



ROCK

PARTICIPATORY APPROACHES AND SOCIAL INCLUSION IN CULTURAL HERITAGE

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ROCK is a Horizon 2020 co-funded project that demonstrates the use of cultural heritage as a unique and powerful engine of regeneration, sustainable development and economic growth for cities.

The sole responsibility for the content of this publication lies with the ROCK project and in no way reflects the views of the European Union

RÖCK
Regeneration and Optimisation
of Cultural heritage
in creative and Knowledge cities

Introduction

How is it possible to convert historical cities into intelligent, i.e. resilient, sustainable, creative and knowledge cities?

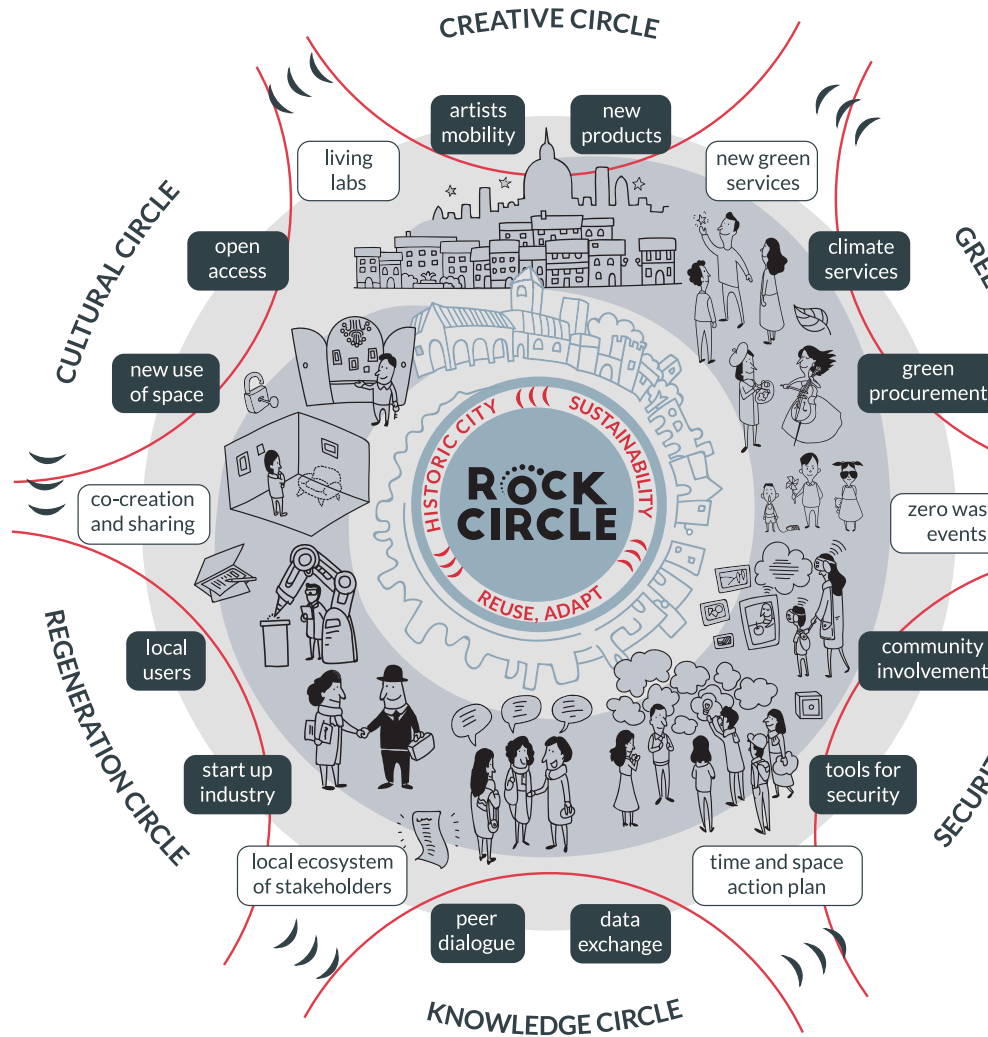
Over the course of its three years, the EU-funded ROCK project has been finding innovative answers to this question.

ROCK understands that cultural heritage is not static, a vestige of the past only to be preserved, but is rather a driving force that brings new creative energy to cities. In ROCK, the past is a tool for building the urban future. ROCK demonstrates how cultural, historical, European city centres in 10 cities can become laboratories to test new models of urban regeneration and lead the urban transition. ROCK is developing a new approach, combining technical, organisational and social innovations to prove that cultural heritage is a powerful engine of transformation for cities.

The project's integrated circular model is based on six connected pillars, circles of creativity, culture, regeneration, knowledge, security and sustainability, that draw strength from each other to determine the future of cities.

This circular model is a continuous effort to recognise the city's heritage and its transformations as a common good involving everyone. An understanding of the past unites communities and empowers people to imagine a shared future.

A concrete method emerges from ROCK's central concept: the co-design of actions to create the city's future in a collaborative way. Local actors, associations, students and businesses get together to share visions, knowledge and skills. The objective is to give new values, meanings and functions to public spaces and structures. The ROCK approach is being implemented at the moment in the 10 ROCK cities: Athens, Bologna, Cluj, Eindhoven, Lisbon, Liverpool, Lyon, Skopje, Turin and Vilnius.



Participatory approaches and social inclusion

In this second booklet of case studies from the ROCK cities, we discuss participatory approaches and social inclusion, sharing decision making power between stakeholders in restoration and planning new uses for cultural heritage sites and public spaces. For our first booklet, on new governance models for creative, sustainable and circular cities, please visit <http://bit.ly/2XULCMD>.

Sherry Arnstein, in her much cited article ‘Ladder of citizen participation’ (1969), discusses eight steps to citizen participation, from manipulation to citizen control. According to Arnstein, real interaction between partners starts with informing, consultation and placation where the citizens have the right to express ideas, but the decision is still up to the public actor. The most developed stages of citizens’ participation are the last bars of the ladder, i.e. partnership, delegated power, and in the end citizen control.

According to Arnstein, citizen participation is expected to enable the have-not citizens (the participants that have limited access to standard decision making in democratic regimes) to gain real power. Towards this aim, participatory practices should consider existing socioeconomic cleavages, as well as risks of manipulation led by the powerholders (the political and economic decision makers that promote citizen participation), which aim to reduce, or even prevent the effective redistribution of power to citizens.

In order to tackle socioeconomic and socio-spatial inequalities, cities have made use of new toolboxes with participatory methods aiming to enhance the social inclusion of the most disadvantaged citizens. Cities have come to realise that to achieve the best results, local governments have to work together with the civil society at large. This open dialogue also becomes instrumental in boosting social acceptability, effectiveness, equity and legitimacy of local policies and their outcomes.

Practices of citizen participation assume that the reinforcement of the social capital assets of local communities can help solve emerging inequalities. Towards this aim, generalised trust and shared norms and values are expected to strengthen social ties within the local communities, and bridge social connections with the city as a whole. By fostering the social capital, thus, local communities are provided

with the concrete opportunity to act upon inequalities and resist external pressures that hamper greater social inclusion (Putnam 2000).

In the collection of case studies presented here, participation covers the issue of active citizenship, in the sense of possibilities and opportunities for citizens to get involved in urban development projects and bring their expertise and experience of the city to these projects.

The challenges faced by city administrations are to go from output-oriented approaches (simple gathering of citizens in networks of stakeholders and collections of opinions) to participation, to result oriented approaches to participation, i.e. making sure the contributions received from various stakeholders’ groups are heard, acknowledged and turned into policy actions with concrete impacts on citizens’ daily lives.

To make sure urban development in cultural heritage and other areas is inclusive and brings social change, cities’ administrations must improve the terms on which individuals and groups take part in society, confronting barriers that prevent participation and meeting communities’ needs. Allowing for bottom-up ideas in the participation process is a step towards more socially inclusive planning, especially if these ideas are taken into consideration in decision making.

This approach has been tested in the five ROCK cities presented in this booklet. ROCK cities are testing new approaches to working with communities in a way that is “sensitive, supportive, inquiring and carefully analytical, challenging but not directive or patronizing” (Kennedy, 1996). The final aim is to enhance the capacity of community organisations to influence the decisions that concern them, bringing a more equitable outcome to the process.

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BOLOGNA ITALY

It's a living lab!

How Bologna transformed Via Zamboni into an open experimentation lab

**BOLOGNA
ITALY
390,636 INHABITANTS
(2018)**



The University of Bologna, situated in the historic centre of the city, is one of the oldest in Europe. This provides many opportunities but is also challenging as different communities (students, residents, tourists, business owners) are crossing paths without always understanding each other.

Bologna's objectives in ROCK are to recognise and strengthen the specific identity of the University district of Zamboni as a cultural, creative and sustainable district by improving safety, mitigating social conflicts, increasing accessibility and attracting visitors and tourists, entrepreneurs and private investment.

Within ROCK, Bologna aims to increase the perception of the city and its heritage as a common good to which every citizen must have access, contributing to knowledge, governance, conservation and transformation.

The goal is to co-design cultural and sustainable initiatives and to create ownership over the governance of the Zamboni area, empowering students and residents and regenerating the area through culture. It is also to test a wide set of technologies to increase the potential of the area. The approach is a systemic one that connects cultural initiatives in the Zamboni area and other initiatives previously developed by the city or by independent structures. By combining conservation of cultural heritage, innovation and environmental protection, ROCK in Bologna is developing shared actions between those who live in, those who visit and those who enliven the Zamboni area, mixing visions, knowledge and skills.

In fine, the project will improve knowledge about the area, enhance participation of all stakeholders and physically transform spaces.

The case study's approach

U-Lab is a ROCK Bologna living lab, specialised in collaborative practices targeting the University district of Bologna. The main goal is to link different experts and sectors for the regeneration of the area, developing new ideas and experimenting with new methods of using public spaces and services.

Through U-Lab, a workshop of participatory practices, Bologna launched a season of observation, conception and co-production with students, residents and stakeholders active in the area as protagonists of the initiative. During this first phase, the emphasis was on accessibility, sustainability, and collaboration for new productions.

To have a clear picture and tailor the activities, U-Lab performed sociological and ethnographic surveys on the area's residents and visitors and mapped the key elements (institutions and cultural buildings, productions, initiatives, actors) that characterise the area. This created a precise knowledge base, continuously updated and relevant to the actions in the area. The results of this mapping are featured in the ZONA-U Atlas, a constantly updated map describing the heritage, the transformations taking place and the key players in the process.

The living lab actions started, when ROCK began, with a mapping of the local stakeholders. Firstly, U-Lab organised a series of public meetings on key issues affecting residents and actors in the university district to listen and collect ideas and proposals.

To experiment with direct actions and events in the area, but also create new uses, U-Lab launched an open call for proposals targeting associations, collectives of citizens, informal groups etc. to propose activities, initiatives and events. U-Lab received 47 proposals after this first call. The 16 winners enriched the cultural and public spaces of Zamboni during the spring 2018 with 60 experimental events.

Four places were selected to host and test urban regeneration actions: Piazza Scaravilli, Piazza Rossini, Piazza Verdi and the area surrounding the Municipal Theatre, and Via delle Moline. The first actions have been realised in the transformation of Piazza Scaravilli: the former parking space has been turned into a green, open and co-designed public space for students of the university district. The transformation was conducted via a participatory process, calling for students' inputs and creativity. A new public space has been opened: foyer Respighi of the Municipal Theatre is now constantly open for reading, listening or studying.

Within ROCK, Bologna aims to increase the perception of the city and its heritage as a common good

Impact and results

More than 200 citizens and stakeholders have been involved in the first phase of the project

Thanks to the ROCK actions, the Zamboni district has become a permanent laboratory focused on the care of cultural heritage as a common good. More than 200 citizens and stakeholders have been involved in the first phase of ZONA-U LL.

Initiatives taken a few months ago through ROCK have already started to show some effects. Civic engagement in the Zamboni area is on the rise, as demonstrated by the high participation both in workshops and events; the university and the municipality are working together on a regular basis thanks to the ROCK office, and the area is now part of the events calendar of the city, with more and more events scheduled, especially in the spring and summer time.

Planning and sustainability

The second phase started on March 2019 with U-Area for all, a process to create and experiment with a service of guided tours which should be inclusive and easily accessible to both tourists and people who live the area daily. The objectives are to involve an even wider number of citizens, especially students and minority groups, and sustain the community built during the first phase.

The idea is to make the area accessible and open to new forms of discovery, through the use of the five senses. To this end, a call for proposals has been opened for legal subjects that will collaborate with the ROCK team, together with ROCK partner Eindhoven University, in a process that is already involving students, institutions, stakeholders, citizens and persons with disabilities, to map the paths existing in the area. The results of the mapping and co-design phases will be used to construct the guidelines to realise the guided tours service that, in turn, will be promoted by Bologna Welcome, the tourist agency of the city of Bologna.

Moreover, projects in the public spaces will be finalised, and an international competition will be launched for the renovation of the Municipal Theatre. To boost the innovation process in the district, technological partners will be more involved in this second phase, in the effort to help build stronger public-private cooperation.



Transferability

The U-Lab experience could be considered as a test for a bigger challenge to be faced by the Foundation for Urban Innovation, in charge of coordinating the local living labs and connected activities. The foundation itself aims to become the biggest cultural and collaborative place in Europe where new services and forms of cultural interactions will be tested and made concrete, by regenerating and connecting a wide range of institutional public spaces located close to the main square of Bologna, Piazza Maggiore.

Moreover, as requested by the ROCK project, the U-Lab process represents a best practice to be replicated both in Lisbon and Skopje, replicator cities in the ROCK project, according to their respective social, cultural and urban needs and peculiarities.

Management level and partners

The whole U-Lab process in the university district is managed by the Foundation for Urban Innovation, in collaboration with the Municipality and University of Bologna. The Foundation is the evolution of the former Bologna Urban Centre, which was the first of its kind in Italy and an example for many other cities. In the ROCK Living Lab process, the urban agency of Bologna acts as a megaphone, antenna, arena and factory, planning and organising initiatives in collaboration with the different actors of the area (among which the Municipal Theatre, which hosted many of the U-Lab events), then monitoring and disseminating the results of the different actions taking place in the Zamboni district.

Budget and financing

The budget comes from the ROCK project, financed by the Horizon 2020 programme of the European Union.

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Useful links

<http://www.fondazioneinnovazioneurbana.it/ulab>
<https://bologna.rockproject.eu/>



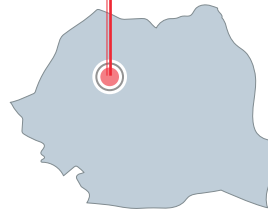


CLUJ-NAPOCA ROMANIA

Imagine the future of the city!

Innovation and Civic Imagination Centre - CIIC

**CLUJ-NAPOCA
ROMANIA
303,047 INHABITANTS
(2012)**



Over the last 10 years, Cluj-Napoca has been the only growing city in Romania. As a natural consequence, the city's cultural life has been constantly evolving, a process also driven by the European Youth Capital title given in 2015 and the candidature to the European Capital of Culture for 2021.

This cultural effervescence has positively influenced community, cultural operators and decision makers, its effects being visible in the increased use of cultural venues and public spaces, with more than 2,500 events yearly.

One distinctive competence of the city lies in its multi-dimensional cultural profile and historically layered landscape, which is fed by a strong university centre, generating both creators/producers and consumers. In the context of many emergent bottom-up initiatives in the field of culture, the local administration, open-minded towards change and dynamism in the cultural and private sectors, faced a rapid challenge in enabling an open and cooperative environment, raising community trust and encouraging civic involvement. This is how the Innovation and Civic Imagination Centre emerged, offering citizens the opportunity to become active participants in the life of their own community.

The case study's approach

The Cluj-Napoca City Hall inaugurated the Centre for Innovation and Civic Imagination (CIIC) in October 2017, with a debate on the contest for solutions to rehabilitating a local park.

The Innovation and Civic Imagination Centre sets a suitable context for debating ideas and planned projects, as well as developing innovative solutions based on the creative potential of Cluj community representatives.

The centre is a place where local government representatives, citizens and specialists from economic and academic fields meet and discuss the challenges and necessary urban transformations of the city. It is a communication, research and promotion tool, as well as an open place for debates at the disposal of experts from different fields and any citizen willing to participate.

The centre coordinates and guides complex networks of participatory governance, including academia, NGOs, trade unions and professional associations. The Innovation and Civic Imagination Centre sets a suitable context for debating ideas and planned projects, as well as developing

innovative solutions based on the creative potential of Cluj community representatives.



Impact and results

After just 1.5 years citizens are much more aware of the opportunities for enabling public participation and community empowerment concerning urban planning and development

The Innovation and Civic Imagination Centre has deeply impacted the way public administration addresses the process for preparing and developing large-scale urban intervention projects. Discussions during the debates were focused on the following themes: public contests for the rehabilitation of public spaces (parks, squares, Someş Riverfront, Citadel area), redevelopment of strategic streets, as well as the relation between museums and the urban space.

The year 2019 has started with some debates on two different aspects: one focused on the elaboration of a Masterplan and Zonal Urban Plan for a large-scale development area (Sopor) and the second one, a citizen panel, focused on EU Cohesion Policy and the future of Europe.

The Cluj-Napoca City Hall, together with EUROCITIES, invited experts, citizens and young participants to discuss the cohesion policy of the European Commission and to extract a series of proposals to be presented to the Commission by EUROCITIES regarding the future steps to develop a better cohesion policy and a better European future for communities.

The process of co-designing and co-creating solutions with the local community has given birth to new ideas and innovative projects, valorising the creative potential of the Cluj community to develop urban innovation policies.

Another visible result after just one and a half years of functioning is improved awareness of the opportunities for enabling public participation and community empowerment concerning urban planning and development.

Planning and sustainability

Under the slogan 'Imagine the future of the city', the Innovation and Civic Imagination Centre aims to become a permanent laboratory in which to develop and test various forms of collaboration and partnership between local actors, in order to support participatory practices and to encourage discussions on urban innovation projects.

Transferability

- ▷ Create levers, such as public calls and debates oriented towards a pressing urban problem, for bridging the gap between three key groups: administration, experts and citizens.
- ▷ Communicate public intentions in terms of urban projects by pursuing a multidisciplinary approach. Create dialogue by including different points of view coming from architects, urban planners, and developers as well as community organisers, local representatives and civil society.
- ▷ Address socio-cultural clashes by introducing facilitators to analyse the dynamics of the local context.
- ▷ Offer support for local citizens or 'the usual suspects' to get familiar with the legal and normative local framework (in terms of planning and decision making).
- ▷ Offer support to local communities to understand the planning and urban development process step by step.
- ▷ Open up participative processes to encourage the development of projects and ideas by organising public calls and debate and selecting the most relevant projects.
- ▷ Set suitable communication channels and appropriate messages together with a clear definition of the meetings' objectives and expectations ('Why are we here?').
- ▷ Follow up on the public meetings by analysing and processing the collected information (a centre manager should be in charge of logistics and content).



Management level and partners

The Innovation and Civic Imagination Centre is entirely managed by Cluj-Napoca Municipality, but it works as an independent structure with responsibility for promoting the participatory system of governance, based on the quintuple helix: public administration, private sector, universities, NGOs and, most importantly, citizens as end users and beneficiaries.

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Useful links

<https://primariaclujnapoca.ro/cetateni/centrul-de-inovare-si-imaginatie-civica/>

Budget and financing

As the Innovation and Civic Imagination Centre is still a public administration-led structure without any permanent location, it functions more on a soft level, by dealing with community involvement in the local co-planning and co-design processes. The Innovation and Civic Imagination Centre is entirely funded by the municipal budget, and organising its meetings and workshops costs €10,000-€15,000 per month. The location for hosting the meetings is set in the Casino building, a publicly owned urban culture centre in Cluj-Napoca.



EINDHOVEN THE NETHERLANDS

NRE area

Tailor-made district for cooperative development

EINDHOVEN
THE NETHERLANDS
231,000 INHABITANTS



Eindhoven is currently the largest city in the south of the Netherlands. Eindhoven got his city rights as far back as 1232. In the 19th and 20th century it started growing fast due its attractiveness for cheap land and cheap labour for developing industries.

Especially when, in 1891, Philips founded a lightbulb factory which led to the major growth of Eindhoven throughout the 20th century, making the city a major technology and industrial hub. Today, a quarter of the jobs in the region are in technology and ICT companies.

However, when Philips, at that time the main employer in Eindhoven, underwent a major reorganisation in the 90s, the city suffered a lot. Eindhoven was at the time considered more as an industrial place than a true city, but the city capitalised on its legacy and used it for its renaissance.

Considered today as a knowledge based and innovation oriented city, Eindhoven strongly focuses on creating the needed support structures in the domains of innovation, labour market, technology development and business development. An important asset of Eindhoven is the triple helix management structure the city has been developing for a long time. Local government, universities, and business are cooperating on a daily basis. Additionally, the city promotes the involvement of grassroots movements in which citizens, end users, artists, and entrepreneurs take a leading role, a quadruple helix management structure.

Wealthy in industrial heritage, Eindhoven, in cooperation with builders and private enterprise, has established a system of revitalisation of industrial heritage areas to increase city attractiveness. These resources have allowed the city to implement community building and identity building among citizens in the area. The city has also developed a strong connection between industrial cultural heritage and its own economic functions and attractiveness.

The revitalisation of Eindhoven's industrial heritage areas has allowed the city to implement community and identity building among citizens

The case study's approach

Transforming the former Philips factories into a creative and cultural quarter made Eindhoven a major technological and industrial hub. 'StrijpS' is now considered an urban rejuvenation success story. Together with the further development of the High Tech Campus, the Brainport region surrounding Eindhoven is one of the most innovative regions worldwide.

The main challenge for Eindhoven at the time was to position itself as a location with potential in the creativity and innovation sectors. To do so, the city used the brains of its citizens! Eindhoven has mastered the living lab approach to innovation, where the facilitation of trials uses real life

situations as part of the design process.

According to the European Network of Living Labs, "Living Labs (LLs) are defined as user-centred, open innovation ecosystems based on a systematic user co-creation approach, integrating research and innovation processes in real life communities and settings."

LLs operate as testbed platforms between municipalities and citizens, research institutes, business and tech companies, to co-create, design and prototype either products or services. LLs have common elements but multiple different implementations and can be considered as an innovative approach to governance.

In Eindhoven, this approach to LLs is used in the regeneration process of the NRE-area, where the former gasworks of Eindhoven were located. The redevelopment of this area is now managed in an organic way, with as little legislation as possible, and in strong cooperation with the end users (i.e. future residents of the area).

The NRE-area (NRE-terrein) is situated very near the downtown area on one side, and next to a residential area on the other side. The buildings that remain are of historic and cultural value, but they are in a very poor state. The soil is heavily polluted. The NRE-area was acquired by the city in 2004 with the intention of building 350 houses. With the outbreak of the financial crisis, the project was put on hold. However,

as the real estate company Endinet moved away, the buildings became vacant and it was decided to sell them.

The city council underwent market research for possible buyers of the existing buildings and lots, focusing on future residents and not real-estate developers. A sufficient number of future residents were found to start the development process. It is important to note that there was no pre-defined plan. The development process was initiated together with the selected parties and other stakeholders, leading to a roadmap in which the base and ambitions were defined.

As the buildings were vacant, the municipality offered them to people to work in temporarily. Through a foundation, the buildings are rented out to artists and craftsmen. Thanks to these first residents, the area has developed a friendly reputation, and popular awareness during major events such as the Dutch Design Week and Glow festival of lights. The ambition is to grow this area into a city community that will feel committed to taking care of it.

The way the NRE area was shaped and developed into a creative, mixed city district is unique in Eindhoven, and maybe even in The Netherlands.



Impact and results

No participant dropped out of the project during the period of 3.5 years that it lasted

This method of trial and error is one of the main lessons from Eindhoven: cities are labs, and therefore can apply the same principles as in any start-up company when it comes to testing new tools and initiatives.

The city has fully taken on its role as enabler and facilitator: the original intention was to arrange as little as possible in advance.

The citizens have to make decisions that concern them. Citizens and users are given more responsibilities and therefore commit more strongly to the process of co-creation.

The city has also taken a not-so-easy role, as the end objective of the process is for the municipality to let go. It requires a lot of trust between the city and the end users.

The most remarkable result is the community building through the intense way of working together. No participant dropped out of the project during the period of three and a half years that it lasted. In August 2017, the first building activities started.

The construction activities on the site are in full swing and since the end of 2018 the first residents have actually been living in their homes. The most important building on the site, the former gasworks, has just been thoroughly renovated and opened in May 2019, Jazz Club Fifth NRE is now bringing new notes to the area.

Planning and sustainability

The cooperative philosophy at the root of this project is very innovative. The future residents and people that will work here decide together how to implement the options for living, what will be allowed and what won't be. Even the organisation and maintenance of the public space is a group action, a responsibility of the residents. The ambition is to grow this area into a city community that will feel committed to taking care of their own environment.

Transferability

- ▷ The development of the area is managed in an organic way, with as little legislation as possible, in cooperation with the end users, i.e. the future residents;
- ▷ The end users are at the very start of the process, not real estate developers;
- ▷ The temporary use of the buildings before they were sold allowed the creation of a dedicated community that is then ready to take care of its own environment;
- ▷ Adapting the plan to people's projects and ideas takes more time but is rewarding in the end and more efficient in the long term.

Management level and partners

A roadmap was defined together with the end users to make clear from the start what was the ambition and reach a common understanding for implementation of the project.

A small project group was set up at city level, with meetings every month with end users and individual buyers to discuss their plans. This direct and regular contact facilitated the process.

Budget and financing

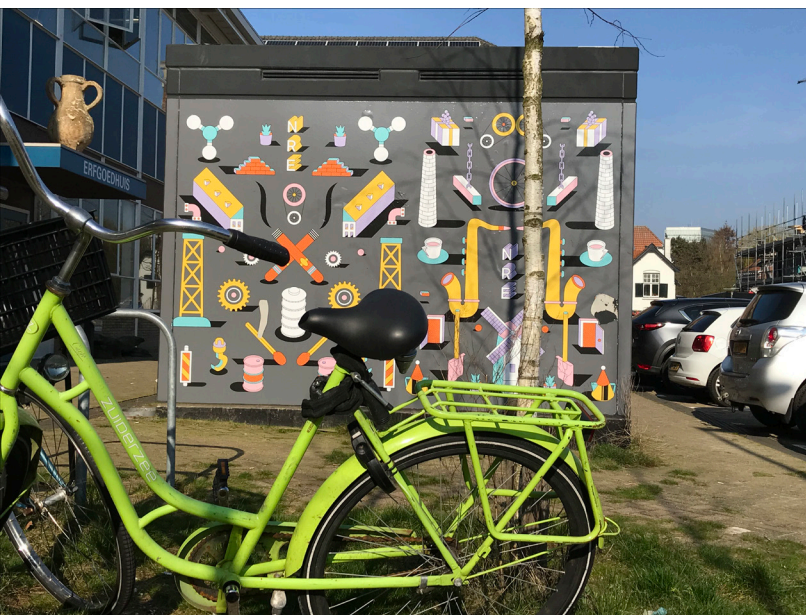
Total budget required for this project was €9,910,000, with a direct allocation from the city of €2,805,000 (24%), and €615,000 from the region, mainly for depollution of the soil. About 70% of the total budget was covered by selling buildings and ground lots to future residents.

Contact person

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Useful links

- <http://www.fifthnre.com>
- <http://www.peelcentrale.info/fotos>
- <https://stedenintransitie.nl/plek/nul-zes>
- <https://eindhoven.raadsinformatie.nl/document/3572531/1/document>





LIVERPOOL UK

Adaptive sustainable reuse linked to participatory approaches

How Liverpool transformed its post-industrial landscape using inclusive Cultural Heritage

LIVERPOOL
UK
552,000 INHABITANTS
(2011)

Home to 552,000 inhabitants, Liverpool was deeply affected by the decline of manufacturing and port related industries in the 1970s and 80s. Today, Liverpool is cited as one of the most successful examples of European RIS3 funded regeneration.

Liverpool's regeneration was fuelled by integrated structural funds (Research and Innovation Strategies for Smart Specialisation) in combination with the inclusive, co-financed European Capital of Culture 2008.

Investment in cultural heritage programming and infrastructure commenced in Merseyside in 1999 under the EU funded Objective 1 programme. Under the 2006 Regional Economic Strategy (RES), 'Regeneration of Liverpool' became a co-investment programme dedicated to improving social inclusion, quality of life, environmental protection, economic participation and investment in 'place'.

A dedicated local participation and inclusion programme 'Creative communities,' an £11 million public and community arts scheme, was a core component of ECoC (2004-2008). The Liverpool Culture Company, set up as a Company Limited by Guarantee to coordinate the bid and winning programme incorporated artistic programming, inclusion & participation, arts/cultural infrastructure and overall administration. Initial investment from Liverpool City Council was £74.8 million, the national government contribution was £10.5 million, European funding was £15.2 million, £3.1 million came from the North West Development Agency, and £21 million came from sponsorship and in kind contributions.

Unique to Liverpool's delivery was the model of multidisciplinary work and inclusion, with citizens working across silos including heritage and tourism volunteers, learning and skills providers, healthcare and young people. Infrastructure to support ECoC08 activity was delivered by the local European programme, which focused on investment in public realm improvements; transport infrastructure to support increased visitors; supply chain improvements to the tourism offer, including skills and business support; green infrastructure; and improvement to cultural infrastructure, such as cultural institutions, venues, museums and visitor attractions.

The case study's approach

In the ROCK project, Liverpool focuses on increasing access to heritage, particularly for diverse communities and the young. This is coupled with awareness raising around sustainable actions and improved mobility in the city. ROCK supports community groups, arts organisations, and civic actors across the city to increase

awareness, participation and inclusive governance. The city continues to microfinance over 40 cultural organisations to underpin inclusive cultural heritage programming and support audience development with diverse communities. These include cultural organisations for LGBTQ+, the deaf and disabled, and Arabic, Chinese, Indian and Irish communities. Liverpool revenue programme funding also supports the Liverpool Biennial, the largest international contemporary art festival in the United Kingdom, housed in Baltic Triangle.*

The Liverpool Biennial has initiated innovative approaches to public art commissioning, introducing artists as catalysts to engage and empower local communities by commissioning leading and emerging artists to make and present permanent and temporary public artworks and community based projects. These are presented in diverse locations: galleries, museums, and cultural venues, most recently combining with the Royal Institute of British

Architects at RIBA North, City Heritage Hub for 'Hack The Root', an architectural structure grown from agro-waste-fed mycelium panels with an accompanying exhibition and inclusive multi-age event programme.

Liverpool City Council was instrumental in developing the cultural infrastructure of Baltic Triangle, home to the biennial

and a wider community of visual artists, makers and freelancers. Artistic activity is led by area residents, not dictated by the city. The initial evolution of the area rose from the formation of a low cost warehouse area named the 'Independent district,' housing performance venues for fine arts, visual arts and music, which was later followed by the formation of a dedicated 'community interest company' (CIC), which housed the incubation and educational space 'Elevator.'

The city focused development of the Baltic spatial zone on five principles:

Movement and connectivity – improving public transport linkages, enhancing links between the historic world heritage site waterfront, interlinking Baltic to previously restored 'Ropewalks' and the city's 'knowledge quarter', improving cycling provision and city bike hubs, enhancing pedestrian and transport infrastructure, such as a re-opened train station.

Sense of place - encouraging a more diverse mix of uses, improving activity along street frontages, particularly

Liverpool focuses on increasing access to heritage, particularly for diverse communities and the young.

lower floor level to provide natural surveillance and avoid 'dead frontages' at night. Encouraging larger residential units to seek out mixed family and age demographics rather than student high yield fast turnover accommodation targeted purely at the young. Creating a distinct 'creative sense of place' for the area using dedicated and appropriate signage and street furniture (using LCC ringfenced Section 106 funding).

Heritage environment – encouraging the retention and adaptive reuse of industrial heritage buildings and historic warehouses. Encouraging building scale and pockets of 'massing' to respond to the scale and dramatic feeling of the warehouses, streets, framed views of the River Mersey and the Anglican Cathedral. Protection of high quality building and greenspace design to respond to an expansion of the world heritage buffer zone.

Area management - accelerating and supporting partnership working with local residents, local partners and businesses. Facilitating coordinated work between the council and spatial stakeholders to ensure restrictions on noise pollution and disturbance.

Supporting and accelerating economic growth - expand employment including cultural heritage, creative industries, SMEs and freelancers in cultural and creative industries.

Transferability

- ▷ It is essential to engage local partners and civic actors in spatial and business planning.
- ▷ The EU Executive investment programme was designed in Liverpool with a multi-actor governance model linking civic and community actors on EU approval and governance committees. EU executive programme planning was linked to 'single programme spatial delivery' via financing from the regional government (RIS3 integrated planning).
- ▷ European Capital of Culture, capital RIS3 assets, including tourism & public realm assets, and adaptive reuse investment programmes. The ERDF built new buildings, historic buildings were restored for visitor economy, tourism accommodation, and residential use and provided an integrated, inclusive planning approach.
- ▷ Establishment of innovative financial models and cultural and creative industries (CCI) support to leverage additional funding to sustain use and grow revenue for CCI agents delivering inclusion activity.

Impact and results



£753.8 million

Economic impact of the European Capital of Culture

£128 million

Economic impact of the Baltic CIC

£5.3 million

Economic impact Liverpool Biennial

For every £1 the Liverpool City Council invests in the cultural sector over £12 is brought into the city.

- ▷ European Capital of Culture - Impact (41,000 events, 21,000 exhibition/performance days, 20,000 workshops, including community inclusion and training, 1000 local volunteering opportunities, an audience of 18 million (918% increase in hotel occupancy 2007 – 2008) , Economic Impact ECoC 2008 - £753.8 million in 2008.



18 million
visitors

41,000 events

21,000 exhibitions and performances
+ 20,000 workshops

- ▷ Economic impact Liverpool Biennial: £5.3 million in 2018
- ▷ Culture Liverpool Investment Programme (CLIP) leveraged finance to safeguard over 1,345 jobs. The funded organisations raised another £33 million in turnover. Estimates of economic impact show that for every £1 the Liverpool City Council contributes to the cultural sector, over £12 is brought into the city. (data 2017)



1,345 jobs

saved through the Culture Liverpool CLIP programme

- ▷ Baltic CIC (spatial area Baltic Triangle) economic impact £128 million. Capital investment (£62 million on site).

- ▷ Importance of cultural heritage place making in co-created urban design – high quality public realm and green space to promote citizen wellbeing, and host public CCI events.
- ▷ The importance of ‘hands off’ regeneration models lead by the CCI business community, Baltic CIC, initially formed in partnership with Liverpool City Council which has led to accelerated but organic economic growth in the area.
- ▷ The importance of co-located cultural and creative industry partners in spatial regeneration plans (Baltic has a unique holistic development model which integrates arts, civic and creative and digital SMEs in a blended area, ‘industry’ alongside ‘art.’ The sense of place and feel of the area is instrumental.

Budget and financing

- ▷ European Capital of Culture total budget £129 million, £11 million inclusion programme ‘Creative Communities’
- ▷ Culture Liverpool (CLIP programme) microfinance to leverage additional grant supporting cultural and creative industries in the city, £3 million Liverpool City Council funding.
- ▷ Baltic Creative CIC was established by Liverpool City Council (Liverpool Vision), Northwest Regional Development Agency (NWDA) funded by NWDA budget and £5 million European Regional Development Fund (ERDF). Elevator, the £16 million refurbishment of Victorian warehouse converted into an arts centre by charity Novas later acquired to form Lifesciences/Studio Schools and Baltic Triangle incubation space, was also funded by the ERDF.
- ▷ Baltic Creative CIC £2.6 million ERDF Tech 2 Incubator, Norfolk Street, £310,000 Liverpool City Region Impact fund, Social Investment Business and the European Regional Development fund.

Contact person

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Planning and sustainability

Culture Liverpool sustains its activity by leveraging additional grants from the national government funded Arts Council, trusts, with private sector commercial income and in kind. Culture Liverpool management of the CLIP programme, which microfinances cultural and creative industries, has also led to additional leveraged investment for supported organisations from multiple UK funding sources, including the Heritage Lottery Fund, Trust / Arts & Skills Foundations, and Culture Europe and Urbact.

Development of self-financing CIC Baltic Creative led to the company ensuring all surpluses are reinvested into the buildings, businesses and sectoral development of the spatial area and its community. The city’s capital regeneration department has also worked proactively with the Baltic CIC board to support future EU funded infrastructure and private investment in the area. The Baltic Triangle, is now recognised as an exemplar international project for CCI cluster development by the British Council.

Management level and partners

Liverpool City Council facilitates and interacts with a diverse and inclusive range of governance groups including WHS Steering Group, Culture Liverpool facilitated networks (LARC and Kool legacy Cultural Heritage Networks from ECoC 2008), Baltic CIC, Arts Council England, and The Culture Partnership (a Liverpool City Region cultural heritage initiative spanning all city region local authorities, funded via devolution funding 1% of the total budget of the city region). The Baltic Triangle area is also self-governed by the Baltic Triangle CIC, and key representatives such as The Women’s Organisation. The Women’s Centre of Enterprise was formed in Baltic in 2011 using ERDF funding to improve the inclusion of women in local participation, entrepreneurship and European Social Funded provision to support women, single parents, the disabled, BAME and migrant women’s access to employment and enterprise.

Useful links

Baltic CIC: <http://www.baltic-creative.com>
 Biennial: <https://www.biennial.com>

*NOTE: Liverpool City Council also liaise proactively with local resident associations, and civic agents such as Baltic Triangle CIC, Engage Liverpool, Merseyside Civic Society, and We Make Places

LARC / Kool are Culture Liverpool supported cultural heritage networks a legacy of ECoC 2008



TURIN ITALY

Space for ideas to breathe

Casa del Quartiere di San Salvario

TURIN
ITALY
886,837 INHABITANTS
(2017)



Turin was deeply affected by the 1980s industrial crisis, which left 10 million square meters of abandoned industrial areas and a population decrease from over 1 million to less than 900,000 in its wake. Heavy investment in culture and knowledge, including universities, research and training, has turned Turin into one of the most dynamic Italian cities.

Today the region's economy remains mainly industrial, agricultural and touristic.

Turin has become a good example of how culture can change the profile of a city. Contemporary art, design and art in the public space have become key features of the city's landscape. If you happen to travel to Turin in November, there is a high chance that you will cross paths with designers and contemporary art lovers, as the Piedmont capital hosts seven art fairs at the same time.

The case study's approach

If you have an idea for a social or cultural event in Turin, there is space for you to make it a reality. That space is Casa del Quartiere di San Salvario, a laboratory involving associations, citizens and artistic and cultural operators. It is one of a network of eight social and cultural centres, the 'Rete delle Case del Quartiere' of Turin. There, you can find a cafeteria, a co-working office, information desks and listening areas; you can attend artistic workshops, dance courses, oriental disciplines, music and singing, language and computer science; you can organise birthday parties, conferences and performances.

This project, active since 2010, exists to create open space for proposals from the neighbourhood, from all the residents and local associations. It is facilitated by the Local Development Agency of San Salvario in partnership with the municipality of Turin, and several for-profit and non-profit organisations.

Casas del Quartiere are public spaces refurbished through collaboration between public institutions, banking and business foundations, social enterprises, associations and citizens. Each casa has a different story, but all of them provide a meeting point for citizens, gather and organise the activities of various associations and informal groups, create opportunities to socialise or relax, offer services, courses and laboratories. Also supplying equipment, communication tools, technical and organisational support and support to research funding opportunities, the Casa del Quartiere di San Salvario produces 80% of the resources needed for its own operation. Through municipality of Turin and the Compagnia di San Paolo foundation, the various Casas

del Quartiere have established a network for sharing knowledge, experience and projects. The casas are at once autonomous and local, and at the same time regional and mutually supporting.

The network of casas also collaborates with the city authorities to promote 'Co-city,' an EU funded Urban Innovative Action which using codesign with citizens to transform abandoned structures and vacant land and foster community spirit and the creation of social enterprises. The creation of new forms of commons-based urban welfare will promote social mixing and the cohesion of local community, making residents actors of the urban change while the local authority will act as facilitator of the innovation process.

If you have an idea for a social or cultural event in Turin, there is space for you to make it a reality



Impact and results

The Casa del Quartiere has an impact on the whole city, and in particular on the San Salvario neighbourhood and its 35,000 inhabitants. As an organisation at the service of active citizens, it involves and cooperates with around 150 stakeholders, including associations, cooperatives and informal groups.

In 2017,



144 cultural events and



77 courses in the cultural, environmental and social sectors have been carried out, as well as



38 educational and ongoing assistance services,



20 desks of public interest,



and support given to five informal groups,



more than 250 meetings hosted

The activities and services offered are 60% free of charge and 15% supported by voluntary contributions.

The overall economic value generated by the activities of the managing body of the Casa del Quartiere and by its partners is about €900,000.



€900,000

overall economic value generated by the activities of the Casa del Quartiere

Planning and sustainability

The Casa del Quartiere works to develop projects and services that might have an impact on the whole city, especially in the areas of welfare and environment. In particular it is activating projects in the field of recovery and redistribution of goods and activities counteracting the educational poverty of young people up to the age of 14.

The Casa del Quartiere can generate, by means of economic revenues connected to its ordinary activities, 80% of the necessary resources for its economic sustainability.

Transferability

The model of the Casa del Quartiere di San Salvario is a good source of inspiration for other European cities. It is one that has already expanded, inspiring many further instantiations across Turin. These spaces are facilitated by the municipality in cooperation with the private sector, local organisations and NGOs, and brought to life by passionate people. Any city that has all these ingredients can have their own casa, or system of Casa del Quartiere.

Management level and partners

Today, the Local Development Agency acts as facilitator and establishes partnerships between the local associations and the different investors, depending on specific projects, to create social and cultural activities for the neighbourhood and increase local participation.



Budget and financing

The project was initially possible through funding from the municipality of Turin and the Fondazione Vodafone, which paid for the initial renovations. Now, the business model is based on the services that the casa offers. The public services are funded by public authorities, the agency itself being a public body.

There are also projects, whether educational, cultural or environmental that are funded by private bodies or foundations. Local associations conducting courses and other activities, depending on the type of activity, may also pay a contribution when they use the space of the casa. Finally, the bar, restaurant, and some other commercial activities pay regular rent on the space.

Contact person

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Useful links

<http://www.casadelquartiere.it>

<https://www.uia-initiative.eu/en/uia-cities/turin>

SISTER CASE STUDIES

Inspiring practices from other cultural heritage projects

CO.HERITAGE

Can local cultural heritage be an instrument of dialogue between different cultures and confessions?

Co.Heritage is an EU Horizon 2020 project building new tools for dialogue between communities living in the Roman suburbs by renegotiating the concept of local identity. Identity is fluid and dynamic. It develops from the interaction between different communities, and both immaterial and material cultural heritage. The project will start a dialogue with these communities aiming at creating mutual understanding through recording stories, narratives and perceptions of local heritage. It will identify how the different communities define 'home', what elements they have in common and what they can share.

Co.Heritage wants to show how migrant communities contribute to the enrichment of cultural heritage and the creation of plural and dynamic identities, fighting the stereotype for which they are passive guests of a territory.



TURIN

BOLOGNA

CLUJ NAPOCA

SEILLE

SKOPJE

More info & contact:

https://eucanet.wordpress.com/2018/02/26/bpp_-co-heritage

eucanet2017@gmail.com

SISTER CASE STUDIES

Inspiring practices from other cultural heritage projects

RURITAGE

The EU Horizon 2020 project RURITAGE believes in the potential of cultural and natural heritage to create and enhance social capital, and therewith facilitate social inclusion in the context of rural regeneration. To this effect, one of the selected systemic innovation areas (SIAs) of the project is migration, topic in which three rural areas are developing numerous innovative initiatives: Lesvos Island (Greece), Asti province (Italy) and Geo-Naturpark Bergstrasse-Odenwald (Germany).

The Rural Heritage Hub of Lesvos Island is working towards boosting social integration of newly arrived migrants into the community by the organization of information programmes and tailored guided tours at the Natural History Museum of Lesvos Petrified Forest in order to make them aware of the cultural and natural heritage of the territory.



Partners



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