GUIDELINES

FOR THE CITIZENS INVOLVEMENT IN HISTORICAL SITES

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GUIDELINES

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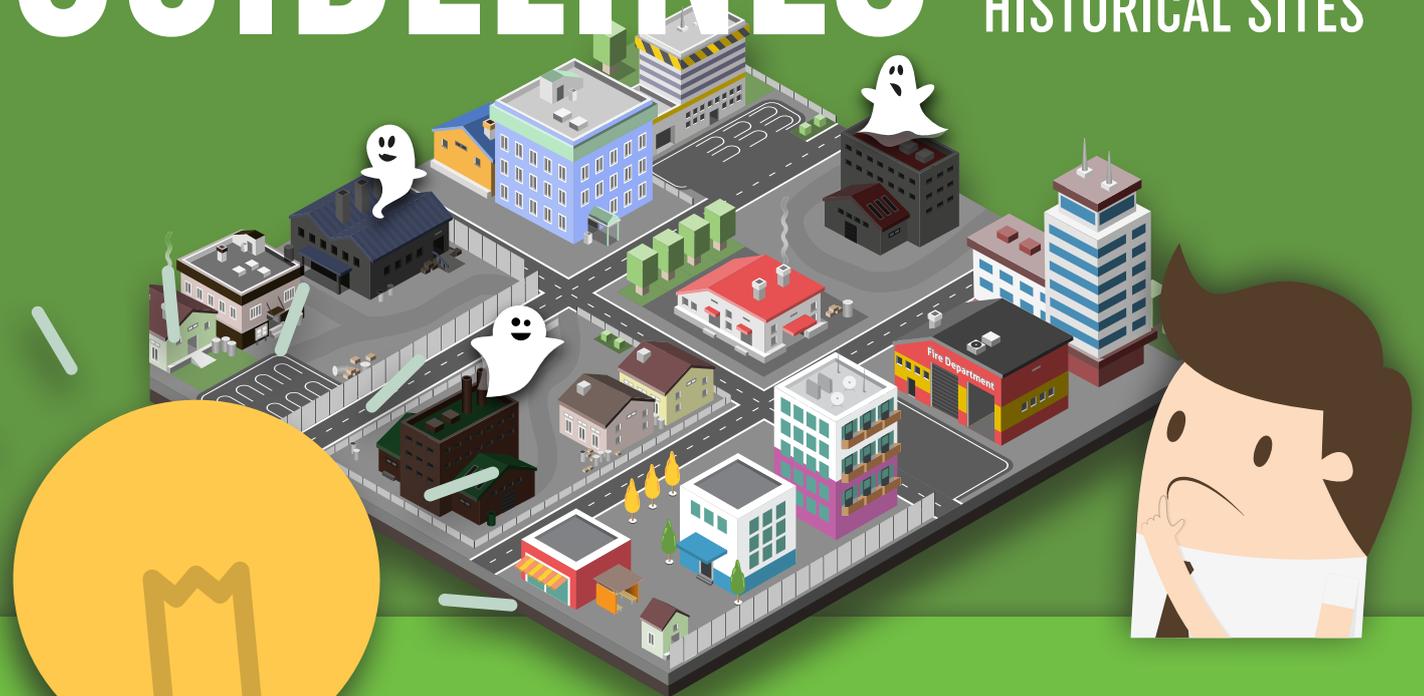
KNOWLEDGE → **ACTION** → **TOOLS**

KNOWLEDGE

1. GENOVA
2. LJUBLJANA
3. NÜRNBERG
4. BYDGOSZCZ
5. RIJEKA
6. ÚSTI NAD LABEM
7. MILANO
8. WARSAW

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PILOT PROJECTS
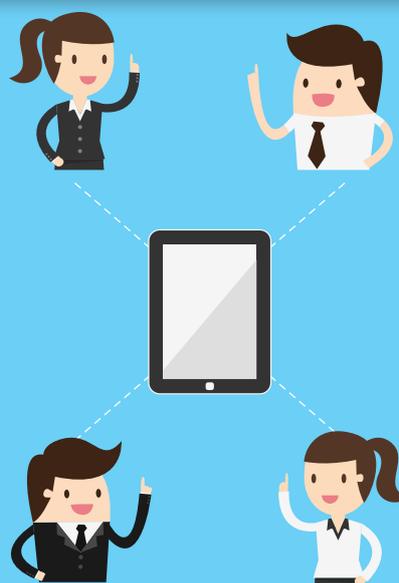
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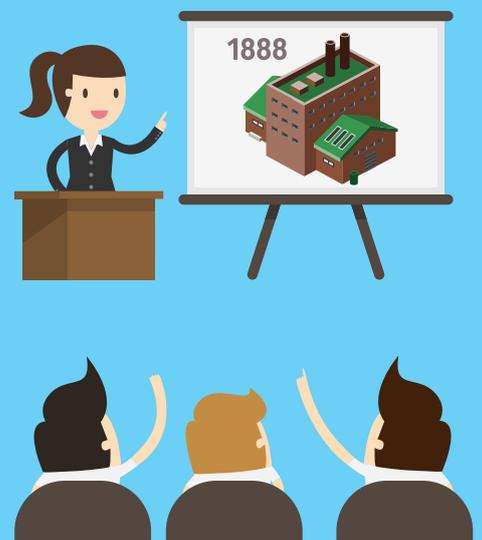
BENCHMARKING

ACTIONS

NEW FUNCTIONS
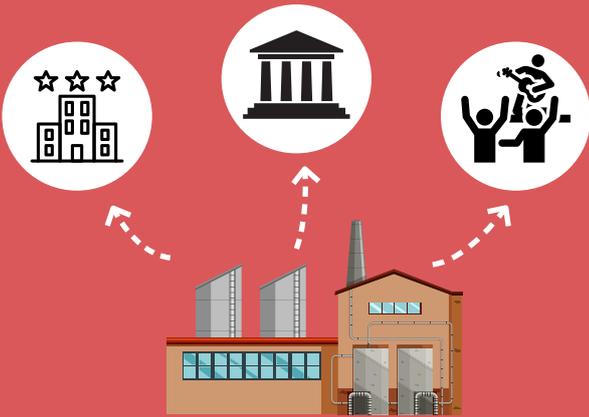
NEW FINANCIAL MODELS

SPECIAL CROSS-SECTORIAL TOOLS

MODEL DEVELOPMENT

INVOLVEMENT OF CITIZENS

CO-PLANNING WITH LOCAL AUTHORITIES

DEVELOPMENT OF COMMUNICATION TOOLS

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1. CONTENTS OF THE GUIDELINES

This book proposes Guidelines for citizen involvement in the enhancement of cultural heritage (paragraph 5), as well as further in-depth studies closely related to the Guidelines indications, yet of a different nature.

The Guidelines have been developed both on the basis of theoretical researches and on results of empirical investigations carried out individually from the work teams of the partner countries, using the same methodology approach. Subsequently, the transnational document has been drawn up jointly by members of the Department of Architecture and Design of the University of Genoa Polytechnic School and the staff of the Culture Department of the City of Genoa.

The guidelines were organized according to three different working criteria: **knowledge**, **actions** and **tools**.

From the research carried out, it has emerged that to activate involvement paths, the following steps have to be taken:

• increase knowledge – such as reconnaissance of available resources, operators, and legislative possibilities - among all actors involved;

• implement a series of actions that can be concretely realized;

• provide appropriate tools for engagement.

As an introduction to the Guidelines, the reference framework and the theoretical approach to theme (paragraphs 2 and 3) have been analysed and presented. Subsequently, some current operating models are analysed (paragraph 4).

Finally, an operational scheme is proposed (paragraph 6) as a work map for setting up a stakeholders' involvement plan, in order to enhance the cultural heritage.

2. THE FORGET HERITAGE PROJECT AND THE CITIZENS INVOLVEMENT PLAN: WHICH RELATION?

The Interreg Central Europe „Forget Heritage" project addresses the challenge of finding **tools**, **solutions** and **initiatives** to enhance the capacity of the public and private sectors to develop a synergy for a sustainable use of cultural heritage.

Most European cities are characterized by the presence of under-used or abandoned cultural heritage buildings which, however, are significant witnesses to the history and identity of local communities.

> **The aim of Forget Heritage is to promote co-operation between project partner cities in order to identify models for innovative, replicable and sustainable cultural heritage management through Private-Public Cooperation.**

In this framework, the project seeks to highlight the centrality of environmental sustainability and sustainable development within processes to enhance the potential -possibly hidden- of the cultural heritage. This value is capable of triggering virtuous circles that impact on:

- the citizens quality of life

- the ability to engage and activate local communities

but also:

- the opportunities of the creative culture industry sector

- job opportunities and managerial skills of public and private individuals and of other professionals involved in the process.

2.1. CULTURAL HERITAGE PRESERVATION AND INTEGRATED SUSTAINABILITY

The **cultural heritage preservation**, intertwined with **environmental** and **social sustainability**, is now a very present issue in the policies of different institutions, both at European and international level.

In this regard, the **Sustainable Development Goals**[1] (SDG) (2015-2030), an initiative of the United Nations Organization for the Future of International Development, which sets out **17 global sustainable growth objectives** can be mentioned. These objectives include the alignment of all 193 countries involved in the building-up and implementation of a common life-style model for individuals and our planet.

The initiative notes how, in order to build a sustainable world, it is necessary to **rethink global growth** and **human development** in a way that it:

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1   http://www.un.org/sustainabledevelopment/

- does not go to the detriment of the planet or other individuals,

- promotes the diffusion of common basic rights: health (SDGs 1, 2 and 3), education (SDG 4) and inclusion (SDG 16), regardless of race (SDG 10) and gender (SDG 5),

- preserves all forms of heritage, including assets inherited by previous generations.

With this idea, the United Nations included the conservation and promotion of world cultural heritage within the SDGs for 2030 (SDG 11.4), with the aim of arise awareness among Member States on the **definition of policies guaranteeing not only the safe-guard** but, above all, **the responsible use of the material and immaterial cultural heritage**, linked to the past and the present of small and large communities.

While on the one hand, the theme of cultural heritage preservation and promotion is an integral part of the international debate on the criteria and guidelines for sustainable growth, on the other, it can and should become a stimulus to the introduction of the theme of **integrated sustainability** within the cultural sector.

In order to provide an effective and enduring sustainable growth, the cultural institutions must plan it in a more wider sense and include the setting up of practices aimed at achieving specific environmental, social, cultural and economic objectives.

Only in this way, cultural institutions can play an active role in the pursuit of SDGs and, in addition, contribute, in their specific context, to the definition of virtuous development models for the cultural heritage preservation and beyond.

> A sustainable act must, in practice, take on an **active** and **dynamic** connotation and ensure its sustainability both at its completion and/or in case of adverse conditions.

The mission in the cultural field, however, often clashes with economic, social or political interests. These could either materially transform a historical asset or compromise its role as a witness to the culture of the past and as a medium of disseminating contemporary culture, by imposing restrictions on its use, changing its function or, even worse, completely neglecting it.

Should this contrast arise, it could not only prevent the achievement of the sustainability objective, but above all it could increase the risk of decay and of total or partial loss of the value of the asset itself.

In such a context, it becomes even more important to find **strategies** and **tools** that can **foster the involvement of citizens and stakeholders**, actors in the processes of re-use, redevelopment and regeneration of cultural heritage.

In fact, only through an honest debate between the parties involved, it is possible to develop and implement strategies for the use, promotion and safeguarding of the heritage, in order to achieve that truly integrated sustainability desired by the United Nations.

The **Guidelines for the Citizens Participation in Historical Sites** are a tool proposing a set of actions enabling the achievement of an effective cooperation among citizens, third sector and public and private institutions, focusing on a wide-range sustainability concept: social economic but also environmental and urban.
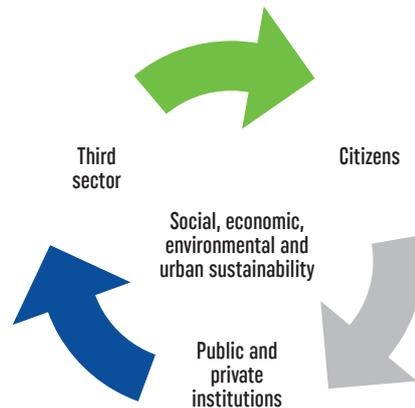
Achieving the economic sustainability and the ability to produce profits is not the only goal in the management of cultural heritage. Indeed, it is recommended that all other aspects of sustainability are identified and put in the right perspective, thus generating positive effects on cities, territories, citizens, cultural enterprises, stakeholders and institutions.

Preventing the cultural asset degradation, neglect and loss of identity brings about positive changes such as **re-activating a community, offering job opportunities, generating cultural proposals** and **creating virtuous occasions of time-use.**

3. REFERENCE FRAMEWORK

Nowadays, cities are increasingly rich in cultural heritage (buildings and public spaces) – a situation sharply defined by Harrison as a moment of „accumulation of the past". Therefore, exploring solutions for such assets management becomes fundamental, so that the disuse does not compromise their very existence. Such solutions must be able to reconcile the **economic** and **social needs of a local community**, where conservation becomes a form of „sustainable" use, where sustainability is intended in its wider sense.

It is therefore necessary to manage assets through models which have to be based on the following aspects:

• public-private cooperation, able to provide economic sustainability,

• opening up to creative companies and new forms of work,

• encouraging the involvement of citizens both in the use and in the management of the heritage.

Many concrete experiences throughout Europe prove that only in this way it is possible to socially reactivate and to re-utilize many assets, triggering virtuous circles.

If assets are not adequately valued, **they shortly turn into degraded areas** and, becoming dangerous as possible places of structural degradation or home for illegal activity, their access must be banned to the public. As a result, a twofold problem has to be faced: public order (urban security) and heritage requalification. Cities and local communities cannot therefore but benefit from asset recovery.

3.1. CULTURAL HERITAGE, PARTICIPATION AND URBAN REGENERATION

Successful experiences have been documented in the Culture for Cities initiative, founded by the EU's Creative Europe program and carried out by Eurocities and KEA European Affairs. These programs, launched in January 2015, focus on the cultural investments at local level and their impacts on cultural, economic, social and urban regeneration. In particular, the experiences that have been analysed are those that for their relevance are deemed transferable to other contexts.

In particular, in these experiences, the Cultural Heritage, intended as propulsive for the economic growth and social inclusion, is based on the principles of:

• access to the cultural heritage,

• participation of local communities,

• urban regeneration.

Addressing the issues of cultural heritage, participation and urban regeneration, means following the „reuse strand[2]" to which various international institutions, local authorities, associations and citizens are inspired. This generate an open-up approach to an inclusive territorial and cultural policies governance. To this purpose, all actors involved (institutions, administrations, stakeholders, citizens) should develop a new point of view on „urban voids" and hold valuable those solutions that consider disused asset as opportunity and resource and not as a problem.

The Forget Heritage project embraced this concept: it provides specific actions and research lines, using this approach in the path of enhancing cultural heritage. To this aim, specific guidelines were drawn for all those public entities wanting to include stakeholders and citizens in the processes of the cultural heritage enhancement, involving in the attention, reflection and action on the local cultural heritage not only the specific expert actors but also the entire community.

Local institutions intending „**involvement**" **as a key word for change** should be increasingly committed to a culture of participation. This can only be possible by engaging citizens in the safeguard, preservation, care and management of urban heritage, arising the sense of responsibility towards a common good which contributes to the building-up of both a personal and a community identity.

> The role Public Authorities should take in this context is no longer that of a controller or competitor but a **facilitator** and **manager of a network of resources**, **knowledge** and **experience** (i.e. the private investor, the local community, the experts in the cultural and creative sector), adopting innovative forms of partnership.

In this regard, **shared revitalization** becomes a significant means of action that can contribute to the construction of a city's identity, which can increase its attractiveness. If well-managed, it can also trigger the development of economic activities for creativity, culture as well as community interaction and social integration.

3.2. CITIZENS INVOLVEMENT IN THE CULTURAL HERITAGE SECTORS: BEST INITIATIVES

For some years now, the citizens participation and involvement theme has become of great importance throughout Europe, as evidenced by numerous initiatives at international level.

A proof in the cultural heritage sector is represented by the expansion in 2007 of the objectives of the implementation of the World Heritage Convention. The **World Heritage Committee** (WHC) has added, to the four already present, the „community" point, constituting what is called the **Five „Cs" system:** credibility, conservation, constructive capacity, communication, community.

> In this way the WHC wanted to emphasize **how revitalization of cultural heritage can only be successful if the identification and recognition of local communities are considered as key players** in a wealth enhancement process.

This translates into a constructive dialogue among all the stakeholders, leading to mutual understanding and collaboration among the various parties involved.

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2   Campagnoli G. (2014), Riusiamo l'Italia. Da spazi vuoti a start-up culturali e sociali (Let's reuse Italy.From empty spaces to cultural and social start-ups), Gruppo 24 ore, Milano

Further evidence of the **new role assigned to local communities** is given by the decision of the Organization of World Heritage Cities (OWHC) to focus the 2017 Congress on the theme of community involvement.

At the international scientific level, many papers propose, in the field of enhancement and management of cultural heritage, people-centred communication models.

Among them, can be briefly mentioned:

- the **Communication Model for Built Heritage Assets** (COBA model). Designed by the NW Europe and North America OWHC, it supports and stimulates more professional and effective communication using existing resources based on strong identification of citizens with heritage.

- the **Co-management model** by the Office of Environment and Heritage NSW 2015. The model, widely applied in South Australia, parts of North America, India, Nepal and South Africa is directly focused on the person in order to find ways of working in partnership with local native groups;

- the **Living Heritage Model** by ICCROM (International Center for Conservation and Restoration of Cultural Heritage). With its approach, it aims to maintain and sustain the original functions of a heritage site, putting the vital dimension in the focus of decisions, keeping it in continuity with the key aspects of the local community.

Each model seeks **to move away from a traditional way of dialogue**, experimenting with innovative communication pathways and strategies, choosing the most suitable for the area and the community.

Experiences reported through the use of these models show that, in order to enhance the effects of communication on the involvement of the community in terms of cultural heritage, the following general aspects must be considered as fundamental:

- have a **thorough understanding and knowledge of the local cultural heritage**;

- know **what „communication" today means**, namely a systemic and multi-directional communication and not a linear one as in the past;

- create an **interdisciplinary team of experts** with different science backgrounds and experiences;

- have a **flexible mind** rather than a rigorous and linear approach (e.g. step by step process);

- have **good empathy with citizens** in order to better understand their needs, interests and motivations;

- assume a **systemic point of view on cultural heritage**, that induces cooperating with a large number of different stakeholders and gather different activities.

Conveying the awareness of cultural heritage to the community and the empowerment of citizens as key players in its valorization is a very complex task because it is influenced by many parameters. Nevertheless, it is a paramount activity that can not be excluded in a heritage-enhancing process foreseeing the whole community involvement. Such involvement represents one of the most important indicator as the urban heritage revitalization will undoubtedly generate an improvement in citizens' quality of life.

4. PRELIMINARY REMARKS

European cities, despite their strong differences, still have a large presence of spaces and assets, inherited from a stratified past that has left clear marks both in historic centres and in suburbs.

Faced with a widespread lack of resources by public administrations and private individuals - unable to operate for the maintenance and valorisation of historic and cultural heritage assets - **it is necessary to intervene on this heritage to counteract its degradation**, more or less advanced, and so coping with what some call „heritage accumulation crisis".

> The abandonment of heritage structures brings the **forgetfulness of their value** and the **loss of their use** (productive, social, cultural and economic), causing impoverishment of the social and cultural practices of urban space appropriation, as if it were a „physical heritage without destiny/destination".

However, as in any crisis situation, **overturning the point of view**, the same elements that make the situation critical, **can be captured as resources and opportunities**.

> In that case, intervening with the concrete help from local and creative communities for the valorisation and revitalization of cultural and historic heritage, allows not only the **rediscovery of the value of the goods in themselves but contributes to the strengthening of a value that is social, touristic, cultural** and, last but not least, **economic.**

Indeed, on the one hand, the involvement of local communities can serve as a flywheel for asset re-qualification thanks to the activities that, more or less organized, are being implemented; on the other hand, the same involvement leads to the strengthening of the local cultural identities and the consolidation of solid and cooperative communities.

In this sense, the enhancement of the historical and cultural heritage of a city, through the involvement of new social subjects, such as young creative talents and professionals, can be interpreted as a positive element for the whole city, thus constituting a desired encouragement towards a larger touristic and economic development.

The valorisation of historical and cultural heritage is a mere „city's right".

> It is to be understood **as a set of rules governing the spaces** and its origins are to be found in the activity of public institutions but also in the direct involvement of the civil society community and individuals.

In this case too, the key element is represented by the participation of all the actors involved in the revitalisation of the heritage. It amounts to a set of **bottom-up** common actions undertaken by associations and industries, and foresees the development of new models for use and management of the spaces.

> Bottom-up involvement allows to **activate fresh resources** resulting from spontaneous and flexible processes, without a predetermined outcome from the beginning.

In any case, these are actions capable of consolidating local communities and their relations with public institutions through new models of economic sustainability, new cultural offers,

mixed business and association bodies and flexible relationships with public administrations. Many examples in Europe are now visible to everyone and can be operational references for all cities that intend to act in this direction.

These can be considered winning strategies because they focus resources and attentions on the process of change and on flexibility rather than on the final result to be achieved. The constant element is however represented by the concept of **heritage as a „common good" of collective** use whose responsibility can be also taken on by the citizenship, through various patrimonial forms in which public authorities plays, in any case a strong coordination role.

In fact, on the basis of resolutions, deliberations and partnership agreements between municipalities and citizens, it is possible to regulate the cooperation between authorities and local communities, **even when these experiences are originated outside a precise regulatory framework**, as in case of urban decorum, the management of deteriorated green spaces, the regeneration of spaces and buildings that have lost their original destination, etc.

Faced with the emerging of these activities from the bottom, institutions can act by producing **innovative regulatory models** that can formalize the existing relationships among Public Administrations and citizens.

Specifically, the administrations can „react" to activities coming from the bottom and focused to take care of common goods with, at least, three models; these models - not necessarily alternative - are very different from each other, due to the degree of structuring in the formalisation of relations among institutions and local community.

- In the first case, it is a **precarious model**, as public institutions **admit the existence of experiences born out of a legal context and openly coexist with them by tolerating such experiences for a certain period of time**, until they are integrated into a context of full legal ownership.

- The second model, on the other hand, is **more punctual** as the city institutions take some decisions whereby some historical and cultural heritage goods are qualified as „urban civic goods".

    In this case, **some collective organizations** (associations, non-profit cooperatives, etc.) **are able to manage these assets to ensure their collective enjoyment**.

    Institutional action, through a deliberation, allows to intervene on the historical and cultural heritage of the city, while at the same time ensuring proper use for public purposes.

- The third, **more ambitious** and **structured** then the foregoing ones, is **based on the cooperation agreements signed by the local administrations and the citizens in order to enforce „special regulations"**, which are specifically drafted, **to legally regulate collaboration** between local authorities and citizenship.

    These are therefore flexible tools that arise from an act of negotiation between public administrations and citizens, which allow local communities to intervene in a direct way for the general valorisation of goods and urban spaces within a formal innovative legal framework.

These three models do not account for de-exposure of public bodies and a burden increase of private responsibility.

This participatory way of acting consists of a set of **new urban governance actions** capable of putting in place a strong synergy between the different bearers of cultural interests, knowledge, cultural and creative experiences, under the guidance of local administrations, able to interpret the stakeholders' representation and preserve their general interests.

The experimentation of such governance actions, based on participatory processes and aimed at enhancing the historical and cultural heritage of the city, are today „laboratories" in which use and management patterns are experienced. These laboratories, notwithstanding the obvious limits of experimentation, have the ability to stop property values loss and to bring out values different from those strictly economical, in favour of cultural and social ones.

5. GUIDELINES FOR THE CITIZENS INVOLVEMENT IN HISTORICAL

The „Guidelines fort he citizens involvement in historical sites" provide a framework for interaction between urban governments and citizens.

These Guidelines assume that, in order to develop an effective citizen involvement plan which enhances the historical and cultural heritage of the city, it is important to act on these three different levels:

• knowledge

• actions

• tools

To this aim an increased knowledge of all involved actors is foreseen, to put in place feasible actions and to prepare adequate involvement tools.

5.1. KNOWLEDGE

Knowledge is seen as the **production and the availability of operational information about cultural and historical heritage** that can be useful for local administrations, CCIs stakeholders and citizens.

It is often possible to observe a weak pre-operational knowledge in valorisation processes of all involved actors: on one hand Institutions are in a detached situation respect to the real artistic and cultural urban production; on the other the cultural operators and the artists haven't the right information on the availability of the cultural heritage.

Moreover, it is hard for citizens to share their experiences and to invest personal skills and energies, because they are scared of the procedures complexity.

> Knowledge means therefore **to increase the relational abilities of a city latticework**. only offering the possibility to create relationships, it is possible to encourage the use of a place or of an asset.

These are hints for a knowledge increase:

a. **To carry out a census of both the unused or underused cultural and historical heritage (container) and cultural and artistic offers present on the territory (contents) and then create a combining tool.**

These investigations are to be carried out in a participatory way among Public Administrators and Stakeholders in order to develop a coherent evaluation analysis, on a case-by-case basis, to find the best strategy to link „container" and „content".

These investigations should produce a mapping of the territory supply and demand.

b. **To organize a network which supports knowledge, contacts and relationships among the available „containers", the proposed „contents" and the mangers of historical and cultural heritage in order to allow a match between supply and demand able to make the management activities economically and socially sustainable.**

This Network should be organized in a participatory way with local administrations and stakeholders.

The result would assume different structures (app, space on an institutional web site, accessible database, etc.).

c. **To include education plans, centred on the historical and cultural heritage of the territory, in the training programs of educational institutions at all levels.**

Getting the public to understand the value of historical and cultural heritage plays a key role in the building up of the identity of the territory, especially in younger people.

The result of the knowledge of a city's historic and cultural heritage is represented by the young generations' greater awareness who, by valuating the opportunity to use the territory's available assets, can operate with concrete actions to tackle the urban decay.

5.2. ACTIONS

Actions proposed here below **encompass concrete activities** aimed at implementing stakeholders and citizens involvement in the issue of cultural and historical heritage valorization of their own city.

Activities and actions aimed to involve all actors in the valorisation of a city's cultural and historical heritage must **necessarily be integrated within a well-planned path**.

This path must have a clear and defined structure but, at the same time, it must be flexible to adapt itself to the participatory process modifications. Changes are intrinsic in the participatory method.

The **actions** identified a**re effective only if supported by a strong political will to enhance the city's cultural and historical heritage** through local stakeholders' involvement.

These are hints for possible actions:

a. **To implement stakeholders' involvement in prioritization of defined actions lines, and in the strategies and tendencies outlined by a „Plan of cultural and historical heritage usage".**

The valorisation objective cannot exclude the necessity to combine the economic sustainability with the social benefit of actions foreseen for the heritage reuse.

That is, a Strategic Plan for the heritage valorisation must have a strong value of orientation and be shared by all the actors involved. Such a Strategic Plan, extended to the whole city, must necessarily provide sufficient time for the development of all ideas and all the expected actions. In other words, it must be a medium to long term plan, accordingly to a multi-level scheduling.

b. **To design, within the Strategic Plan, a necessary dedicated „Plan for the use of historical and cultural assets" which are under-used or unused.**

Temporary utilization activities, that can stop the degradation progress, have to be planned while waiting for the development of a specific requalification project and reuse of the asset, which clearly requires a longer time.

c. **To involve stakeholder in the definition of the evaluation criteria to be used for appointing the management of historic and cultural heritage assets; they should also be part of the resulting economic and time planning of management activities.**

Therefore, it is necessary to experiment shared models of heritage appointment, based on evaluation criteria which consider a collaboration among the creative and cultural operators, rather than a barren competition. This approach allows the specific competences of everyone to emerge, competences which, case by case, could be useful to reach the objective of a better and more useful valorisation of available assets. Moreover, the necessity for the creative/crafts sector operator to be organize themselves into organizations or associations with elected representatives is strong. In fact, this allows a quick and affective interaction with local public institutions and, above all, it avoids the involvement of each single operator in debate and organizational.

d. **To implement citizens and local communities' involvement strategies to identify activities which stimulate the cultural and historical heritage attractiveness improvement.**

That is, to experiment new relational models of solidarity among people of different age, genre, ethnicity in order to support, among the inhabitants, the birth of co-operation networks. Such approach activates public shared spaces, which consequently express innovative and experimental uses of the city thus representing an occasion for urban and social regeneration.

e. **To identify and experiment new public/private financial models in order to gain resources adequate to the needs arising from the re-use of historical and cultural heritage.**

f. **To open a stable dialogue channel with cultural heritage asset owners, with the identification of management strategies allowing on the one hand to increase the public and collective use and on the other hand to meet the needs of the public administration owner of the assets, needing support in the property maintenance and restoration.**

g. **To outline, at urban level, information and communication plans focusing on those historical and cultural heritage sites that are actually available and have a potential use in the near future.**

h. **Organizing and developing concrete educational activities in schools at all levels, in order to stimulate the attention and curiosity of pupils and students towards the historical and cultural heritage of their own territory.**

For this purpose, training activities such as, for example, guided tours of historical and cultural heritage may be implemented (for example, guided tours for school students organized by the school itself.

Also, other training activities, developed with the support of different sector's experts (tourism, land–use…) can be furthered in education institutions, in order to increase in students of all levels, the knowledge and the awareness of the local areas. This action is based on the idea of stressing, since the first years of education, the theme of valorisation and protection of cultural heritage).

5.3. TOOLS

The identified instruments represent the **operational tools through which actions aiming at the involvement all actors** in the valorisation of historical and cultural heritage can be carried out.

> These tools must be **innovative**, **dynamic** and **coherent** with the work methods defined within the arranged Valorisation Strategic Plan (2.a), Stakeholders involvement plans and Communication and Information Plan.

In order to implement and update the operational tools, a group working on the experiences and activities potentially useful for historical and cultural heritage valorisation purposes, must be activated.

These are hints for suitable tools:

a. **To identify tools for involving stakeholders (citizens and creative communities) in the definition of a new function of unused or under-used historical heritage which must be re-qualified, such as: project planning and/or planning activities, co-planning, co-design, etc.**

b. **To define tools by which the Public Administration can guarantee the involvement of citizens as an ordinary administrative practice aimed at the cultural heritage valorisation.**

   As an example, to write Regulations of historical and cultural heritage shared use (or use the available existing plans/regulations), or to establish cooperation agreements among urban administrations and citizens.

c. **To define tools that Public Administration can adopt to simplify and make the cultural heritage regeneration processes more transparent.**

   For example, define simplified bureaucratic procedures for the use of historical and cultural heritage assets above all for temporary activities.

d. **To define the most appropriate tools for develop an effective and solid Information and Communication Plan on cultural heritage valorisation.**

   This Plan should reach all different urban targets related to the historical and cultural heritage valorisation.

e. **In the plan outlining it is necessary to pay a special attention to the selection and the use of different communicative channels.**

   For example, communications focused on the creative community (or citizens), general communications via ICT tools or more traditional channels (mass media), etc, depending on the different stakeholders' targets to be reached.

6. PRACTICAL WORK MAP – HOW TO APPROACH TO THE CITIZEN INVOLVEMENT IN THE VALORIZATION OF THE CULTURAL HERITAGE

The operating scheme proposed in this section of the Guidelines provides a practical trace for setting up a proper stakeholders' engagement plan.

In particular, it is an instrument for those Public Administrations wanting to committ themselves in a process of involving citizens and stakeholders for the promotion and recovery of their city's cultural heritage.

This scheme arises from the conviction that engagement projects are the basis for an effective strategy for urban regeneration and the enhancement of the cultural heritage of a city.

It is very difficult for an action on cultural heritage to be shared, accepted and successful:

> Without the involvement of citizens and stakeholders at multiple levels

> Without the socialization among members of a more or less wide-ranging community, depending on the need

> Without a rehabilitation project

The safeguard of the material assets of the community also represents the preservation of the collective identity and place and community memory, of which the stakeholders (**at all levels**) are the foundation.

To develop an effective citizen engagement plan for heritage enhancement, a path based on three fundamental criteria (knowledge, actions, tools) and structured in **four consecutive steps** must be followed.

STEP 1

TRANSFER, DISSEMINATE AND STRENGHTHEN KNOWLEDGE

In the first phase, by using various **communication tools** and **channels**, adequate to the situation, The Public Body must boost the sharing of information among all stakeholders on:

- characteritics, real conditions and potential of assets to be reused

- Recognition and creation of formal and informal networks - including public administrations – in order to have a framework on all „human" resources, possible triggers of a regeneration path

- recognition and dissemination of the different asset values:

  › economico/immobiliare

  › culturale/identitario

  › sociale/affettivo

- Experiences and good practices as an incentive, guide, or inspiration to set the process of heritage valorization and involvement of the actors

STEP 2

SHARE REALISTIC OBJECTIVES AND ACTION STRATEGIES

Once a cultural heritage enhancement project has been drawn up, it is necessary to **identify the objectives to be achieved** and **to outline the strategies to be implemented** with the involvement of citizens and stakeholders.

These objectives should:

- be achieved through short, medium and long-term concrete actions. However, each objective must be flexible and adaptable in the event of any change of circumstances (as it is increasingly the case in times of economic and social uncertainty due to the fragmentation of contemporary society)

- consider the enhancement of cultural heritage, including the conjugation of economic sustainability and social utility in all the reuse actions

- Choose shared management models encompassing cooperation among creative and cultural operators that hinder all kinds of competition and exclusion

- Foster among members of local communities the sharing and interchanging of information and knowledge, in order to encourage the birth and support of cooperation networks among all social actors in the area

STEP 3

IDENTIFY, CALIBRATE, START CONCRETE ACTIONS

Once the project of cultural heritage valorisation is drawn up and the different objectives and strategies have been identified, it is necessary to **choose** and **undertake concrete actions** encompassing the involvement of the subjects that are relevant in each specific situation.

The actions will be appropriate and suggested by the work context and therefore, as the case may be, they could be different.

Each action will have to:

• have a collective and inclusive character, since the participation of the actors gives strength and vitality to every work process

• be distinctive and adherent to the context, considering that there can not be a suitable working method for every circumstance and every local community. Indeed, an effective and incisive work program can only be developed after having adequately analyzed and understood the context conditions

• be flexibile, that is to say that it must be able to be altered - even deeply - if context conditions make it necessary

• be able to be challenged, because once implemented it could be successful or inadequate, even though it has been designed based on accurate analyses and evaluations. Throughout the discussion, strengths and weaknesses can emerge: experiences can be entreasured by creating a sort of good practice library from which future inputs and action ideas can be draw.

STEP 4

CHOOSE SIMPLE AND ADEQUATE ACTION TOOLS

As a last step, the participation and involvement tools to be used in the heritage valorisation process should be **identified** and **selected** to suit the goals to be achieved and the actions envisaged.

These tools must:

- be able to activate both the social capital of local communities and the creative enterprises of the territory. In fact, preferring collaborative practices means to be aware that the quality and intensity of social relationships play an important role in the generation of bottom-up regeneration initiatives and in their success.

- be able to be used by all actors involved and must be the outcome of research work and experiences already consolidated in other contexts, at national and international levels

- be innovative and experimental, and allow Public Administrations to reduce bureaucracy and work in a more transparent and creative way

- be able to stem out from contamination between urban regeneration processes and social innovation. This means that innovative forms of social aggregation and collective work experiences can often become suitable examples, even in rigid and complex contexts.

7. SUGGESTIONS FOR FURTHER READING

- Trans Europe Halles
  teh.net

- ONU
  www.un.org/sustainabledevelopment/sustainable-development-goals/

- „Culture for Cities and Regions" a CE initiative financed by Creative Europe
  program and managed by Eurocities and KEA
  www.cultureforcitiesandregions.eu/culture/home

- Operational Guidelines for the Implementation of the World Heritage
  Convention – UNESCO World Heritage Centre, 2016
  whc.unesco.org/en/guidelines

- World Heritage Convention concerning the Protection of the World Cultural and
  Natural Heritage – World Heritage Commitee 1995, WHC-95/CONF.203/16
  whc.unesco.org/en/sessions/19COM

- International Council On Monuments and Sites
  www.icomos.org/en

- International Centre for the Study of the Preservation
  and Restoration of Cultural property
  www.iccrom.org

- Riusiamo l'Italia
  www.riusiamolitalia.it

- Labsus
  www.labsus.org

- Che-fare
  www.che-fare.com

GUIDELINES