compatible with heritage? Which typology of businesses is accomplishing an added value from architectural heritage?</li> <li>- How to tune the presence of businesses (with its specific profile on the level of parking, types of visitors, delivery, etc.) with other possible functions within one site or building?</li> <li>- How to overcome restraints related to (protected) architectural heritage like limited heights, existing historical equipment to be maintained, acoustic problems, thermal bridges, insulation issues, etc. which might be an obstacle for interested end-users?</li> <li>- How to combine contemporary technical, organisational, ergonomic, energetic, safety and programming requirements of end-users with the restrictions of (protected) architectural heritage?</li> <li>- how to overcome restrictions for businesses due to the status and complexity of the property (use, transformation, conservation requirements, ownership, ...)?</li> </ul> <p><u>(2) To develop architectural heritage sites as (new) public places and multimodal hubs</u></p> <ul style="list-style-type: none"> <li>- How to implement an agile, collaborative, (vertically and horizontally) integrated and sustainable governance and management model to improve integration and final results, still allowing to engage in opportunities the region offers?</li> <li>- How to identify, stimulate and integrate (temporary) use? How to overcome restraints for temporary use (insurance, permits, maintenance, responsibilities, timing issues, conflicts with future – more permanent – users, ...)?</li> <li>- How to keep diverse (temporary and permanent) initiatives within one site aligned with the overall strategy? ('diverse' being a different scope, theme, scale, timing, ...)</li> <li>- How to keep to keep the (hi)story of the site alive and relevant during and after the (re)development of the site (amongst using new technologies like augmented or virtual reality)?</li> </ul> <p><u>(3) To implement a mature intermunicipal heritage policy through the introduction of the “intermunicipal architectural heritage services”</u></p> <ul style="list-style-type: none"> <li>- How to screen, evaluate and inventory architectural heritage (looking further than merely the aesthetic and historical value), with the objective to identify potential development priorities?</li> </ul>
<p>2. Maintaining involvement of local stakeholders and organising decision-making for delivery</p>	<p><u>(1) To re-use and develop vacant architectural heritage for businesses and incubators, based on the principle of “conservation through development”</u></p> <ul style="list-style-type: none"> <li>- How to involve potential end-users and investors in the development of the valorisation project? Or: how to maximise stakeholder involvement in the case of</li> </ul>



	<p>re-using vacant architectural heritage ?</p> <p><u>(2) To develop architectural heritage sites as (new) public places and multimodal hubs</u></p> <ul style="list-style-type: none"> <li>- How to keep different stakeholders (owner, heritage department, municipality, other public or private investors, ...) focused on the same goal and avoid fragmentation (in quality, in programme, ...)? Which (formal or informal methods) work best? Do all stakeholders have to be involved all the time for every aspect, or are there alternative and less time consuming methods?</li> <li>- How to get people to embrace heritage sites as a new part of the city and community?</li> </ul> <p><u>(3) To implement a mature intermunicipal heritage management model through the introduction of the “intermunicipal architectural heritage services”</u></p> <ul style="list-style-type: none"> <li>- How to support and stimulate (temporary) use of available / vacant heritage?</li> <li>- How to find potential (temporary) users / capture demand? How to facilitate a match between listed offer and captured demand?</li> </ul>
3. Setting up efficient indicators & monitoring systems to measure performance	<p><u>(3) To implement a mature intermunicipal heritage policy through the introduction of the “intermunicipal architectural heritage services”</u></p> <ul style="list-style-type: none"> <li>- How to elaborate a regional monitoring system on architectural heritage, in order to keep track of the evolution in status, quality and development profile of the identified heritage?</li> <li>- How to monitor the attractiveness and liveliness of heritage sites during the different stages of (re)development?</li> </ul>

Optional Challenges	How would you define this challenge for your region?	How would you rank the relevance of this challenge?
1. Moving from strategy to operational action-plan	<p><u>(2) To develop architectural heritage sites as (new) public places and multimodal hubs</u></p> <ul style="list-style-type: none"> <li>- How to build and implement an agile, collaborative, (vertically and horizontally) integrated and sustainable governance and management model to improve integration and final results?</li> </ul>	1 highly relevant
2. Setting up Public Private Partnerships for delivery	<p><u>(2) To develop architectural heritage sites as (new) public places and multimodal hubs</u></p> <ul style="list-style-type: none"> <li>- How to obtain accurate information about costs and profits and financial rates of return of developments.</li> <li>- How to make private investors looking further than their own fragment of the (re)development, in order to achieve a consistent and balanced</li> </ul>	1 highly relevant



	<p>project.</p> <ul style="list-style-type: none"> <li>- How to create a well-defined value proposition to make the opportunities of the heritage site attractive for private investors.</li> </ul>	
3. Designing smart public procurement frameworks		4 less relevant
4. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)		4 less relevant



## 4. URBACT Local Group

- a) Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?
- b) How will the ULG engage in transnational network activities?

	1	2	3
	to re-use and develop vacant architectural heritage for businesses and incubators, based on the principle of "conservation through development"	to develop architectural heritage sites as (new) public places and multimodal hubs	to implement a mature intermunicipal heritage policy through the introduction of the "intermunicipal architectural heritage services"
Intermunicipal Organisation Leiedal Leiedal is an intermunicipal organisation which objective is to support the socio-economic development of the 13 cities and communities of the Kortrijk region	(A) Leiedal has a leading position in the development of space for entrepreneurs. Leiedal develops its own projects (in co-operation with the concerned associated municipality). Leiedal buys, develops and sells space for entrepreneurs. Leiedal focuses on maximal re-use of space (whether or not in a context of heritage).	(A) Leiedal supports its municipalities by offering project management for the development of heritage sites. This implies developing spatial planning, executing feasibility studies and business cases, gathering funds and co-ordinating execution / implementation. In some cases Leiedal acts as public development body / investment agency with own funds.	(A) Leiedal offers logistic and financial support to the intermunicipal architectural heritage service IOED.
	(B) As project partner, Leiedal will be involved in the different transnational network activities. Leiedal is closely engaged in the Transfo project, the main case within this proposal. As Leiedal works on a regional scale, it can multiply and distribute the lessons learnt / competences / knowledge and expertise / ... to other municipalities		
Intermunicipal Architectural Heritage Service IOED IOED is the architectural heritage service for the 13 cities and communities of the Kortrijk region, responsible for offering support to the region	-	-	(A) IOED offers regional support to the region in the field of architectural heritage. The IOED joins efforts with Leiedal and Zuidwest. These 3 organisations work closely together and share the same building. IOED offers amongst others expertise on



in the field of architectural heritage.			architectural heritage and archaeology, develops heritage conservation and management plans, and inventories and evaluates architectural heritage.
	(B) The <b>IOED</b> is the regional expertise centre in the field of architectural heritage. Like Leiedal, IOED works on a regional scale. The IOED can incorporate and convert lessons learnt / competences / knowledge and expertise / ... which is the result of transnational meeting in its service to its beneficiaries, being the municipalities of the Kortrijk region.		
<b>Flanders Heritage Agency</b> This is the heritage agency of the Flemish government which is responsible for policy, research, listing, permits, grants, recognitions, etc.	(A) <b>Flanders Heritage Agency</b> offers support on different levels, from delivering permits, offering grants to giving advice and offering expertise. Planning, design and modification of architectural heritage happens in close collaboration with Flanders Heritage Agency.	(A) <b>Flanders Heritage Agency</b> offers support on different levels, from delivering permits, offering grants to giving advice and offering expertise. The agency offers the possibility to conclude integrated framework agreements for heritage sites.	(A) <b>Flanders Heritage Agency</b> supports the development of intermunicipal architectural heritage services with grants and expertise.
	(B) <b>Flanders Heritage Agency</b> will participate to the relevant transnational network activities. As a close partner of Leiedal, IOED and the communities of the Kortrijk region it is important that they are involved in the INTHERIT project and have the possibility to learn about innovative heritage management models outside Flanders.		
<b>Municipalities</b> The Kortrijk region counts 13 cities and municipalities (Kortrijk, Menen, Waregem, Wervik, Harelbeke, Wevelgem, Zwevegem, Anzegem, Avelgem, Spiere-Helkijn, Deerlijk, Lendeled, Kuurne).	(A) The concerned <b>municipalities</b> are important stakeholders when it comes to the development of heritage as space for businesses, because of the effects on the employment.	(A) The concerned <b>municipalities</b> are important stakeholders when it comes to the development of heritage sites as (new) public places and multimodal hubs because of the effects on the community and public realm.	(A) All the <b>municipalities</b> of the Kortrijk region are increasingly confronted with vacant heritage (like churches, amongst others) and growing responsibilities in heritage management. The municipalities are the first and only beneficiary of the intermunicipal architectural heritage services.
	(B) <b>Municipalities</b> are increasingly confronted with issues and responsibilities in the field of both architectural and (in)tangible heritage. Municipalities seek best practices and good examples. This can be facilitated through (amongst others) participation in transnational meetings. This is for instance very relevant in the case of the Transfo site in the municipality of Zwevegem, a		



	heritage site of regional scale.		
<b>Province of West-Flanders.</b> The province is the administration that is responsible for everything in its territory that is of provincial interest.	-	The <b>Province of West-Flanders</b> offers support and funds for several projects which are in line with their mission and responsibilities. These projects are not necessarily related to heritage but – for instance – to tourism and culture.	-
	<b>(B)</b> It remains unclear how the Province will be involved in transnational meetings as their mission will change as from 1/1/2018 (person related responsibilities like culture, education, etc, will be transferred to the municipalities and Flemish government). The Province has been strongly engaged in the Transfo project with initiatives in the field of adventurous indoor and outdoor sport, funding, etc.		
<b>Zuidwest Zuidwest (or “Southwest”) is the cultural heritage office for the 13 cities and communities of the Kortrijk region. Municipalities, citizens, associations, ... can turn to Zuidwest for advice and support in the field of care and disclosure of tangible and intangible cultural heritage.</b>	<b>(A)</b> Zuidwest offers advice and support in the field of care and disclosure of tangible and intangible cultural heritage. Their support is needed because the redevelopment of architectural heritage often includes a component of cultural heritage (whether tangible or intangible).	<b>(A)</b> Zuidwest offers advice and support in the field of care and disclosure of tangible and intangible cultural heritage. Their support is needed because the redevelopment of architectural heritage sites often includes a component of cultural heritage (whether tangible or intangible).	-
	<b>(B)</b> Zuidwest will be involved, but probably not in transnational meetings.		
<b>Beneficiaries</b> Temporary users, permanent users, future users, civil groups, ...	<b>(A)</b> Primary <b>users</b> will be entrepreneurs and businesses buying or letting space in architectural heritage buildings.	<b>(A)</b> The word “ <b>user</b> ” has a broad definition in cases like the Transfo sites. These are (amongst others) direct neighbours, the community around the site, MICE clients, already present parties like Oenanthe (outdoor sports), the Diving Tank (deep water diving), Transfolab (artistic platform)	



		and the municipal school for fine arts.	
	(B) Users will be involved, but probably not in transnational meetings.		

## 5. Capacity Building

- What specific capacity building needs have been identified by the partner?

**Involving stakeholders.** Although Leiedal and other organisations from the ULG have experience in involving stakeholder, there is room for improvement. Involving stakeholders needs good methods, the right approach, etc. “Doing things on our own” is part of the character of a lot of Flemish people, especially in (the south of) West-Flanders. Involving stakeholders sometimes is a duty, rather than a natural reflex.

**Co-operation with private partners.** Linked to “involving stakeholders”. It remains a challenge to involve private partners without losing grip on quality, identity and sustainability (or in short: the future) of concerned architecture heritage.

**Capturing demand (of potential users) and unlocking offer of vacant heritage.** The region is working on methods for matching demand and offer. These methods have to be implemented on a regional scale, in close collaboration with our municipalities.

**Competence building in implementing an agile, collaborative and integrated management system.** This management system streamlines amongst others fairness of use and fairness of contribution. The system allows engaging in opportunities the region offers or, in other words, is responsive to local and regional dynamics.

Competence building in the transferring the vertical and horizontal integration model to other heritage sites in the Kortrijk region. The lessons learnt within the Transfo project can be used in other cases.



## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): **7**

Participation (1-10): **6**

Project management (1-10): **7**

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

Regional Development Agency Leiedal is a public local authority. It is an intermunicipal organisation which objective is the socio-economic development of the Kortrijk region (or South-West-Flanders). Our shareholders are the 13 cities and municipalities in the south-west of Flanders (Belgium) and the Province of West-Flanders:

5 Cities: [Kortrijk](#), [Menen](#), [Waregem](#), [Wervik](#), [Harelbeke](#)

8 Communities: [Wevelgem](#), [Zwevegem](#), [Anzegem](#), [Avelgem](#), [Spiere-Helkijn](#), [Deerlijk](#), [Lendeledede](#), [Kuurne](#)

Our organisation is controlled by the municipal political representatives (<http://www.leiedal.be/over-leiedal/wie/bestuursorganen>)

Leiedal is a combination of **green** and **red** in the description below.

*Under URBACT III, the beneficiary “city” refers to the public local authority representing:*

Cities, municipalities, towns;

Infra-municipal tiers of government such as city districts and boroughs in cases where they are represented by a politico-administrative institution having competences for policymaking and implementation in the policy area covered by the URBACT network concerned in which they are willing to get involved;

Metropolitan authorities and organized agglomerations in cases where they are represented by a politico-administrative institution having delegated competences for policy-making and implementation in the policy area covered by the URBACT network."



**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## MANTOVA

### 1. Partner Indicators

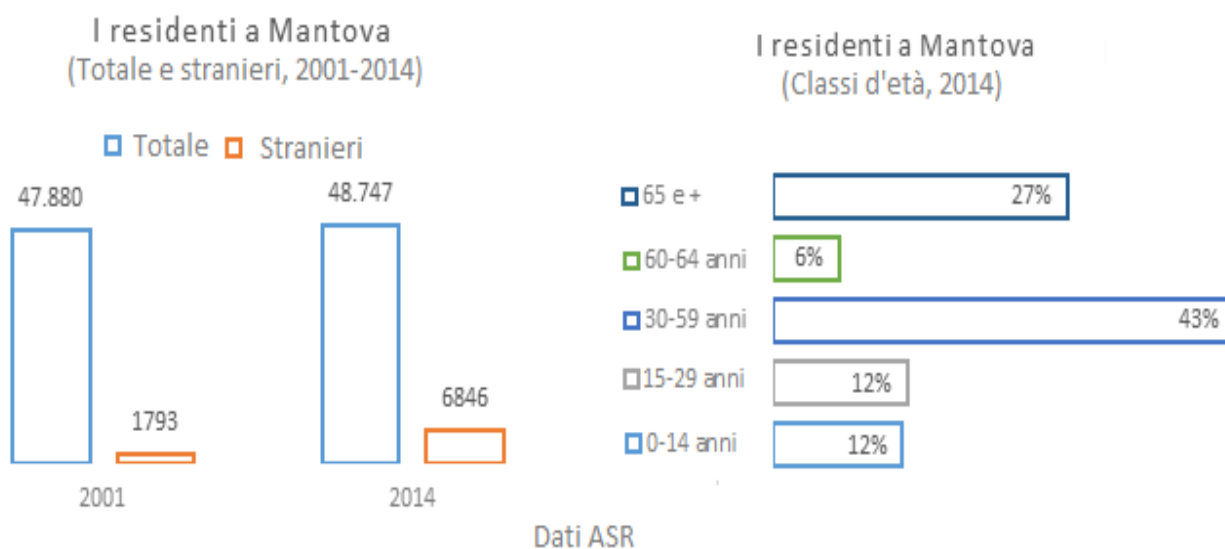
#### 1.1 Partner key generic indicators

- Population size of partner city
- Demographic profile –age, gender, ethnicity:

**OLD AND MULTICULTURAL MEDIUM SIZED CITY** - Mantova is a medium sized city with 48.601 inhabitants (100.000 including hinterland area), characterized by high living standards. The population is old (26% over 65) and the foreign immigration is growing (6.846 in 2014).

31/12/2015	All Persons	Males	Females	Persons 0-15 years	Persons 16-64 years	Persons 65+ years	Mean Age of Population	Median Age of Population
Number	48.601	22.666	25.935					
Males				3239	14219	4827		
Females				2911	15074	7829		
Total				6150	29293	12656		
Percentage	100%	46,63%	53,36%	12,65%	60,27%	26,04%		

#### TRENDS



Economic profile – per capita GDP, key industry sectors:

- Employment levels:





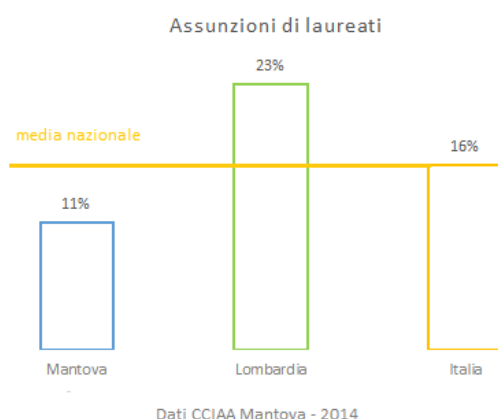
## ECONOMY AND HUMAN CAPITAL: POTENTIALS & RISKS

Mantova is a wealthy city, with a very active business community. The GDP per capita of €2.800 is relatively high and the productive system is strong (with 1 enterprise per 10 inhabitants) and strongly export oriented (47% of GDP).

The excellent productive sectors of the are agro-food (including two prestigious COD like Parmigiano Reggiano and Grana Padano cheeses) , fashion and tailoring, with the renewed Luigi Bianchi and Corneliani, mechanic and mechatronic, pottery as well as highly technological sectors like biomedical.

Unemployment has increased from 3% to 8.5% (11,4% for women) in 8 years, with some recent positive inversion trends thanks to agriculture and services.

Mantova hosts a University Pole, including Polytechnic University of Milan with Architecture faculty based in Mantova and UNESCO Chair. Local labour market has a poor absorption of graduated students, with a consequents ‘brain drain’ trend. On the other side the average of entrepreneurs under 30 is positive (45 per 1.000 inhabitants) in innovative and advanced sectors.



## 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year) (2015) Rate 2015/14 arrivals +4,44% stays -0,78% Rate 2016/15 Jan-Apr arrivals +28,96%, stays +26,24%	Arrivals: 99.786 Stays: 177.753
Investment	Estimated budget allocated to cultural heritage/tourism (last know year) (2016 was a special year – Mantova Italian Capital of Culture)	Heritage: Expenditures 2 Mio euros Planned: 18 Mio euro Cultural activities: Expenditures 3 Mio euros
Sector size (nr)	Number of companies in the cultural heritage/tourism sector EXCLUDING BUILDING SECTOR	1346



## COMUNE DI MANTOVA

Sedi di impresa registrate, iscrizioni e cessazioni per settori economici (Dati al 30 settembre 2016)

Sector	2016			2015			Growing rate 2016/2015
	Registered	Entries	Terminations	Registered	Entries	Terminations	
I Accommodation services and catering activities	530	19	26	509	27	40	4,1
J Information and communication services	161	4	4	163	2	8	-1,2
M Professional, scientific and technical activities	300	7	10	303	10	17	-1,0
N Rental, travel agencies, import services	224	13	3	212	8	9	5,7
P Instruction	32	0	0	31	1	0	3,2
R Artistic, sport, entertainment activities	99	4	6	99	4	4	0,0
<b>TOTALE</b>	<b>1.346</b>	<b>47</b>	<b>49</b>	<b>1.317</b>	<b>52</b>	<b>78</b>	

Source: Sipeover data from Infocamere

- Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :

Head city of the Province of Mantova (Lombardy) it is strategically located between some of the most important cities of the area (Bologna, Verona and the Garda Lake, Milan and Venice).

➔ **CITY OF CULTURE** - The cultural scene is rich in Mantua, with national and international Literature, Chamber Music and performing arts festivals and the historical heritage is highly relevant. In the past year Mantova has been at the forefront of Italy's brand: since 2018, **recognized as World Heritage city by UNESCO** together with Sabbioneta for the peculiar Renaissance Urban structure, Mantova was awarded as **Capital of Culture of Italy for 2016** and European Region of Gastronomy (within the Eastern Lombardy District) in 2017.

**MONUMENTS AND HERITAGE ASSETS** Mantova's most important monuments certainly are Palazzo Ducale and Palazzo Te. However, the whole city of Mantova was declared as UNESCO





World Heritage, thanks to its typically architectonical style, a mix of medieval/renaissance monuments and roads that makes it unique. As well famous are the Cathedral Church of Sant'Andrea, the so-called Rotonda di San Lorenza, the Basilica Palatina of Santa Barbara and the Duomo of San Pietro. In addition, there are many other public and private buildings worthy of attention for their architectural styles, frescoes and artistic decorations. Recently, in Piazza Sordello has also opened a window on the Roman past of the city, with an onsite show-case on the most beautiful mosaics found in town.

**NATURAL ASSETS:** Crossed by Mincio River, forming 3 lakes surrounding the historical Centre, and included in the Mincio Natural Park, Mantova counts a Nature 2000 natural reserve.

- Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:
  - the Comune di Mantova (local Municipality), who manages directly some monuments such as Palazzo Te, the Teatro Bibiena, the Biblioteca Teresiana etc.
  - the Provincia di Mantova (local province administration), entitled of touristic promotion and managing some other museums;
  - Museum Pole of Palazzo Ducale, an independent museum, belonging to the Ministry of Fine Arts, Culture and Tourism;
  - the local Parish, who directly handles the most important churches and the Museo Diocesano.
- Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):

Mantova has a positive constant trend in tourism since few years, with the exception of 2012 when the city and the cultural heritage suffered from an earthquake, and with a significant increase in 2016 (partial data) thanks to the project/award of Italian capital of Culture.

## TOURIST RESOURCES -

**ACCOMMODATION** - In 2015 the number of beds was **1.770 in town (7.750 in the province)**. The offer consists of hotels (about 60%) and other structures like BB, room rentals and tourist farms. Non-hotel accommodations are more dynamic in growth. BB increase 50% between 2013 and 2015. The city lacks large hotel structures suitable for organized tours and business tourism. The quality is average, with only 3 4 stars hotels and no 5 stars hotel in town.

**CULTURAL OFFER AND DEMAND** are growing constantly: main events like festivals are growing, as well as number of visitors in Museums and monuments.



### ***Museums Visitors in 2016 (compared to 2015)***

**PALAZZO DUCALE** 367.470 + 51%

**PALAZZO TE** 242.346 + 43%

**TEATRO BIBIENA** 65.617 + 60%

**PALAZZO DELLA RAGIONE** 49.523

**MUSEO ARCHEOLOGICO NAZIONALE** 7.667

In addition, a wide range of minor entertainment and experience offer is growing constantly.

OTHER FACILITIES - A **city card** including all Museums, bike sharing and other facilities has been launched last year, with a good performance in terms of sales. **2 Info points** are active in the city and reorganization will be done in the future, as only one Info point is planned, with wider opening hours.

Since last year the city is equipped with a **tourist app**, displaying point of interest, events and other multimedia and immersive materials and itineraries, the app is connected with a web platform. The city centre is covered by a **free Wi-Fi** system, to be further implemented in extension and coverage.

CONNECTIONS - Mantova area has good potential in sustainable mobility considering the high number of cycling routes and the growing waterway system for freight transport. Verona's airport, with its 3 million passengers per year is only half an hour away, while Bologna and Bergamo's ones are respectively 1 and 1 hour and 20' drive.

**Bike sharing and Car sharing** facilities are available. A **camping area** for Caravans is located just outside the historical town. A system of **large parking with free bus** to city centre was developed last year.



## 2. About your strategy

Describe your strategy:

- title/name:

### Mantova, city of culture

- what is the local policy challenge that the city's Integrated strategies/ action plan addresses
- 1. Fostering the integrated approach: The challenge is to develop a multi-disciplinary approach that is made of process and procedure that are easily-intelligible, standardised and well-known by all the departments of the administration as well as by private individuals and groups.

The City of Mantova is carrying out ambitious urban policies in many fields, being aware that small and medium sized cities like ours, can strive for growth and citizens happiness and well-being as much as large cities, though in a different way.

Mantova can be described as an Art City / heritage city, like many European towns. It was recognized, as UNESCO heritage, 9 years ago, and we are still struggling in realizing how being a jewel of art and architecture to be protected and enhanced, can be an opportunity rather than a constraint for urban growth.

The Municipality of Mantova has devised a strategic plan, based on “**cultural planning**” – we can say – in the **meaning of holistic planning taking into account and building around cultural values and assets**.

Specific action plans were designed and are being implemented:

- the plan *Mantova Italian Capital of Culture 2016*
- the plan for urban planning and regenerations
- the Administration's term general plan.

The integration, harmonization and coordination of these three connected yet different plans compose the strategic plan ‘*Mantova City of Culture*’.

The recognition as Italian Capital of Culture in 2016 helped us launching the process in the best way and working on mind-sets at Institutional and people levels.

The “title” helped accelerating the stating up phase of the new integrated approach and helped putting together competences and forces, into a very challenging one year project.

(The procedure forced us to plan and implement at very high speed)

**In fact the project Mantova Capital of Culture 2016 was a success, and showed us the way for further strategic thinking and acting**

We have an integrated strategic plan where heritage becomes a leverage of economic, social and cultural development, linked with valorisation actions and city branding.

Heritage buildings and spaces restoration, conservation and regeneration is linked to the identification of specific cultural / business / social functions, and is carried out as part of different thematic policies.

### PROGRAMMA DI MANDATO





#### Priority policy areas for urban development are:

- Urban regeneration, reuse of heritage and buildings for cultural and social use;
- Sustainable development, implementation of the Sustainable Energy Action Plan and Sustainable Urban Mobility Plan;
- Integrated action plan for the attractiveness for the Historical City Centre: experience, culture and shopping in the natural shopping centre;
- City branding, promotion, tourist incoming trends development;
- Co\_Mantova: action plan for social cohesion, sharing economy, active citizenship;
- Measures to boost the City internationalization and innovation, network of creative hubs;
- Smart City & Phygital City action plan for an intelligent use and connection of resources, data, technologies and human capital

#### MULTIANNUAL PLAN FOR MANTOVA CITY OF CULTURE

The City of Mantova has developed an **integrated multiannual project in the field of culture, based on the idea of a smart & human city.**

**Each objective and related field of action includes measures touching cultural heritage.**

A comprehensive city strategy has been finalized during summer 2015, when a new major and governing body was just elected. It represents the policy guideline for the political mandate 2015-20; the strategy goes beyond the theme of culture and cultural heritage, these 2 field of actions are considered as assets, leverage and key factors to reach the 4 strategic objectives. The strategy has been detailed into an action plan for the year 2016, and it was submitted within a national competition promoted by the Ministry of Culture and Tourism. Based on this strategy and project Mantova was selected among 20 cities to be the Italian capital of Culture for 2016. The project was well received by the jury in terms of integrated approach, legacy of the project, valorisation of cultural heritage and readiness.

The project is currently being implemented and a follow-up action plan is being prepared for the years 2017-18-19.

The **MULTIANNUAL PLAN FOR MANTOVA CITY OF CULTURE** includes a set of measures for cultural heritage of higher importance restoration, regeneration with special attention to sustainable reuse and management.

Several buildings of historical and architectural importance within the UNESCO area dating from the Middle Ages to the XVIII century will undergo public and private interventions for their conservation and for the design of new functions linked to cultural, social and business use.

On one side the reuse of historical buildings as multifunctional cultural spaces, co-working and creative hubs, and tourist info and service centres is foreseen. The aim is designing and promoting a new active relationship between people and heritage.

**The multi disciplinary approach is well defined by the Municipal strategy, the working methodology and specific procedures are to be fine tuned.**

2. Involving local stakeholders: The challenge is to create a common governance, that develops tools and offices that involve the private and public stakeholders in individuating long-term goals and targets and thereby devising jointly the strategic plan for the city accordingly.

An adequate governance will be able to distinguish levels of policy-making, thus to be able to make the difference between policy-makers, decision-makers and stake-holders and thereby to involve them at the most appropriate stage of the process.



The integrated project for Mantova Italian Capital of Culture, was set up by a participatory process including the institutional level, the civil society, the creative sector and the business associations.

Mantova was awarded as Italian capital of culture in 2016 thanks to this plan, and this award helped start up with great involvement. The project was coordinated by the Municipality with the support of a steering committee to share strategic vision and guidance.

The Committee is composed by

- Province of Mantova
- Chamber of Commerce
- Industrial Association
- 2 Retailers and SMEs Associations
- Polytechnic of Milan – campus of Mantova
- Museum System of the Ducal Palace (state museum)
- Centro internazionale d'Arte e Cultura di Palazzo Te (public-private body)

The project involved the main foundations and public-private cultural poles of the City, around 30 associations, 4 private museums, the Regional Park of Mincio River, the Service Centre for the volunteer associations and is supported by Lombardy Region, Bank foundations, Banks, private companies.

A new partnership is being defined with the main organizations implementing festivals in the city for the public spaces management.

Specific projects are being implemented in close partnership with relevant stakeholders.

**Mantova has developed a general consultation and co-planning platform in the cultural sector, and several good practices in the planning and implementation of heritage valorisation projects with stakeholders, a multilevel governance scheme for the long term was not set-up and recognized up to now.**

**As far as decision making processes, the Municipality manages one-to-one relationships with stakeholders.**

**A comprehensive participatory governance model has not been approved on a formal basis.**

3. Measuring impact: The challenge is to develop an integrated index that, based on quantitative hard data about investment on cultural heritage, events and industry, is capable of measuring policy outcomes on the wider local economic landscape on long-term basis.

The plan for Mantova Italian Capital of Culture has developed a monitoring system, with a set of indicators.

This is a first tentative monitoring system connecting cultural planning with the city economic growth indicators.

Beforehand only the tourist trends were monitored.

The impact of 2016 project will be measured throughout the following 3 years and the city will be equipped with a permanent monitoring system of economic and social benefits of cultural and structural actions.

**More advanced tools and indicators are to be developed and implemented for a better picture of the policy outcomes. The monitoring and evaluation, according to Mantova's strategy should be able to seize the impact of cultural policies on local economy, but also on the community well-being and**



**intangible benefits for the citizens' quality of life. A mixed system of quantitative and qualitative measurements is foreseen.**

**In order to develop such system a public-private collaboration is envisaged, a participatory approach and the support of experts is needed.**

**The Municipality intends to develop and share this system within the network.**

5. Developing Public Private Partnerships: The challenge is represented by how to develop policy that favour investments and make partnerships legally certain though recognised procedures.?

Some specific projects and heritage sites are managed on the basis of PPP with non-profit organizations, such as:

- Santa Maria della Vittoria, since the '90 with the no profit association Amici di Palazzo Te and Musei Mantovani
- Santagnese 10, Living Lab with the Consortium of creative companies Pantacon
- Palazzo Te, with the Public-Private Association "Centro internazionale d'arte e cultura di Palazzo Te"
- Pescherie di Giulio Romano with Fondazione Pescherie

**In the heritage sector we have no specific policy on PPP, and each situation is developed as a single business model. Thanks to the experiences gained on the field the Municipality could develop collection of case studies and harmonize the main procedures for Cultural Heritage PPPs.**

- what are the objectives of Integrated strategy/action plan?

The strategy works around 4 main objectives:

- *New city*, that is the evolution in the cultural planning and positioning and rebranding, through the reactivation of the historical centre, boosted attractiveness, growing aggregated demand connected with tourist flows;
- *Entrepreneurial city*, it means to support to human capital towards better living and working environment promotion of entrepreneurship and employment, especially for young people, in relation to opportunities created by the urban re-positioning, support services for the improvement of goods and services;
- *City common good*, with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;
- *Fair City*, that implies inclusion and community building activation of social and territorial inclusion, community building, including co-planning and citizens involvement for the development of city centre, neighbourhoods and peripheral areas.

The plan aims at developing four main actions through which achieve the relative targets.





*Cultural offer*, that is rethinking and repositioning the City cultural brand through the development of an open urban museum and cultural events and audience development. In particular, the urban museum will allow a better conservation and valorisation of the hidden city, transforming heritage conservation into a development engine for the city, in the shape of a wide open urban museum together with related networking implementation; reopening and new light to underestimated heritage feature that can represent and boost the city identity, and increase the cultural and tourist offer (2016-18);

*Urban regeneration* and infrastructures, especially those that can convey and facilitate touristic fluxes towards the city, like for instance to transform the currently unused Rocca di Sparafucile into a multifunctional tourist centre.

*Talent growing* in the city of experiences, supporting the development of network of creative hubs, enterprise activators and creative residences. On this subject the Municipality would like to restore the complex of Santa Lucia, currently owned by a private foundation, to make it becoming a food and design innovation hub;

*Community links and territorial dialogue* for promoting social inclusion.

After the successful year 2016, we have **additional challenges and targets, such as:**

- Manage new expectations from the citizens and business side
- Keep the rhythm and Implement the strategic plan with appropriate re-definition
- Measure the impact
- Capitalize the experience and the enthusiasm
- Make the emergency/effort into a work model
- when was this integrated strategy/ action plan designed? What period does it cover?

The City of Mantova has approved

1. A general strategic plan for the years 2015-20 (programma di mandato), currently implemented
2. An integrated multiannual plan for the City development in the cultural field (2016-20), including management of the cultural sector, cultural heritage and activities, integration between cultural policies and economic development and social inclusion, with an yearly action plan (currently implemented, under the project Mantova Capitale Italiana della cultura 2016)
3. An investment plan of 3 years with specific investment engagement, including specific engagements for cultural heritage; An investment of over 10 million euros is foreseen over 3 years, in the field of cultural heritage, with different financial and public-private cooperation schemes (art-bonus, co-financing, partnerships).

### **Urbact Implementation 2017-2019**

Mantova Brand positioning 2016-2019  
Mantova Italian Capital of Culture 2016  
Mantova 2016-2019  
Cult City (Lombardy's Tourism Year) 2016  
European Region of Gastronomy 2017





UNESCO 10th Anniversary 2018

### **Heritage conservation and regeneration**

Pescherie - art lightening 2016  
 City centre regeneration (public-private) 2016-2019  
 Palazzo Te - facade 2016  
 Palazzo Te - open space (public-private) 2017-2018  
 Palazzo Te - apartment secret garden 2017-2018  
 Rocca di Sparafucile 2016-2019  
 Palazzo della Ragione 2016-2019  
 Torre della Gabbia 2017-2019  
 Santa Lucia (private) 2017-2018  
 Teatro Bibiena 2017-2019

### **Smart City**

Google Art Project 2016-2017  
 Phygital City 2016-2019

- what are the main actions/ measures included in this strategy/action plan?

The main foreseen actions concerning heritage, within the project lines can be summarized as follows.

#### **1. Cultural offer**

##### **a. open urban museum**

Conservation and valorisation of the hidden city > heritage conservation to develop the city as a wide open urban museum together with related networking; valorisation; reopening and new light to underestimated heritage feature that can represent and boost the city identity, and increase the cultural and tourist offer (2016-18)

##### **b. cultural events and audience development**

#### **2. Urban regeneration and infrastructures**

##### **a. Regeneration**

Conservation of the municipal heritage

- Palazzo Te > action to preserve, restore and accelerate new functions including, civic museum, art exhibition centre, performance theatre, meeting Place (2016-18)
- Conservation and regeneration of critical areas in the city centre: actions to preserve and restyle the city centre arcades, in the shopping streets, combined with actions to reactivate retailing and innovative business; (2016-18)
- Restyling of city centre: Actions to highlight the heritage features with lightning, green features, and public furniture. (2016-17)

##### **b. Tourist infrastructure:**

- Rocca di Sparafucile: action to restore the Rocca for a multifunctional tourist centre (2017-19)

#### **3. talent growing in the city of experiences**

- a. network of creative hubs
- b. enterprise activators; Restoration of Santa Lucia complex by a private foundation, to become a food and design innovation hub (2016-18)





c. creative residences

#### 4. community links and territorial dialogue for inclusion.

- School programme
- Volunteers programme
- Community building actions

- what are the main expected results of the strategy/ action plan?

GENERAL OBJECTIVE	SPECIFIC OBJECTIVE	EXPECTED RESULTS	INDICATORS
<b>CITTA' INNOVATIVA</b> <b>RIPOSIZIONAMENTO</b> <b>CULTURALE E</b> <b>D'IMMAGINE</b>	Town known and perceived positively as a tourist destination of excellence for cultural fruition internationally. Cultural system cohesive and able to express a cultural offer that makes the city more attractive, then competitive	<ul style="list-style-type: none"> <li>Intellectual and economic resources optimization</li> <li>Increase of incomes</li> <li>New cultural demand and consumption</li> <li>Diversification and appreciation of cultural offer and cultural heritage</li> <li>New publics (children, youth, families)</li> <li>Increase and diversification of tourist incoming trends</li> </ul>	= Cultural expenditure borne by the local public system + Cultural expenditure borne by the local private system + Margins and induced cultural activities Improvement in the management of the cultural program (of time / space / cost optimization) N + hits per monument/ heritage + No. of visits to heritage least known + Liking of the visit + Extension of visit + Retention and return + Diversification of users + Development and multi-channel communication image of the city + increase in the presence of specialist / web printing / tourism blogs and catalogues tour operator
<b>CITTA' BENE COMUNE</b> <b>INFRASTRUTTURAZIONE</b> <b>URBANA COERENTE ED</b> <b>EFFICIENTE</b> <i>City common good, with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;</i>	Urban spaces alive and regenerated for facilitation of settlement and growth of economic and cultural activities. Implementing integrated services facilitating the visit and to stay responsive to the needs of tourism at national and international scale	New attractive spaces New functional spaces for cultural activities New technological / green/ smart solutions for welcoming and information and mobility	+ Multipurpose cultural spaces + Density of services + Public and private investments for regeneration and urban design + Presence flows in Old Town + Reducing access times + Increase in individual services and goods enjoyed + Tourist satisfaction + Artistic events in the city centre
<b>CITTA' IMPRENDITIVA</b> <b>MIGLIORAMENTO DELLA</b> <b>DINAMICA ECONOMICA E</b> <b>CREAZIONE DI</b> <b>OCCUPAZIONE</b>	Attractive city to settlements of new catering business, services and trade in line with the market, Attractive city for young talent and creativity and entrepreneurs;	New economic activities and in the field of tourism, retailing, handicraft, creative sectors New economic activities in the city centre	+ Trade-restaurant in Old Town + Settlements craft production in the old town + Economic and cultural activities in areas immediately adjacent to the old town + Creative and network hub + Creative enterprises, maker and artistic crafts



	Activation of production and fruition of culture with new languages and integrations.	New entrepreneurship in the cultural and cuisine fields	+ New artistic creation and self + Events and proposals based on new languages + Use by young audiences + GDP growth
<b>CITTA' INCLUSIVA</b> <b>INCLUSIONE E COESIONE</b>	Areas of experimentation attractive and land forms of cooperative economy and social cohesion; Correlation city-territory and unitary vision of development; Citizen involvement in the development of the cultural proposal	New cultural projects linking the city centre and the residential areas/suburbs  Active participation of citizens in cultural planning and city animation	208/5000 + Citizens involved + Diversification by age / source / extraction of active citizens + Positive perception of the relationship downtown neighbourhoods + Positive perception of the capital-territory relationship

- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)

The core area is the territory of Mantova's Municipality but it can potentially expand to its immediate surroundings. Some actions are networked within the Cultural District "Regge dei Gonzaga", an association of 12 Municipalities, with private partners, set up to develop a multidisciplinary and networking approach to cultural policies. The District works on the integration of cultural assets and the economic subjects, mainly in the fields of heritage, agro-food and innovation.

- what financial resources have been allocated to your integrated strategy/action plan?
  - o Pescherie - art lightening, €40.000 municipality
  - o City centre regeneration and restyling (public-private), €1.200.000 municipality / state
  - o Palazzo Te - facade, €650.000 municipality / private funding
  - o Palazzo Te - art lightening, €320.000 Lombardy Region
  - o Palazzo Te - open space (public-private), €3.000.000 State
  - o Palazzo Te – apartment "secret garden", €600.000 tbd/municipality
  - o Rocca di Sparafucile, €2.680.000 municipality
  - o Palazzo della Ragione, € 9.000.000 state
  - o Torre della Gabbia, €1.450.000 municipality/private
  - o Santa Lucia (private), €1.300.000 private
  - o Teatro Bibiena, €1.700.000 municipality/private
  - o Pescherie private



Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.

Global objective: min 1 to a maximum of 3:

Level 1 “Macro”	Level 2 “Meso”	Level 3 “Micro”	Level 4
Global objective	Sub-objective	Main actions	Challenges
<i>City common good</i> , with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;	Make urban spaces and heritage lively and regenerated in order to foster the growth of business and cultural activities.	<b>HISTORICAL CITY CENTRE</b> <ul style="list-style-type: none"> <li>- To valorise architectural heritage in the city centre for business development in the area</li> <li>- To valorise architectural heritage and public spaces for cultural activities, performances and festivals</li> <li>- to use valorisation as a leverage to maintain or to enhance the identity of architectural heritage</li> </ul>	<ul style="list-style-type: none"> <li>- public spaces and private use</li> <li>- ownership and participation to the maintenance of arcades and shopping streets</li> <li>- multifunctional use of public spaces</li> </ul>
<i>City common good</i> , with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;	Make urban spaces and heritage lively and regenerated in order to foster the growth of business and cultural activities.	<b>PALAZZO TE &amp; PARCO TE</b> <ul style="list-style-type: none"> <li>- to valorise the “TE” area inside and outside Palazzo Te for a wider use by the population, <i>the light</i></li> <li>- Palazzo Te as a multifunctional space, <i>the spaces</i></li> <li>- Palazzo Te for cultural activities, entertainment and business <i>activities</i></li> </ul>	<ul style="list-style-type: none"> <li>- Valorisation of heritage as museum and public space</li> <li>- Assets and constraints of entertainment activities/public use and cultural heritage</li> </ul>
<i>City common good</i> , with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;	Make urban spaces and heritage lively and regenerated in order to foster the growth of business and cultural activities.	<b>REGENERATION LIVING LAB</b> <ul style="list-style-type: none"> <li>- City common good: spreading the culture of regeneration and involving citizens</li> <li>- Professional activities, business ideas and regeneration: a living lab</li> </ul>	<ul style="list-style-type: none"> <li>- Citizens involvement and urban planning</li> <li>- Creativity and conservation</li> </ul>



### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
<p>1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects</p>	<p>The challenge is to define an active role of the players involved in the design and implementation of the integrated strategy and to identify appropriate and standardized procedures.</p> <p>The objective is to put together different views, competences and skills at the appropriate stage, make all players aware of the final goals, as well as of possible horizontal collaboration, by creating a clear work flow including decision making process.</p> <p>The challenge for Mantova is to better define procedures that foster the integrated approach, especially in the field of cultural heritage, that needs to be looked at with a multidisciplinary approach, in order to make it a leverage for the city socio-economic development and not a burden for public expenditures.</p> <p>Today the Municipality of Mantova is organized in sectorial departments, such as Cultural activities and museums, public works, economic activities, welfare etc.: this internal organization implies and follows a consequent organization of budgets, responsibilities and competence by sector. This does not help the development of skills and competences oriented to an integrated approach in the development and implementation of comprehensive strategies, nor the development of integrated approaches in general. While a different organization within the public administration cannot be foreseen, the development new specific processes and procedures that are easily intelligible, standardized and well known by all the departments could help the understanding of the integrated approach and the development of innovative skills around policy themes / action plans.</p> <p>This general challenge is particularly relevant in the field of cultural heritage, in a city like Mantova, where public spaces are mostly classified as cultural heritage and need appropriate conservation on one side, and innovative / public functions on the other.</p> <p>Moreover cultural heritage interventions and plans implies the involvement of several administrative bodies, that should also be involved in the strategic planning at an early stage, even if not foreseen by existing rules and regulations (e.g. authorizations by state bodies).</p>
<p>2. Maintaining involvement of local stakeholders and organising decision-</p>	<p>The challenge for Mantova is to keep an existing networking and participatory approach alive, by making it more effective.</p> <p>Mantova is a participatory city: institutions, cultural poles and citizens associations have been able in the past to carry out common projects in order to preserve and develop new functions for the cultural heritage.</p>



<p>making for delivery</p>	<p>The challenge is to find the best governance for the stakeholders participation, in order to encourage engagement at different levels and keep a common and comprehensive vision.</p> <p>A collaboration platform at City level exists and relations between the Municipality and Cultural stakeholders are lively and structures.</p> <p>Thanks to the Municipality efforts and the Open Museum methodology the networking among cultural Poles and associations is growing.</p> <p>A step forward in terms of participatory Governance can be taken.</p> <p>A common governance should be implemented that develops tools to involve the private and public stakeholders in individuating long-term goals and targets and thereby devising jointly the strategic plan for the city accordingly.</p> <p>An adequate governance will be able to distinguish levels of policy-making, thus to be able to make the difference between policy-makers, decision-makers and stakeholders and thereby to involve them at the most appropriate stage of the process.</p>
<p>3. Setting up efficient indicators &amp; monitoring systems to measure performance</p>	<p>The City of Mantova has not been able so far to measure the impact of policies and interventions.</p> <p>Despite the fact that Mantova is recognized by UNESCO as world heritage, and that many comprehensive projects have been carried out involving conservation and socio-economic development, the cause-effect relation between investment in cultural heritage and socio-economic development has still to be explored in depth.</p> <p>The expected results of public actions were in fact not well defined.</p> <p>The challenge is to develop an integrated index that, based on quantitative hard data about investment on cultural heritage, events and industry, is capable of measuring policy outcomes on the wider local economic landscape on long-term basis.</p> <p>Moreover relevant data are recorded and worked out with a sectorial perspective. The new strategic plan for culture should help set up an integrated measuring system.</p> <p>The challenge is to better define expected results, develop an effective measuring system and implement it on a long term basis, in order to measure the effectiveness of policies with better defined objectives and expected results.</p> <p>The monitoring and evaluation, according to Mantova's strategy should be able to seize the impact of cultural policies on local economy, but also on the community well-being and intangible benefits for the citizens' quality of life. A mixed system of quantitative and qualitative measurements is foreseen. In order to develop such system public-private collaboration is envisaged, a participatory approach and the support of experts is needed.</p>



### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	<p>In connection with challenge n.1</p> <p>The organizational context within the Municipality encourages to work by department/competence, and the managing tools provided by the law highlight the single responsibility of managers rather than the collective ones. The Municipality has designed a new organizational structure foreseeing the possibility of a wide use of inter-sectorial working groups. The implementation of new horizontal working methods has to be put into practice.</p> <p>Action-plans of specific projects part of the general structure have to be designed with a better focus on resources needed (in terms of human resources, financial resources and time) and partners/stakeholders involved. The process should be better integrated with the standard tools of the Municipality such as the Executive Annual Plan and the Internal monitoring of performance. A wider use of inter-sectorial work groups shall be promoted.</p>	2 very relevant
5. Setting up Public Private Partnerships for delivery	<p>In connection with challenge n.2</p> <p>Many forms of partnerships are currently being experimented: sponsorships, fiscal bonus, partnerships.</p> <p>The challenge is represented by how to develop policy that favour investments and make partnerships legally certain though recognized procedures.</p> <p>The challenge is to develop further the current pilot experiences, standardize them and make them known to wider number of private partners, for further involvement.</p> <p>An in depth reflection can be carried out on the specificity of PPP in the heritage sector; good practices can be better assessed, modelled and disseminated for further development.</p>	2 very relevant
6. Designing smart public procurement frameworks		4 less relevant
7. Enhancing funding of urban policies by exploring financial innovation	<p>An interesting work in fundraising and mix of funding to support the Municipality strategy is being developed, the Municipality is interested in exchanging and learning more about existing experience of private companies' involvement.</p>	3 relevant



## 4. URBACT Local Group

- a) Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?
  - As far as city departments are concerned, the UNESCO Office, the Culture Department, the Integrated Projects and EU Relations Office, the Urban Regeneration UNIT, Territorial Management Department, the Public Works Department
  - Cultural organisations: the Ducal Palace Pole (public); the Centro Internazionale d'arte e cultura di Palazzo Te (public-private); the consortium of cultural social enterprises Pantacon; the non-profit associations Amici di Palazzo Te and the Musei Mantovani and the Fondazione Pescherie
- b) How will the ULG engage in transnational network activities?

Exchange of good practices, standardization of procedures, sharing experiences within workshops and with other exchange tools

## 5. Capacity Building

What specific capacity building needs have been identified by the partner?

The general capacity building needs of the local administration are:

- 1) Strategic planning
  - Difference between a strategic plan and operational plan
  - Improving internal procedures for cross-sectorial teams management
  - Monitoring and evaluation in practice
  - Evolving from "administrative" monitoring to performance/impact evaluation
  - How to measure impacts and intangible assets
- 2) Multidisciplinary planning and practices in the heritage field
  - UNESCO approach: binding guidelines or valorisation projects?
  - Conservation and valorisation: managing data, conservation vs. restoration works, building functions and management schemes in an integrated framework; sharing information and competences among departments: *urban planning / property / public works / museums / cultural activities*
  - Heritage management and sustainability (social/cultural/economic/environmental)
- 3) Responding to new citizens/tourist needs, developing innovative policies and practices in the "ancient" and fragile heritage environment
  - Cultural planning: conservation vs. public use; traditional functions (conservation, valorisation, education) vs. innovative culture-based community building activities and functions;





- Citizen's engagement: social, educational and cultural aspects in an integrated action plan.
- 4) Multi stakeholders environment
  - Public-private partnerships in the heritage sector
  - Public evidence and cultural activities
  - Sponsorships in the public sector // heritage sector

The capacity building needs apply to all administration levels:

Decision makers (elected officials and managers) and operators

## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 7

Participation (1-10): 7

Project management (1-10): 7

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

4. My city often applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

2. My city rarely uses a results framework in the implementation of strategies or action plans.



## SIGULDA

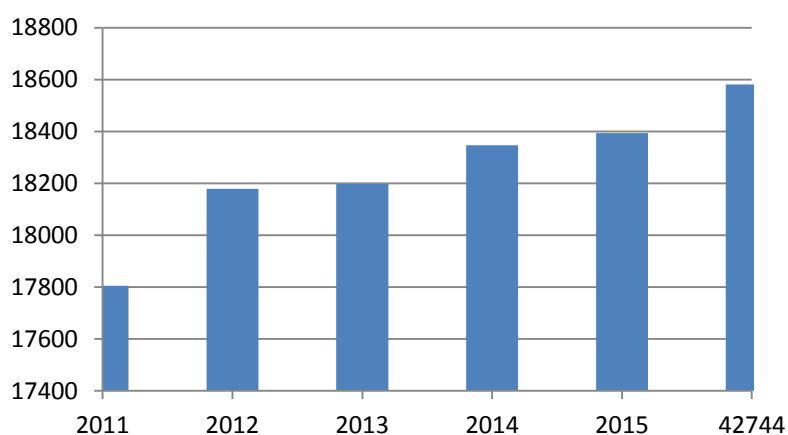
### 1. Partner Indicators

#### 1.1 Partner key generic indicators

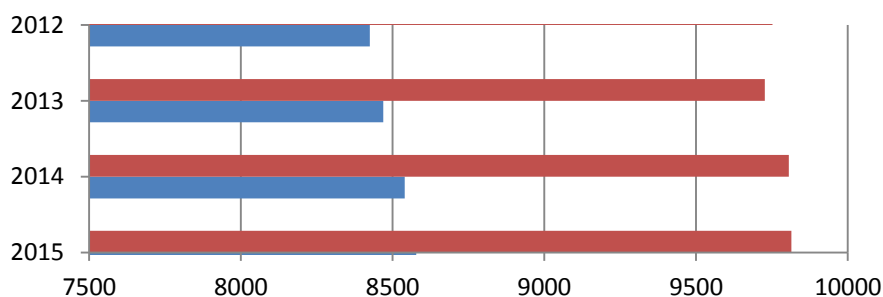
##### - Population size of partner city:

Population of Sigulda District is steadily growing reaching 18 581 declared persons on 9<sup>th</sup> of January 2017. About 64% of population lives in Sigulda town, the rest lives in parishes. Sigulda District is one of the few municipalities in Latvia with positive birth rate over the last years, as well as attracting inhabitants move to Sigulda, which can be explained by its closeness to Riga (50 km, good public transportation link to the capital) and high quality for living in general (educational facilities, sport and active leisure offer, social services, regional hospital, variety of cultural events etc.)

Population in Sigulda District

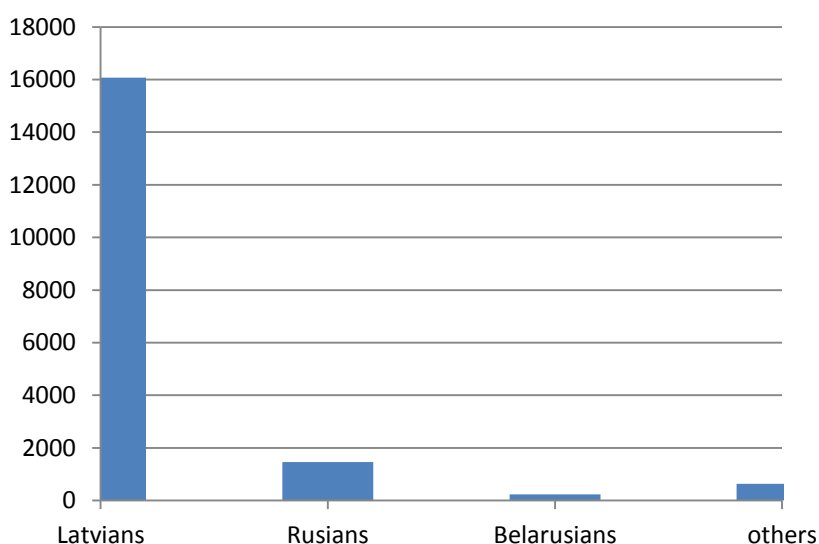


##### - Demographic profile –age, gender, ethnicity:





**The ethnic composition of Sigulda District inhabitants in 2015**



#### - Economic profile – per capita GDP, key industry sectors:

Being tourism destination and centre of Gauja National Park with thus restricted economic activity, one of the primary industry sectors in Sigulda District is tourism and its related services. Yet notable contribution to development of District comes also from forestry, wood processing, construction, extraction of peat, and agriculture.

In 2015 there were 135 new enterprises registered, 39 were liquidated. All together in 2015 there were 781 active enterprise with its registered address in Sigulda District. Most (about 95%) are limited liability companies.

#### - Employment levels:

In 2015 the unemployment rate was 5.1%, which was about 0.5% lower than the year before.

In order to support local entrepreneurs Sigulda municipality has introduced several support tools, such as, real estate tax reduction, co-financing of infrastructure improvements, as well as consulting support for new and existing entrepreneurs at the Business Support Point. Also municipality has implemented activities to support local entrepreneurs (local brand “Made in Sigulda”, business idea competitions) and established Entrepreneurs Advisory Council. In 2016 Regional Business Incubator was opened in Sigulda.

## 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:





Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year)	600 000
Investment	Estimated budget allocated to cultural heritage/tourism (last know year)	200 000 EUR
Sector size (nr)	Number of companies in the cultural heritage/tourism sector	85
Sector size (amount)	Estimated sales of companies in cultural heritage/tourism sectors	13 000 000 EUR

- **Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :**

State Cultural and Historical monuments: Sigulda Caste of Livonian Order, Turaida Museum Reserve, Krimulda Medieval ruins, Krimulda Manor.

Gauja National Park and nature area: Gutmana cave, Devil's cave etc.

Active sport and leisure: Bobsleigh and Luge track, 4 skiing slopes, cooled cross country skiing track, adventure parks, vertical wind tunnel "Aerodium", cable car etc.

- **Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:**

Sigulda municipality – place branding (brand "Sigulda Thrills" and cooperation with neighbouring municipalities for common branding in Gauja National Park (brand "Enter Gauja"). Municipality is also responsible for infrastructure improvements (roads, streets, public buildings) etc.

Tourism entrepreneurs – ensuring high quality in providing tourism services. Investing in new tourism products.

Nature Conservation Agency – tourism infrastructure and improvements in nature area

- **Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):**

Number of beds: 1000

Number of accommodations: 21

Public transport: bus, train. 1 hour drive from capital Riga, connections every hour.



## 2. About your strategy

### Describe your strategy:

The Development Strategy of Sigulda Castle Complex 2013-2018 is rather a guidance document, it does not include a budgeted action plan. However, the actions that stem from this Strategy are included and budgeted under the Development Programme of Sigulda District 2011-2017 (containing Action Plan and Investment Plan – these documents are revised and adopted by Sigulda District Council every year).

#### - title/name:

The Development Strategy of Sigulda Castle Complex (2013-2018)

#### - what is the local policy challenge that the city's Integrated strategies/ action plan addresses?

The main focus of the Development Strategy of Sigulda Castle Complex 2013-2018 is on involvement of members of creative industries in the Sigulda Castle Complex through seeking the best scenarios and providing the most effective solutions in order to turn the Castle Complex into the creative quarter and place where creative entrepreneurship can successfully develop. To turn the area, which was considered degraded, into opened city space for a healthy lifestyle, which provides an opportunity both for the locals and the guests for recreation, education and work in a healthy and inspirational environment.

#### - what are the objectives of Integrated strategy/action plan?

The three main objectives are the following:

- development of the centre of creative activities for both the locals and the guests (interaction between local inhabitants, entrepreneurs, guests, openness, education, social responsibility and development);
- integration of the Sigulda Castle Complex into tourism routs (a focused orientation inwards the planning process of tourism routs; development of tourism offers specific to various target groups);
- creation of environment for entrepreneurship and representation (to turn the Sigulda Castle Complex into a place where educational, private and corporative events and presentations can be held, where entrepreneurial activities can be developed).

#### - when was this integrated strategy/ action plan designed? What period does it cover?

The Development Strategy of Sigulda Castle Complex was designed in 2013 for period of five years until 2018.

#### - what are the main actions/ measures included in this strategy/action plan?





The strategy, first of all, indicates the maintenance and development plan for all of the cultural heritage buildings. This includes developing and assigning functions to every space. The technical condition of the Castle Complex buildings differs greatly – some buildings are ready for renting out, others have to be reconstructed and restored.

Secondly, the strategy sets out a plan for new product development and promotion of competitiveness, which is a guideline of what sectors of creative industries should be involved in residing at the Castle Complex and encouraged to collaborate.

Thirdly, the strategy sets out the plan for attraction of investment, which has three positions: the budget of Sigulda District Council, the EU Structural Funds and the other financial instruments, and the private funding. The functional distribution of the Castle Complex space can be divided in four groups: culture, knowledge, creative industries and representation, and recreation; and depending on the particular function the particular funding should be attracted.

**- what are the main expected results of the strategy/ action plan?**

- Open and active city area for art and culture: centre of creative activities for both the locals and the guests is developed;
- Highly interesting tourism object: The Sigulda Castle Complex is integrated into tourism routes;
- New entrepreneurs and products: Environment for entrepreneurship and representation is created.

In other words, the Sigulda Castle Complex is renewed and restored and turned into a creative quarter and place where creative entrepreneurship can successfully develop. It is a gathering place for locals and visitors for cultural, educational, creative and recreational purposes.

**- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)**

The area of the strategy covers the Sigulda Castle Complex including Sigulda Medieval Castle (1207), the New Castle (1881) and the manor centre.

**- what financial resources have been allocated to your integrated strategy/action plan?**

Maintenance and development of the heritage buildings of the Sigulda Castle Complex will be facilitated through the four following main actions.

1. Reconstruction of the Stable (one of the manor buildings) – 800 000 EUR; funding secured; funder - Sigulda District Council; works were completed in March 2016.
2. Reconstruction and revitalization of Sigulda Castle Complex for support of entrepreneurship – 5 089 662 EUR; funding secured; funder – ERDF and Sigulda District Council; committed as a regional development centre under operational programme – Growth and Employment; specific



- action 5.6.2.; committed through approval of Investment Plan and a Council decision. + 130 000 EUR of private non-financial investment (project result indicator that must be attained).
3. Reconstruction of Sigulda New Castle – about 900 000 EUR; funding secured; funder – National Emission Quota Bidding Instrument and Sigulda District Council; committed; Council decision.
  4. Restauration of interior of Sigulda New Castle – about 3 450 000 EUR; funding secured (project idea approved); funder – ERDF and Sigulda District Council; committed through approval of Investment Plan and a Council decision.

Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.

Global objective: min 1 to a maximum of 3:

Level 1 “Macro”	Level 2 “Meso”	Level 3 “Micro”	Level 4
Global objective	Sub-objective	Main actions	Challenges
Delivering infrastructure for entrepreneurs and NGOs, generated by re-use of space of at least 90% and by creating at least 100 new workplaces.	Attracting entrepreneurs and NGOs according to the strategy of the area – mostly companies that work within creative industry, develop sustainable business ideas as well as integrate locals and visitors into development of the area.	Make area attractive to visitors to ensure that companies that rent a space will profit and be able to create new workplaces and create new business ideas within the area.  Create motivational programme for entrepreneurs to invest in the area and create new workplaces.	Entrepreneurs that work within creative industry usually are self-employed or micro businesses and that results in a challenge to create new workplaces and make investments in the area.  It is vital to operate closer with business incubator and other financial support institutions to help entrepreneurs and NGOs with reduced rent rate for the space (at least for the first year after renovation of the area ends).

### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
1. Ensuring the integrated approach in the delivery of	The Development Strategy of Sigulda Castle Complex 2013-2018 takes into account economic, social, environmental aspects. The funding is and shall be



the strategy and their related actions/projects	<p>attracted from local municipality's resources, from EU funds and other outside financial instruments, and from the local entrepreneurs as non-financial investments. The tourism and cultural products are developed for the Sigulda Castle Complex to be included into the tourism routs and thus generate more income for local businesses. The strategy calls for actions that involve all the target groups and players (public bodies, local entrepreneurs, cultural and educational organizations; local inhabitants (all age and interest groups; families) and tourists). Environmental aspects must be taken into account as Sigulda is part of the Gauja National Park and the Sigulda Castle Complex is a part of the town planning monument of state importance "Complex of Sigulda, Turaida, and Krimulda Historical Centres" thus specific regulations apply to the maintenance of the cultural heritage.</p> <p>Although the Strategy itself calls for an integrated approach in order to make the revitalization of Sigulda Castle Complex a basis for socio-economic development and not a burden on the Council's budget, the challenge lies in the delivery of the Strategy. The integrated approach towards every step of the actions taken is crucial; however, sometimes non-existent. The sectoral departments of municipality are coordinating their work; however, sometimes coordination is late. All the stakeholders have been involved at the design phase of the Strategy; however, afterwards the feedback and the continuity could have been maintained better.</p>
2. Maintaining involvement of local stakeholders and organising decision-making for delivery	<p>All the local stakeholders have been involved during Strategy's development phase - there were numerous interviews and meetings carried out with members of Sigulda District Council, entrepreneurs, members representing creative industries and cultural sector.</p> <p>However, the challenge is to continue involving the local stakeholders in all the appropriate steps of implementation of the Strategy.</p>
3. Setting up efficient indicators & monitoring systems to measure performance	<p>The impact of the strategy will be measured by various outcomes that are at least partially set out and specified through the project implementation rules, such as:</p> <ul style="list-style-type: none"> <li>- number of heritage buildings reconstructed/restored;</li> <li>- number of small creative businesses established in the area;</li> <li>- number of new workplaces created;</li> <li>- amount of private non-financial investment attracted;</li> <li>- number of cultural events taking place in the Castle Complex;</li> <li>- number of new services created;</li> <li>- increase in number of local visitors visiting the Castle Complex;</li> <li>- increase in number of foreign tourists visiting the Castle Complex;</li> <li>- increase in number of nights spent in local tourism accommodations.</li> </ul>

### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	As indicated before the Development Strategy of Sigulda Castle Complex 2013-2018 is rather a guidance document; it does not include an operational action plan. However, the actions that	1.





	<p>stem from this Strategy are included and budgeted under the Development Programme of Sigulda District 2011-2017 (containing Action Plan and Investment Plan – these documents are revised and adopted by Sigulda District Council every year). The work on the new Development Programme of Sigulda District 2018-2024 has been undertaken in the beginning of this year.</p> <p>Also the Development Strategy of Sigulda Castle Complex will be renewed and an action plan for the renewed version should be design.</p>	
5. Setting up Public Private Partnerships for delivery	<p>Sigulda District Council has chosen not to set up PPP for delivery. The national legislation regarding this matter is complicated and makes PPP set-ups unappealing.</p> <p>On the other hand the involvement of local entrepreneurs is crucial for the delivery of the Strategy and for the implementation of the investment projects.</p> <p>The Strategy envisages the kind of private players we want to see taking action in the Castle Complex and these players have been individually addressed. We are seeking for balance between private interest to participate and an economic substantiation in interests of public administration that must ensure that the process altogether is economically viable. During the project development phase we ask the entrepreneurs to sign the letters of interest. The local entrepreneurs participate in the public auctions for the rental of premises.</p>	3.
3. Designing smart public procurement frameworks	<p>The public procurement is strictly regulated by the Public Procurement Law; there isn't much space for improvisation left.</p>	4.
4. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	<p>As maintenance and development of cultural heritage is particularly costly and mostly a burden on municipality, we are constantly looking for external resources. Most of the external resources have come from the European Regional Development Fund this far. However, we are certainly interested to explore other options to attract funding.</p>	2.

#### 4. URBACT Local Group

- a) **Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?**



The key local stakeholders to be involved in the ULG are the following: the director of Sigulda Development Agency, the head of Investment Unit of Territory Development Department, a representative of Cultural Department of Sigulda District Council, representatives of local entrepreneurs that have already established their businesses in Sigulda Castle Complex, the head of the local business incubator, etc.

**b) How will the ULG engage in transnational network activities?**

Representatives of the ULG will participate in transnational meetings, share experience, bring ideas back and share at the local level...

## 5. Capacity Building

**What specific capacity building needs have been identified by the partner?**

We are interested in a model/methodology regarding administration and management of a creative quarter from municipality perspective in long – term.

Other interests for capacity building include:

- capacity building for new creative entrepreneurs who will reside in the Castle Complex – how to interest customers, how to sell their produce, ideas for creating new contemporary products, how to stand out, how to protect their ideas;
- capacity building for the local tourism info point/Development Agency – tourism marketing; how to sell cultural heritage; how to stand out amongst so many other medium and small size cities.

## 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 7

Participation (1-10): 7

Project management (1-10): 9

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

Yes, Sigulda is identified as the article 7 urban authority for the ERDF Operational programme. Latvia has one operational programme – Growth and Employment (<http://ec.europa.eu/esf/main.jsp?catId=576&langId=en>). Sigulda has been identified as one of the 21 regional development centres in the sustainable development strategy of Latvia until 2030 (Latvia 2030),



and as such is eligible for support under several priority axes of the operational programme. (Integrated Territorial Investment, however, does not apply to Sigulda.)

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.



## ARMAGH

### 1. Partner Indicators

#### 1.1 Partner key generic indicators

- Population size of partner city: The city of Armagh has a population of 14,777 and the wider Borough has a population of 204,000

- Demographic profile –age, gender, ethnicity:

	All Persons	Males	Females	Persons 0-15 years	Persons 16-64 years	Persons 65+ years	Mean Age of Population	Median Age of Population
Number	14,777	7,016	7,761	3,089	9,406	2,282	38	37
Percentage	100%	47%	53%	21%	64%	15%	-	-

- Economic profile – per capita GDP, key industry sectors:

Armagh hosts 470 businesses with retail being the dominant sector with almost a third of businesses being in the wholesale and retail trade. There are 65 businesses (15%) in the general activities associated with tourism including accommodation and food service and Arts, Entertainment and Recreation. The city also has a significant professional services sector (11%) covering activities such as accountancy, architecture, legal profession and consultancy/advisory activities.

- Employment levels:

Employment is dominated by the public sector with 38% of jobs in the public administration and health and social care professions. Retail also accounts for a sizable proportion of jobs with 20% of jobs in wholesale and retail activities. Tourism related jobs account for less than 10% of jobs within the city.

- Etc.

#### 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	Estimated total number of visitors per year (last know year)	149,000 overnight stays
Investment	Estimated budget allocated to cultural heritage/tourism (last know year)	£4m
Sector size (nr)	Number of companies in the cultural heritage/tourism sector	65
Sector size (amount)	Estimated sales of companies in cultural	£13m turnover





	heritage/tourism sectors	
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- Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :

Armagh is a city with a very unique heritage and distinctive character. This very unique heritage is nearly always the starting point of discussion about the city in practically every publication. It is arguably the city's best selling point and it distinguishes it from all other localities. The city centre is a designated Conservation Area with 153 Listed Buildings and many others of architectural and historical value. Key buildings include the two St. Patricks Cathedrals, Armagh Gaol and Courthouse which bookend the historic Mall, Armagh Observatory and Planetarium, the Market House, Shambles Yard and Public Library, which all provide fine examples of Armagh's rich built heritage.

Armagh City is one of the earliest urban settlements in Ireland and has long been a place of importance, first associated with the Kings of ancient Ulster and later with Christianity. The city first developed as a religious and administrative centre, ruled from a large fortified rather by Daire, a local Chieftain. Its importance, however in Christian history began with the arrival of St Patrick in 445AD. whilst a very different cultural and political context exists today, plentiful evidence of Armagh's status still remain. Fine architecture and urban spaces adorn the city centre.

- Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:

**Armagh City, Banbridge and Craigavon Borough Council** is the Local Authority with responsibility for Armagh City Centre and has designated tourism and heritage red regeneration as two of the key priorities for the City. In fact the Council's first ever Corporate plan indicates that "The Council will support the diverse and colourful cultural heritage of the area: the buildings and architecture; its customs, stories, songs, poetry, music and sport; the traditions of the countryside and towns; the food and entertainment. Armagh's ecclesiastical prominence underlines the significance of the area regionally, nationally and internationally."

The Council works in collaboration and cooperation with a range of partners in furthering these goals. **Tourism NI**, as the regional tourism authority for Northern Ireland, is a key partner in the development of tourism product, events and experiences that celebrate the area's cultural heritage and tourism. Tourism NI's Mission is to build the value of tourism to the local economy and the vision is to confidently and passionately champion the development and promotion of the Northern Ireland experience. **The Department for Communities**, which is a Central Government Department, have responsibility for progressing Urban Regeneration and for protecting built heritage assets on a regional basis and work very closely with Council Officers in the delivery of support to the built environment in Armagh through incentivising protection and



maintenance of historic properties and sites and investing in public realm improvements and addressing dereliction within the City Centre. **Heritage Lottery Fund (HLF)** is a national organisation with responsibility for using money raised by National Lottery players to help people across the UK explore, enjoy and protect the heritage they care about. HLF have been strong supporters of Armagh City over recent years and earlier this year have made an allocation of almost £2m towards the restoration of some of Armagh's historic buildings through the provision of a Townscape Heritage Stage 1 approval.

- Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):

As indicated above, there are 65 businesses associated with the tourism industry covering accommodation and food service and arts, entertainment and recreation. There is one main hotel in the city and other smaller hotels, guesthouses and bed and breakfast accommodation providers. Whilst Armagh has a dedicated bus station, the public transport infrastructure and programme in the area is relatively poor with limited connectivity to the major entry points for tourists/visitors.

## 2. About your strategy

Describe your strategy:

- **title/name:**

Armagh City centre Masterplan

- **what is the local policy challenge that the city's Integrated strategies/ action plan addresses?**

The Reform of Local Government has created the opportunity to establish a new Council covering a wider geographical area with increased powers at its disposal. The recently formed Armagh City, Banbridge and Craigavon (ABC) Borough Council has put in place a range of innovative structures to ensure it becomes a stronger, more dynamic and unified unit, providing its citizens with outstanding public services, while unlocking the full potential of its region. Taking its lead from the Council's Corporate Plan, the Armagh Masterplan acknowledges that the regeneration and development of the area ranks as the Council's number one priority. The Strategy also recognises the importance of establishing a clear, strategic direction for the ABC region as a way of unlocking and developing the local economy. While non-statutory in nature, the Armagh City Centre Masterplan is a critical spatial planning tool within the Council's arsenal to guide and stimulate development and regeneration initiatives including those relating to the significant tourism, ecclesiastical and heritage potential. Containing a wide range of ongoing regeneration initiatives and opportunities in Armagh, this document will become a key reference point in the Council's formulation of a new Armagh Local Development Plan.

The Armagh City Centre Masterplan seeks to address a range of challenges facing the city:





- Achieving a balance between pedestrian and vehicular usage of the City Centre and resolving key congestion black spots;
- Enhancing connectivity between the various parts of the City Centre and promoting sustainable methods of traversing the City;
- Preserving, protecting and maintaining the historic built heritage and the importance of conserving the unique character of Armagh City Centre; and
- Identifying unique selling points with regards to the stimulation of tourism activity in the City Centre and ensuring there is adequate provision for visitors.

**- what are the objectives of Integrated strategy/action plan?**

The Armagh City Centre Masterplan contains 5 key objectives:

- Enhance the quality of life for Armagh's residents;
- Maintain and enhance Armagh's historic character and identity;
- Develop a sustainable economy based on existing strengths;
- Develop Armagh as a leading tourist destination; and
- Develop a sustainable transportation network.

**- when was this integrated strategy/ action plan designed? What period does it cover?**

The Masterplan was originally developed in 2009 and has been refreshed in 2015 in order to reflect the changing economic, social and political circumstances. The Masterplan relates to the period up to 2030.

**- what are the main actions/ measures included in this strategy/action plan?**

As part of the process a comprehensive Armagh City Centre Action Plan has been developed which has been designed to initiate and stimulate positive change to transform the ambitions and objectives contained within the Masterplan into reality with responsibility for the management of this process falling to the newly established Armagh City, Banbridge and Craigavon Borough Council. Actions have been organized into 4 themes which are:

1. Development projects – 33 actions
2. Public Realm – 15 actions
3. Transport – 15 actions; and
4. Strategic – 8 actions.



The project actions are aimed at contributing to the realization of the aims and objectives previously identified. The 33 Development project actions all relate to individual opportunity sites or properties both in public and private ownership and these will require a range of stakeholders to be involved in progressing these opportunities. The 15 Public Realm actions will contribute to an ongoing process of improving public spaces in the City, enhancing the pedestrian environment and stimulating dwell time, improving perceptions of safety and ultimately attracting further private sector investment, whilst creating a cohesive and attractive streetscape. The 15 Transport actions have been aimed at ensuring that the quality of transport connections is high and there is sufficient supply of car parking to attract repeat visits from shoppers and tourists and also to ensure investors are not dissuaded from investing in the City. Critical to the transportation agenda is the promotion of alternative and sustainable methods of transport including the development of greenways and the promotion of public transport. The 8 Strategic Actions have been identified to ensure that there is a basic framework for ensuring that priority actions across the board are grounded in appropriate and relevant strategic approaches.

#### **- what are the main expected results of the strategy/ action plan?**

For the Masterplan to be considered successful, it must go beyond the creation of a vision and must directly result in a process of initiating positive change to enable this vision to be turned into a reality. Achievement of the original objectives of the Masterplan will take a concerted and integrated approach with a range of stakeholders involved along the way. The actions identified in the Action Plan have each been afforded immediate, short term or long term priorities and identifies the Council as the lead driving force behind realizing the objectives. Council's new role in developing and implementing a Community Plan for the area will be critical in order to bring the varied public and private stakeholders together to ensure results are achieved. The ultimate goal is to realise the vision that "The historic City of Armagh will flourish as a lively and attractive place in which to live, work and visit. Known far and wide as the cultural and religious capital of the island, the City's cherished buildings, streets and spaces will provide the fine backdrop to a forward thinking European destination. Excellent amenities for residents, businesses and visitors, strengthened by improved environment and connectivity will underpin the success of a creative, friendly and people-orientated City Centre."

#### **- what is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)**

The Armagh City Centre Masterplan area is defined as the built limits of the City of Armagh with a particular focus on the historic City Centre core.

#### **- what financial resources have been allocated to your integrated strategy/action plan?**

In relation to the specific heritage approach to regeneration, Armagh City, Banbridge and Craigavon Borough Council have been working closely with the Heritage Lottery Fund to prepare a bid for a Townscape Heritage scheme in Armagh City Centre. This proposal has secured Stage 1 Approval and a programme of activities of almost £100,000 is being worked on and Council Officers are working currently to prepare a Stage 2 bid, which if approved, would ensure a further £4m investment in the built heritage within Armagh City Centre. This would be funded from a mixture of public and private



sources. The Outline Scheme plan foresees the restoration of a number of heritage buildings within the conservation area. Associated with this will be a comprehensive programme of complementary initiatives aimed at engaging local communities in the heritage through education and learning schemes, training and development of key heritage trades and crafts.

We also work extensively with Central Government partners including the Department for Communities and the Department of Infrastructure and both of these Departments, with match funding from Council, have committed funding of £350,000 towards stimulating some public realm activities and a further £100,000 towards some City Centre revitalization projects. Council, for its part, have established funding mechanisms aimed at improving business frontages in the City, addressing some of the worst dereliction in properties and investigating meanwhile usages for City Centre spaces and properties.

Level 1 “Macro”	Level 2 “Meso”	Level 3 “Micro”	Level 4
Global objective	Sub-objective	Main actions	Challenges
Ensuring viable and sustainable economic uses for historic properties brought back into use	Example The re-use and redevelopment of vacant heritage for entrepreneurs and other purposes including civic, educational and tourism related. - “Conservation through development.” Also ensuring that the uses identified and pursued are consistent with the Armagh proposition	<ul style="list-style-type: none"> <li>- Grant support for the restoration of key properties;</li> <li>- Analysis of key usages for properties brought back into usage;</li> </ul>	Example: <ul style="list-style-type: none"> <li>- Which typology of businesses are compatible with which type of heritage?</li> <li>- How to tune moral ownership of the public (heritage with public function before valorisation) with legal ownership of future private end-users?</li> </ul>

### 3. Implementation challenges

Mandatory Challenges	How would you define this challenge for your city?
1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	An ongoing struggle between local and central government in terms of where resources are best prioritised. Central Government control the main financial resources for heritage management and urban regeneration, as well as having responsibility for infrastructural issues such as roads etc.
2. Maintaining involvement of local stakeholders and organising decision-making for delivery	We have established a townscape heritage partnership which will guide the development of our scheme to restore key heritage properties within the City Centre. This consists of partners from central government with specific remits in urban development and the historic environment, the business sector and community



	representatives with specific interests in the tourism and educational aspects of heritage. It will be important for us to continue to engage with these key partners and to continue to have the dedication and commitment of the respective partners and stakeholders.
3. Setting up efficient indicators & monitoring systems to measure performance	Monitoring the performance of initiatives designed to restore the built heritage will be of critical importance for the Council and for our project funders. Identifying what success will look like and continuously evaluating our interventions will not only guide the work of the project but will provide relevant data for designing and producing future initiatives. Communicating this performance data to key stakeholders will be important as we seek future support for the heritage led regeneration of the city.

### Optional Challenges

Optional Challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	As indicated, the city has a detailed and up to date Masterplan which contains commitments to restoring and reusing the heritage buildings within the city. Having also secured financial support for the proposed work in the heritage arena, we will be seeking to move to delivery of support to owners of heritage buildings. As we look to the future, it is evident that there is the potential that more heritage buildings will lose their current function (courthouse) and we will be seeking to ensure that these buildings don't fall into disrepair by delivering alternative usages.	1
5. Setting up Public Private Partnerships for delivery	Partnership working is central to the work of the Council and the current era of austerity increases this importance. Pressure on public finances ensures that public bodies cannot afford to undertake the interventions required in order to preserve the built heritage of the City. Nor can the private sector in isolation meet the significant costs of doing so. We need new collaborative delivery and funding models in order to ensure that the resources necessary to protect the heritage of the city are made available and that the private and public sector can come together to make this happen.	2



6. Designing smart public procurement frameworks		4
7. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	The restoration of heritage buildings is extremely expensive and, although we have sourced and secured a substantial pot of funding for these purposes, the future of funding looks increasingly bleak as public funding comes under increasing pressure. We are keen to explore alternative funding models for the delivery of our ambitions in this area.	1

#### 4. URBACT Local Group

- a) Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc. ?

Armagh City, Banbridge and Craigavon Borough Council, Department for Communities (Urban Regeneration and Historic Environment Division), Armagh City Centre Management Committee, Armagh History Group, Mall Trustees, local schools and Heritage Lottery Fund.

- b) How will the ULG engage in transnational network activities?

Opportunities exist for the ULG to collaborate with ULG members in other regions through the transnational meetings, through identifying common interests and pursuing them collaboratively and through engagement with the various officials representing the project partners.

#### 5. Capacity Building

Capacity building needs all relate to the mandatory and optional implementation challenges.

#### 6. URBACT Programme Indicator

**How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):**

Integration (1-10): 6

Participation (1-10): 7





Project management (1-10): 8

**Has the city been identified as the article 7 urban authority for the ERDF Operational programme? If yes, will it be funded as an ITI dedicated programme or urban axis? Please explain the state of play?**

No

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.





5. My city always uses a results framework for all the strategies or action plans that it delivers.



## CAHORS

### 1. Partner Indicators:

#### 1.1 Partner key generic indicators

*Demography of the Communauté d'Agglomération du Grand Cahors (the Great Cahors)*

- Population: 43400 in 36 towns
- The main town: Cahors, capital ("*prefecture*") of the Lot "*département*". South west of France, in the north of the Occitanie region. Population: 21 072.

*Demographic profiles*

..Ages: 0-14 : 16% / 15-29 14.4% / 30-44 : 17.6 % / 45-69 : 21.7% / 60-74 : 18.4% / 75 + : 11.9 %

..Gender: men 47.4%, women 52.6%

**Economic profile** (per capita GDP, key industry sectors)

Unemployment rate: 10.2 %

Number of salaried jobs: 17190

4614 companies (60% with no employee)

Catchment area: 70 000 habitants

1000 students in tertiary education

Key industry sectors:

- Retail, services, transportation
- Public sector
- Minor sectors: construction, industry, agriculture.

7 economic activity zones (industrial, commercial, artisanal...) in Greater Cahors, 800 businesses in Cahors.

#### 1.2 Partner Specific indicators

Please fill in the next table with some indicators about culture heritage and tourism in your city:

Indicator Name	Description	Value
Visitors	600 000 visitors per year in Cahors and 300 000 per year in Saint-Cirq-Lapopie (small and very touristic medieval town)	



Investment	Annual budget for cultural heritage and tourism - Office of tourism: 1 100 000 € - Touristic development department (Great Cahors): 60 000 €	
Sector size (nr)	900 companies in tourism sector	
Sector size (amount)	unknown	

- **Please briefly describe the main assets of the city regarding cultural heritage/tourism (main monuments, equipment, touristic highlights of the city) :**

There are the main assets of the Great Cahors' territory:

- **Cahors and its awards:** City of Art and History ("*Ville d'art et d'histoire*"), Midi-Pyrénées Major Tourist Site (Grand Site Midi-Pyrénées), Remarkable gardens, inscribed as part of an UNESCO World Heritage site with 2 monuments referenced as part of the Way of St James.
- **Cultural heritage:** historic centre (medieval city), Valentré bridge and Saint-Etienne cathedral are inscribed as part of the Camino de Santiago - the Way of St James UNESCO world heritage site. The Mercuès castle, the beautiful village of Saint-Cirq-Lapopie...
- **10 museums in Greater Cahors:** the Henri Martin Museum of Cahors, the Museum of Pech Merle (prehistory)... **31 galleries.**
- **The secret gardens of Cahors** (labelled Remarkable Garden)
- **Lot River** navigable (57 kilometres navigable, swimmable, fishing mecca.
- **Geotourism:** The Pterosaur Beach...
- **A preserved environment, site of diverse outdoor activities:** hiking trails, biking, horseback-riding, speleology, aerial sports (flying, gliding, parachuting, hang-gliding, microlight flights, hot-air balloons), rock-climbing, canoeing, thru-hiking (the Camino de Santiago - the Way of St James in particular)...
- **Gastronomy:** numerous products with official quality labels: Cahors wine (malbec), foie gras, rocamadour goat cheese, saffron, Quercy lamb, Quercy melon, black truffle, Perigord walnuts... **38 stores selling regional products.**
- **Festivals and activities all year long:** including festivals (cuisine, contemporary art in the gardens of Cahors, blues, gospel, modern dance, film and theatre), cultural heritage (visits, conferences, workshops for children, etc.), Cap Nature amusement park (families)....



- **Please briefly describe the main organizations responsible for cultural heritage/tourism management and their role:**
  - Office of tourism: information, promotion, creation of travel guides, boutique, operation of the Pterosaurus Beach, reception (groups, business travel and conferences) + web sites
  - Tourism development service of Greater Cahors: elaboration et implementation of the tourism development schema, supervision of structuring projects (hiking trail management, river navigation...).
  - Cultural heritage service of the city of Cahors: promotion and preservation of cultural heritage, education, expertise and research, inventory and building archaeology.
- **Please briefly describe the main resources/equipment allocated for cultural heritage/tourism management (number of beds/hotels, restaurants, transport structure, etc):**
  - Two airports: Toulouse international airport (1 and a half hours away from Cahors) and the Brive- Dordogne Valley airport (45 minutes away). A small airfield 15 minutes from downtown Cahors.
  - Train station (on the Paris-Toulouse line); 3 tour bus companies, 15 taxis and 6 rental car companies.
  - Lodging in Greater Cahors: more than 6 400 beds in 24 hotels, including a 4 stars hotel at the base of the Valentré Bridge, 350 rental houses (gîtes), 14 campgrounds, 80 bed and breakfasts, 5 tourist residences/holiday resorts including the new youth hostel, 3 houseboats.
  - 149 restaurants.

## 2. About your strategy

Describe your strategy:

- title/name: Cahors, Heart of the agglomeration ("Cahors, Cœur d'Agglo")
- what is the local policy challenge that the city's Integrated strategies/ action plan addresses?

The greater Cahors area (36 towns governed by the Greater Cahors council) is confronted by several, intrinsically connected, challenges:

- The population of Cahors is aging (currently the 60-and-over population represents 25% of the total population and will grow significantly by 2042). The suburban periphery is gaining





population, especially working-age adults, at the expense of the city centre. Cahors must attract new working-age adults and families to live and work in the greater Cahors area, but especially in the heart of downtown, by promoting the quality of life, creating quality housing and offering new job opportunities (telecommuting...).

- Economic development: the local economy, which has no one dominant sector of activity, is made up of 2 300 companies, of which 60% have no employees (self-employed). Fostering the ability of local business to transfer/takeover activities as well as their **potential for innovation** is also an important issue. Maintaining, transferring and growing economic activities (commercial, industrial and agricultural), developing local specialization in an innovative sector (eco-renovation) and creating new ways to bring jobs to the city (creating third spaces) are challenges facing Cahors.
- Readjusting the social profile of the urban centre and assuring a safe and peaceful living environment, open to dialogue,
- Natural geographic constraints.

- What are the objectives of integrated strategy/action plan?

Make the city centre attractive once again, and more specifically:

- Bring back families and working-age adults to the city centre:
  - Put housing back on the market;
  - Create a socially diverse city centre;
- Develop economic activities:
  - In the city centre: shops and proximity services as well as national brands;
  - Use experimental projects (energy retrofits, bio-sourced materials) to develop new sectors and expertise;

- When was this integrated strategy/ action plan designed? What period does it cover?

The “Cahors, heart of the agglomeration” urban strategy has developed progressively around the same objective: re-establishing centrality, based on the valorisation of the urban heritage.

**2008 – 2014 (first term): rebuilding the city on top of the city**

Against the backdrop of the critique of urban sprawl at the national level and taking into consideration the morphology of Cahors, the governing majority began to build a transversal strategy, cutting across several different public policies, to reprioritize the centrality of Cahors. The first phase also allowed the city to identify various tools (building structuring public facilities, experimentation, reorganization of traffic patterns and parking...) and, using a neighbourhood by neighbourhood approach, initiate the first operational projects.

**2014 – 2020: Structuring the “Cahors, Heart of the Agglomeration” strategy**





After the mayor's re-election, the strategy was reaffirmed and formalized under the title "Cahors, heart of the agglomeration." This strategy was bolstered by the territorial project, a long-term strategic plan for Greater Cahors, elaborated in collaboration with the elected officials of the greater Cahors area as well as various urban planning documents.

- What are the main expected results of the strategy/ action plan?

The main challenge: make the city centre attractive again, a renewed vitality at the heart of the agglomeration.

And more specifically:

- Bring back families and working-age adults to the city centre
  - o Put housing back on the market;
  - o Create a socially diverse city centre (to bring back white collar households),
- develop economic activities
  - o in the city centre: shops and proximity services as well as national brands;
  - o use experimental projects (energy profits, bio-sourced materials...) to develop new sectors and expertise.
- improve the quality of life.

- What are the main actions/ measures included in this strategy/action plan?

At the crossroads of several sectorial policies (tourism, economic development...), the strategy has six interdependent sub-themes which have been translated into a transversal operational action plan. Some actions have already been completed, others are in progress and the rest will soon be implemented.

- **Restore historical buildings and improve housing:** put housing back on the market
  - o Revise the "protection and enhancement plan" (PSMV) for the historical district that establishes rules that facilitate rather than constrain,
  - o Operation façades, financial incentives to improve the façades of buildings in the historic centre
  - o Transform the existing Programmed Housing Improvement Operation (OPAH) into an Urban Renewal Programmed Housing Improvement Operation (OPAH RU),
  - o Creation of an urban planning public concession for a ten-year period, which will enable the city to expropriate unsanitary housing in the historic district,
  - o ENERPAT - an experimental and innovative project combining energy retrofits and historical preservation in Cahors' historical district,
  - o Reinforcement of interest-free loans,
  - o Creation of an incentive program for housing renovations (financial aid for ending vacancy, for combining apartments, for first-time homeowners and for energy retrofits).



- **Install of structuring services in order to attract new visitors and customers downtown:**
  - Build a new downtown movie theatre multiplex,
  - Renovate the Henri Martin Museum of Cahors,
  - Create sports facilities capable of hosting *department* level events: a swimming pool complex, sports complex.
- **Improve urban public spaces:** create a renewed, safe, lively and modern living environment
  - Quality renovations of urban public spaces: squares, streets in the historical district, burying telephone and electrical networks, improving and modernizing street lights. Some of the streets renovation projects go beyond just renovating street and sidewalks; in that case, it involves a transverse methodology, for example the Château du Roi street: it also involves commercial development and the re-opening of housing...
  - Structured and reactive local services: development of a mobile app (Tell My City) to fix everyday problems (trash collection, graffiti, street lights...).
- **Revive economic activity by supporting downtown shops:**
  - Prospect and attract new owners/managers and identify real estate opportunities,
  - Ensure the balance between downtown shops and the big-box stores on the outskirts of town consistent with the greater Cahors area's role as a shopping destination,
  - Organize activities/events to sustain existing economic activities,
  - Support innovation in order to respond to new consumer trends and the development of local business: creation of a local e-commerce platform,
  - Study opportunities to create « third places » (coworking hubs, telecommuting centres, fablabs),
  - Study the opportunity to dedicate a street to arts and crafts shops, galleries...
  - Foster the re-commercialization of the covered market,
  - Release public information via the internet platform OpenDataLab,
  - Encourage the establishment of national brands alongside the already dense fabric of high-quality, independent businesses.
- **Optimize traffic flow and parking:**
  - Structure the local bus system, create a mobile app and information displays (real-time bus schedule),
  - Improve parking via a coherent, city-wide plan:
    - Free parking Saturday afternoons,
    - Special rates for residents and local businesses,
    - Short-term parking zones in the heart of downtown,
    - Park and Ride lots to facilitate parking at the edge of the city without causing traffic congestion.
  - Create a “shared zone” in the heart of the historic city to allow pedestrians, bicyclists and cars to move throughout downtown safely.



- **Ensure and maintain public safety and tranquillity:**

- Reinforce a professionalized police presence (hire a chief of police),
- Lightening anti-graffiti operations,
- Social mediation,
- Install video-surveillance (eventually 19 cameras in total).
- **A neighbourhood citizens' council** was created in order to allow stakeholders (residents and local businesses), living or working in the city centre, to have an opportunity to discuss neighbourhood issues. The council is an advisory body.

- What is the area that the strategy/ action plan covers? (e.g. specify neighbourhood, municipality, grouping of municipalities)

Cahors, heart of the agglomeration strategy encompasses first and foremost the urban heart of the greater Cahors area, principally the part within the bend of the Lot river (please see attached map).

- What financial resources have been allocated to your integrated strategy/action plan?

In the context of widespread budget cuts as well as social and economic difficulties, the City of Cahors and Greater Cahors have not increased taxes since 2008. In order to keep this promise, the two administrations had to optimize their day-to-day operations, streamline expenditures and prioritize projects. In addition, whenever possible, the administrations mobilize partners (regional, national and European level) to co-finance "Heart of the agglomeration" projects.

- Housing – OPAH 2015-2020: 2 million € (City of Cahors) + 1.4 million € (Greater Cahors)

- Improving urban public spaces: 2 million €

\* City roads and street lights: 1.12 million € per year (City of Cahors)

\* Roads only: 800 000 (Greater Cahors)

-Video surveillance: 250 000 € from 2016 à 2018 (City of Cahors)

- Mobile app and real-time information displays for the bus system: 110 000 € (national TEPCV grant for 50% of the cost)

- ENERPAT (demonstration building): 720 000 € (grants for 56 % of the total cost)

--Please use the next table to map your objectives at macro, meso and micro level (global objective, sub-objective and actions) and the main challenges connected to each objective.

Level 1 "Macro"	Level 2 "Meso"	Level 3 "Micro"	Level 4
Global objective	Sub-objective	Main actions	Challenges
Develop and reinforce	- Kick-start the	- Fight against substandard	- Bring back





the area attractiveness by building upon the Greater Cahors' rich historical heritage	return of residents to the downtown. - Improve living conditions	housing and vacancies - bolster downtown retail businesses - Innovate and experiment new solutions for the renovation of historical buildings (the ENERPAT SUDOE program)	residents - Economic and tourism development - Make the downtown a living space that serves Greater Cahors
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### 3. Implementation challenges

Mandatory challenges	How would you define this challenge for your city?
1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects	« Cahors, Heart of the agglomeration » is an integrated, multidimensional and transversal approach for the implementation of the strategy as well as the associated actions. It involves all our local administrations departments, as the decision makers and several partners (national and local ones). This strategy is intended to enhance the area's attractiveness.
2. Maintaining involvement of local stakeholders and organising decision-making for delivery	Depending on the project, not all of the local stakeholders are associated at the same level or in the same way.  - There exists an integrated informational approach that allows the City of Cahors and Greater Cahors to inform and consult residents about various urban improvement projects. - A more integrated approach allows the administrations to associate key stakeholders with the development of a specific project (for example the re-commercialization of the covered market). - Spaces for discussion and dialogue are sometimes created: the Terre Rouge citizens' council and the city centre citizens' council offer a space for dialogue between residents and the administration. - The administrations of the City of Cahors and Greater Cahors are organized in order to implement the strategy to redevelop downtown.  We need to go further and better, involving stakeholders more extensively and regularly. How better to mobilize? How best to federate around projects?
3. Setting up efficient	As of yet, "Cahors, Heart of the agglomeration" has not defined an



<p>indicators &amp; monitoring systems to measure performance</p>	<p>evaluation process. The city would like to learn more about the methods and indicators to better evaluate its actions and its strategy, and to improve them if necessary.</p> <p>We already have a national partner, the Caisse des Dépôts (financial and expertise supports), who selected us to integrate their “Villes Démonstrateurs” device (a program to help middle towns to test new ways of management of urban development, to make the cities’ centres attractive again...). That means financial and expertise supports. Among this supports, they will evaluate our transverse strategy in vivo. The first conclusions would be shared with the Int-Herit partners and would enrich our transnational exchanges.</p> <p>Despite this, we’re still looking for an efficient framework and indicators to improve our strategy and to make our operational action-plan more efficient.</p>
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Optional challenges	How would you define this challenge for your city?	How would you rank the relevance of this challenge for your city?
4. Moving from strategy to operational action-plan	This is a priority for the administration in order to achieve the strategy's objectives.	Relevant
5. Setting up Public Private Partnerships for delivery	The administration has not explored this possibility but is interested in developing PPP in the future, but not in the French way of thinking (method not always well used in France, with significant financial deviations), more in the way Int-Herit partners seem to think about it. This point is finally closely related to point 7.	Relevant
6. Designing smart public procurement frameworks	What does "smart" mean in the context of public procurement?	Less relevant
7. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)	We would be interested in exploring new funding opportunities, including as a way to bring together partners around a project. We're currently working on philanthropy/patronage strategy.	Very relevant

## 4. URBACT Local Group

4.a Who are the key local stakeholders to be involved in the partner's URBACT Local Group (ULG) in terms of city departments, local organisations/ agencies, NGOs, civil society, private sector, etc.?

The city of Cahors would like to integrate into URBACT the complete redevelopment of a public space in the historical district. This project, which concerns the multiple uses of the square, will implicate a wide range of partners, for example:

- Decision makers (elected officials of the city of Cahors and Greater Cahors),
- Administrations of the city of Cahors and Greater Cahors,
- The central government in its different forms: the Buildings of France architect, the regional direction of cultural affairs, the Philippe Mercier mission...
- Financial partners: the Lot department, the Occitanie region, the central government...
- Local businesses:
  - o Business association,
  - o Fair association (market)





- Chamber of commerce
- The Council on architecture, urbanism and the environment (CAUE)
- The users:
  - Residents
  - Historic centre citizens' council
  - Some associations.

Representatives of these stakeholders will be mobilized to work in project mode on the complete renovation of the city's historic main square.

The city of Cahors hopes to be accompanied by a social business specialized in participatory projects with local governments.

#### 4.b How will the ULG engage in transnational network activities?

The ULG will be associated with the project from the outset, will be informed of the exchanges with the Urbact network, can use tools the network will purpose, will be able to participate (via a representative) in international meetings of the network, according to the themes of our transnational exchanges. The fruit of the group's work will be shared with the Urbact network.

## 5. Capacity-Building

#### What specific capacity building needs have been identified by the partner?

The administration would like to develop a methodology for implementing complex projects and integrated approaches, and more specifically develop capacities:

- to create then manage integrated approaches for urban projects involving all stakeholders,
- to build efficient framework and indicators to evaluate strategies and action-plans,
- to enhance funding of urban policies.

## 6. URBACT Programme Indicator

How would you rate your experience in implementing an integrated strategies/action plans in terms of (1: beginner – 10: advanced):

Integration: 7

Participation: 4

Project management: 4

Has the city been identified as the article 7 urban authority for the ERDF Operational program? If yes, will it be funded as an ITI dedicated program or urban axis? Please explain the state of play?





Our region (Midi-Pyrénées) does not have an ITI program. The ERDF Operational Program has one urban axe (Axe 10).

Please select one of the five answers provided for the following questions.

**Does your city take a sectoral approach to implementing a strategy/action plan?**

1. My city predominantly delivers action plans through individual departments.
2. My city sometimes delivers action plans by involving several departments.
3. My city mostly delivers action plans by involving several departments.
4. My city mostly delivers action plans by involving several departments and sometimes builds multidisciplinary teams for this purpose too.
5. My city always has multidisciplinary teams working across departments to deliver an action plan.

**How would you describe the approach of your city to maintaining participation\* of relevant local stakeholders in the implementation of an action plan?**

1. My city never applies a stakeholder participation approach to the implementation of an action plan.
2. My city rarely applies a stakeholder participation approach to implementation of an action plan.
3. My city sometimes applies a stakeholder participation approach to implementation of an action plan.
4. My city often applies a stakeholder participation approach to implementation of an action plan.
5. My city always applies a stakeholder participation approach to implementation of an action plan.

**How would you define your city's performance in using a results framework\*\* in the implementation of a strategy/action plan?**

1. My city never uses a results framework when implementing a strategy or action plan.
2. My city rarely uses a results framework in the implementation of strategies or action plans.
3. My city sometimes uses a results framework when implementing a strategy or action plan.
4. My city often uses a results framework when implementing a strategy or action plan.
5. My city always uses a results framework for all the strategies or action plans that it delivers.