

KAIRÓS - Heritage as Urban Regeneration
Baseline study



MULA (ES) ROSKILDE (DK) ŠIBENIK (HR) UKMERGĖ (LT)
BELENE (BG) CESENA (IT) HERAKLION (EL) MALBORK (PO)



KAIRÓS Heritage as Urban Regeneration
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KAIRÓS is about heritage as a driver for urban development and regeneration. In ancient Greek, Kairós means the propitious moment, and the ambition is to test an innovative policy framework, combining a sound integrated approach with a real transformation purpose.

This baseline study first introduces the state of the art in this field, by bringing together a number of approaches, concepts and policy trends that are leading to consider cultural heritage as a driver to sustainable urban development. A kind of practice with a great potential for many mid-sized cities in Europe.

After describing backgrounds and expectations in this field from the cities joining this URBACT network, the study puts forward a specific policy framework described as the Kairós five-pillar model, assembling Space, Economy, Social Cohesion, Attractiveness and Governance issues. This model, duly validated by the partner cities during phase 1 [September 2019-February 2020], will organize the Kairós transnational learning itinerary and guide local action planning during phase 2.

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Cover image: Historic district of Aghia Triada, Heraklion.

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01

State of the art



A new framework takes shape

To understand the potential of a heritage-driven approach to urban development and urban regeneration and why it is getting a growing interest in Europe, it's important to point out two trends that are changing somehow the traditional way of addressing culture and heritage management respectively. The first is about a broader understanding of the role of culture in modern societies, which is working as a crossover indeed, with the subsequent impact on the way many urban policies are designed and delivered.

The second trend is about how built heritage is being approached, where the idea of valorisation and adaptive reuse to contemporary issues matters now as much as preservation. The scope of heritage management is also widening the scale, from just the building and the artefact to the idea of cultural urban landscape. At this point, it's worth noting that according to UNESCO (2011), the concept of urban heritage comprises three main categories: "monumental heritage of exceptional cultural value; non-exceptional heritage elements but present in a coherent way with a relative abundance; and new urban elements to be considered (for instance): the urban built form, the open space (streets, public open spaces) or urban infrastructures (material networks and equipments)".

Both trends are paving the way to heritage as a driver for urban development and regeneration. And on this way, other concepts and lines of work are accelerating the relevance of this approach, ranging from sustainable urban development as a prominent framework for today's urban policies to community empowerment.

The growing importance of a cross-cutting approach for culture

Heritage is a constituent part of Culture as a policy field, which stands high in the EU agenda. The Work Plan for Culture 2015-2018 included cultural heritage as one of the four priority areas, along with accessible and inclusive culture, cultural and creative sectors, and cultural diversity and culture in EU external relations; and in the New European Agenda for Culture, proposed by the European Commission for the period 2019-2022, "protection and valorisation of cultural heritage" keeps a high visibility. In this context, it's important to be aware of a growing understanding of Culture and cultural issues, which underlines its cross-cutting character, serving a variety of policy areas, in particular at local level. Such transversality of culture was officially emphasized by the European Parliament's report "On a Coherent EU Policy for Cultural and Creative Industries" (2016).

Just a couple of examples in this regard. Through a robust participatory approach, **Aarhus**, Denmark's second largest city, is empowering young people to carry out culture-oriented activities, some of them aimed at giving temporary use and new life to vacant spaces and abandoned buildings. They have called this approach "Culture as Intermediary" and it has been labelled URBACT good practice. That is, the City is giving culture an instrumental role to face challenges outside the conventional cultural policy, in this case related to young unemployment and urban regeneration. **Cluj-Napoca** is a key European benchmark on taking full advantage of the cross-cutting nature of culture to address a variety of city challenges. For instance, it is the innovative Cluj Culture Centre that is leading the promotion of STEAM education in the city (Science, Technology, Engineering, Arts and Mathematics) and prospecting how Cluj should respond to the future of work.

Understanding heritage management nowadays

A first attempt for a generally accepted definition of cultural heritage was made by UNESCO in 1972, at the Convention concerning the protection of the World Cultural and Natural Heritage - “the legacy of physical artefacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations”. Since then, that of UNESCO and other visions of cultural heritage have evolved significantly¹. Three main changes can be highlighted:

- **Change of scale:** from building and monuments to urban fabric and the idea of historic urban landscape. This change became doctrine in 2011 with the adoption by UNESCO’s General Conference of the recommendation on the Historic Urban Landscape, which is defined as “the urban area understood as the result of a historic layering of cultural and natural values and attributes, extending beyond the notion of “historic centre” or “ensemble” to include the broader urban context and its geographical setting.”
- **Change of purpose.** Not only preservation but valorisation is now a key concept too. The built city is nothing more than a sequence of layers over time. The best preservation policy is that of reconnecting heritage to the contemporary city, in terms of use and function. Heritage is a history of transitions that should be properly managed. So, what type of transition is appropriate? What function and for what users? How to promote and facilitate that transition?
- **Change of method.** Consequently, cultural heritage is increasingly addressed at the crossroads of several fields – e.g. urban planning, culture, tourism, society and wellbeing, economy. An integrated approach is now needed for tackling the multi-faceted nature of cultural heritage valorisation.

The work done in two cities, Liverpool and Lyon, over the past years, can illustrate this new approach. **Liverpool’s** award as European Capital of Culture in 2008 triggered an ambitious heritage-led regeneration strategy, whose effects quickly upscaled to other fields – e.g. economic and infrastructure development, re-building of the local identity and re-positioning the city nationally and internationally. Heritage valorisation from a city perspective was the rocket fuel for Liverpool’s renaissance after decades trapped into a spiral of economic and social decline. After listed UNESCO World Heritage Site in 1998, **Lyon** has turned heritage into a key approach for the whole urban planning framework, beyond the old town. Among other goals, Lyon’s Heritage Management Plan, drafted in 2013, pursues a balanced relationship between the protected historic city and the city which is growing.

¹ We are now in what Sonkoly and Vahtikari (2018) call the “third regime” in cultural heritage management, characterized by a broad conceptual scope, which follows the two previous paradigms that were more clearly focused on the basic challenge of protection and preservation. The first until the 60s of the last century, based on national protection initiatives, and the second stage characterized by the internationalization of the conservation pattern, with UNESCO as a fundamental actor.

Contribution of heritage to sustainable urban development

Since the adoption of the New Urban Agenda in Quito, in 2016, based on the Sustainable Development Goals (which recognize the contribution of culture and cultural heritage to sustainability), the international community acknowledged sustainable urban development as the fundamental precondition for the prosperity of cities. Mainstreaming sustainable urban development over the past few years (Fioretti et al, 2020) is definitely working as a catalyst for a growing interest in heritage-oriented urban regeneration.

In this regard the challenge is not only safe-guarding cultural heritage from natural hazards and climate change, but addressing modern heritage management and heritage-led urban development and regeneration as an opportunity for a “change of model”. It may include topics concerning carbon emissions, waste reduction and circularity², active and sustainable mobility schemes (including electric vehicle and specific and imaginative parking solutions), green public procurement, greener events, compliance with the environmental legislation, etc.

London based Julie’s Bicycle is a charity focused on bridging between culture/heritage and environmental sustainability. They deliver handouts, reports (Julie’s Bicycle, 2018) and tools to help cultural heritage managers and organisations and any kind of heritage-led spatial development process to fix their environmental ambitions and commitments.

Svendborg (DK)’s maritime heritage facing climate change

Svendborg is a coastal medium-sized town, often referred to as the Blue Heart of Denmark. The Local Council has promoted a large strategic project called “The Blue Edge” which is turning Svendborg’s unique maritime cultural heritage sites and buildings into a main driver for urban development and climate change protection of the harbour area. According to Helle Baker, from Svendborg Kommune, through innovative multiple solutions, that integrate climate change adaption with multifunctional design of urban spaces and structures, the idea is to link the The Blue Edge project up with Cittaslow liveable city strategy - jointly used as core elements in re-inventing Svendborg as a seafaring town 2.0.

The idea of heritage-led urban development and regeneration

The above trends have given birth to the idea of heritage-led urban development, and a number of initiatives give proof of that. Firstly, it’s worth mentioning the legacy of the URBACT II action planning network HerO-Heritage as Opportunity, led by **Regensburg** (DE). The group of HerO cities pioneered in promoting an integrated approach for historic downtowns through the figure of Integrated Cultural Heritage Management Plan, as well as firmly advocating multi-functional historic city centres (Scheffler, 2011).

² The Horizon 2020 project CLIC has been specifically exploring on circularity in the context of adaptive reuse of cultural heritage.

The EU framework programme for research and innovation **Horizon 2020** organized a high level expert group on cultural heritage, which gave the foundations to a number of calls over the past years on heritage valorisation and urban development - notably heritage-led urban regeneration, stakeholder involvement in cultural heritage-led urban projects, innovative approaches on cultural tourism and historic quarters as entrepreneurial hubs. The upcoming research and innovation framework programme for 2021-2027 will consider “culture, creativity and inclusive society” as one out of the 6 clusters organizing the pillar “global challenges and EU industrial competitiveness”.

The Joint Programming Initiative on Cultural Heritage was launched in 2010 with the mission to promote a common strategic research agenda between the member states. The JPI-CH promotes a multidisciplinary approach, and therefore it can be a suitable platform to boost integrated development models regarding historic urban landscapes. Joint programming is a concept introduced by the European Commission aimed at implementing the European Research Area (ERA).

Within the context of the **Urban Agenda of the EU**, a Partnership for Culture and Cultural Heritage was created in November 2018 and an “orientation paper” was delivered in October 2019, where seven priority topics were selected to work on:

- Cultural tourism.
- Creative and cultural industries.
- Transformation, adaptive reuse and urban reconversion.
- Financial sustainability and funding.
- Resilience of cultural and natural heritage.
- Integrated & interdisciplinary approaches for governance.
- Cultural services and culture for inclusive cities.

Although the scope goes beyond heritage, this orientation paper should be appreciated as a catalogue of (concerns and) possible actions from the perspective of city practitioners.

Finally, the 5th call (2020) of the **Urban Innovative Actions** Programme includes culture and cultural heritage as one of the selected priority themes. It will be a great opportunity to test innovative blueprints on heritage-led urban development.

These initiatives, and those to come for the next programming period, were fuelled by the European Commission’s explicit recognition of the overarching importance of cultural heritage, which was defined as “an irreplaceable repository of knowledge and a valuable resource for economic growth, employment and social cohesion” (European Commission, 2014). Consequently, in this communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, it was claimed “an integrated approach to cultural heritage for Europe”.

Consolidated and emerging lines of work

Community empowerment

In 2005, the Council of Europe Framework Convention on the Value of Cultural Heritage for Society, known as the Faro Convention, stressed the right of every person to engage with the cultural heritage

of their choice – “everyone, alone or collectively, has the right to benefit from the cultural heritage and to contribute towards its enrichment”. UNESCO’s influential chart on historic urban landscapes (2011) also emphasizes civic engagement and encourages its member states to use participatory planning and stakeholder consultations, as well as to establish the appropriate partnerships and local management frameworks.

Actually, adopting a robust participatory approach makes a difference in today’s heritage-led urban development and it offers a fertile ground to experiment. Examples like **Bologna’s** “regulation on public collaboration between citizens and the city for the care and regeneration of urban commons” shows that **modern heritage management, from a city perspective, is a source of social innovation**. In this respect, Open Heritage is worth a mention, as a Horizon 2020 project devoted to community empowerment in relation to adaptive reuse of heritage.

Duly managed and backed, the **urban living lab** formula is proving to be rather useful as platforms for multi-stakeholder involvement in order to co-create and test new ideas, as well as to socialize and disseminate intermediary steps with regard to urban regeneration projects. Other formulas can go beyond civic engagement and address private sector involvement more specifically in the implementation and management, including ad-hoc revenue models, like the widely extended “business improvement district” (BID) in the Anglo-Saxon countries.

Valorisation and adaptive reuse

Valorisation is the key word to “negotiate” the apparent conflict between preservation and reuse. In this respect, the regulatory framework matters a lot. It may work as either an enabler or a serious barrier to a modern understanding of heritage management and consequently to heritage-led urban strategies. Likewise, innovative funding and financial support schemes make a big difference in heritage valorisation and reuse.

Adaptive reuse is certainly the major approach regarding industrial heritage valorisation. As a matter of fact, former industrial urban fabrics often represent the best spatial foundation to build up the post-industrial city landscape, also in terms of sustainability and multi-functionality (ICLEI, 2018). **Cesena’s** target area for the Kairós project is one of that kind.

Historic Coventry Trust

Historic Coventry Trust is a charity launched in 2015 that is currently in the process of repurposing over 20 historic properties that are largely forgotten and underused. The mission of the trust is to restore these properties and sustainably put them back into the life of the city as a means of economic and social redevelopment. They cover fundraising, property acquisition, restoration works, re-use (e.g. creative industry workspaces, hospitality, residential, civic uses) and sustainable cost/revenue models. The trust states to be an active partner in the city’s regeneration using heritage as an economic driver.

Workspace provision and multi-functional historic quarters

Multi-functionality leads to urban vibrancy, which should be a main goal in heritage-led urban regeneration. It has to do with preventing unwanted gentrification as well - we primarily refer to the impact on the diversity of retailing in historic quarters (where restaurants, *gelaterias*, food stores, bike renting... are pushing away others not serving the visitor economy) and stressing the housing market due to the Airbnb phenomenon³. So, out of the box initiatives concerning housing, retailing and workspace provision will be needed to tackle this new form of gentrification, with a particular impact over historic city centres.

The issue of providing new urban workplaces deserves special attention. Economic activity is coming back into the urban fabric again, in particular that of linked to knowledge-based, digital and creative economy, leaving progressively aside a suburban pattern. This trend offers a great opportunity to address multi-functionality for our historic quarters, in a way that main dynamics of these heritage sites and districts should not be restricted to High Street shops and the visitor economy (Swinney and Sivaev, 2013).

This location pattern is taking a variety of (spatial) forms, and historic quarters could take more advantage of it: spaces for co-working and other forms of flexible work – e.g. Casa Bufalini, Cesena; built heritage as outstanding HQs and office space for firms – e.g. Lavazza's new headquarter, Torino; urban innovation districts, creative districts... at historic quarters – e.g. Porto Digital, Recife.



Economic activity is coming back into the central city again. Left: former De Sonnaz factory in central Torino, now headquarter of Reply, a consulting firm on digital transformation. Right: Vilnius Tech Park, inner city located at renovated 19th century complex of Sapiegos.

³ To an increasing number of cities, conventional high-income resident gentrification is not a main issue right now, but how the massive popularisation of tourism and international travels and the new platform economy is impacting them, and notably their historic centres.

Another remark regarding the space/function issue comes from the now mainstream discourse on the creative economy and the **creative city**, since it brings a lot of affinities with urban regeneration and heritage-led urban development. The latter should therefore capitalize the large background accumulated in the EU in promoting the creative economy and local creative ecosystems over the past years. To follow-up on these developments, the European Commission has entrusted the Joint Research Centre to organize the online Cultural and Creative Cities Monitor.

Besides function, there is a specific portfolio of **urban planning solutions** to bear in mind at tackling historic quarter's regeneration – e.g. pedestrianisation, super blocks, public space, smart city solutions, active and sustainable mobility schemes, etc.

Linking heritage to smart specialisation

As seen before, cultural heritage is well placed at the culture policy and is getting a growing interest for modern urban policies and social innovation practices. However, technologies and emerging activities somehow related to heritage valorisation and heritage-led urban development still need to be properly connected to the EU mainstream innovation policy, which is no other than the so-called regional (and/or national) strategies for smart specialisation (RIS3 in acronym).

Only a few of the RIS3s underway in Europe are explicitly considering cultural heritage. At this point, the Italian regions of Emilia Romagna and Lazio deserve a mention. Others prioritize culture-related domains, but often with a vague content, where the contribution of heritage to an innovation-led growth is not properly examined yet. **Digitisation** represents a main avenue in this regard for sure, but also other strands deserve higher attention, from materials engineering to risk management and urban lighting for instance.

Emphasizing the technological dimension of using heritage as a driver for urban growth will lead to better positioning cultural heritage at the smart specialisation strategies that are running all over Europe. And this will dramatically expand the funding opportunities for heritage-applied emerging technologies and innovations, which can be certainly involved in urban regeneration projects. This conversation has just begun - that of cultivating the more technological side of cultural heritage- urban development and regeneration. An in this attempt, empowering cities as RIS3 actors will be rather helpful (Rivas, 2018).

Branding and marketing the heritage city

When talking about people and communities, the idea of heritage as **collective memory** is mighty valuable to raise a sense of place and build up stronger local identities. It has to do somehow with the "spirit of place" (*Genius Loci*), a phenomenological concept with certain diffusion in architecture (Norberg-Schulz, 1980). These concepts are now drawing a higher interest, and in this discussion historic medium-sized towns are often seen as repositories of uniqueness, as opposite to big cities (and to an unstoppable world urbanisation) which look more vulnerable to the homogenizing effects of globalisation.

In this view, city branding can provide a right framework and techniques. We mean to a sound approach of place branding, under the lens of sustainable urban development rather than just conventional marketing. Two challenges can be highlighted at this point:

- Raising awareness on the instrumental role of place branding in urban regeneration, because of its capacity to raise the dwellers’ sense of place, promote cohesion and report the progress of a transitional process in a more captivating manner - like in the Canal area regeneration scheme carried out by the Development Agency for the **Brussels-Capital Region** ADT-ATO.
- Expanding heritage as a driver for branding the city, beyond being addressed mainly as a tourism asset. This means promoting, crowdsourcing and curating city stories that connect heritage to future-oriented issues, such as contemporary art, entrepreneurship, innovation spaces, social innovation, etc.



Left: place branding should not be something disconnected to the local people - #CUOREDINAPOLI, a grassroots movement driven by local creatives in Naples aimed at strengthening the residents’ sense of place. Right: divide between the host and the guest is getting blurred. Stories and communications targeting visitors should also work for the residents and vice-versa

The orientation paper produced by the Partnership for Culture and Cultural Heritage of the EU Urban Agenda spotlighted the need for guidelines to promote **sustainable tourism**. A line of work in this regard derives from the fact that, to some extent, the dichotomy between the host and the guest is getting blurred, since increasingly visitors (do not call them tourists!) wish to experience the city as locals and be therefore targeted as such – e.g. they may be more interested in the music weekend agenda than in conventional tourist circuits and attractions. In this perspective, some communication initiatives targeting visitors may also work for residents and vice-versa. By 2015, around 40% of VisitOslo’s Facebook followers were residents, who were feeding **Oslo** destination brand with their tips and contributions. This opens a fast-track for city marketers to consider the local population as main target group as well, and involving them in managing the city as a destination. **This is my Athens!** strategy aims to engage locals to tell the city, on the basis that crowdsourcing the city story it’s much more credible than the official tourist material.

Accessibility and wellbeing

Access to cultural heritage and cultural experiences promotes social inclusion, social cohesion and wellbeing. This is now an assumption that puts the concept of accessibility at the forefront of the debate on heritage as a driver for urban development. There is a growing line of reasoning, research and literature showing that cultural participation and engagement can be beneficial for health and psychological wellbeing (Amman, 2019). The last ESPON call on applied research includes the project “Cultural heritage as a source of societal wellbeing in European regions”, to be run from 2020 to 2021.

Nonetheless, the high correlation between declining historic quarters and an **aged population** is well assumed. To promote more liveable quarters, planners and city managers should bear in mind this group – e.g. housing and new formulas like co-housing, public spaces friendly to elderly people, urban security and safety, active mobility, universal design (or inclusive design), online service delivery and smart solutions to provide care to seniors with reduced mobility, etc.

Towards an integrated approach

At some point, the major trends on heritage management, along with the set of lines of work involving heritage directly or indirectly, from civic engagement to accessibility and wellbeing, converge on the integrated approach as the most suitable to make the most of the potential of heritage for spatial development. It is in this emerging field where the **Kairós** project should be framed.

The **ROCK circle model** is most likely the ultimate attempt to refine an integrated approach for cultural heritage-led urban regeneration⁴. It is based on transferring a circular economy model to the urban historic environment, to which the same principles of saving and reuse can be applied. In the (circular) process of heritage quarter’s transformation, adaptation and reuse into more liveable and sustainable neighbourhoods, different clusters of actors, types of actions and technologies (communities of practices) are required (Boeri et al, 2019).

In this regeneration process, three domains for action/research have been particularly emphasized, representing a big change in comparison to how historic quarter regeneration was addressed in the past:

- **Accessibility.** The capacity of a target area to be accessible to any individual or population group, what leads to more liveable, safer and socially cohesive (historic) neighbourhoods. The assumption is that everyone has the right to join cultural heritage, also as a virtual experience.
- **Sustainability.** Urban regeneration, and in particular heritage-led regeneration should be seen as a precious opportunity to introduce and promote new forms and solutions on energy saving, waste reduction and circularity, smart and sustainable mobility, etc.

⁴ **ROCK** [Regeneration and Optimisation of Cultural heritage in creative and Knowledge cities] is a major project on heritage-led urban regeneration. It’s a Horizon 2020 innovation action involving 32 partners, led by Comune di Bologna. Call: H2020-SC5-2016-2017 “Cultural heritage as a driver for sustainable growth”.

- New collaborations.** As far as possible, heritage-led urban regeneration should be based on innovative partnerships and community engagement, since the early stages – e.g. living labs, civic dialogues...

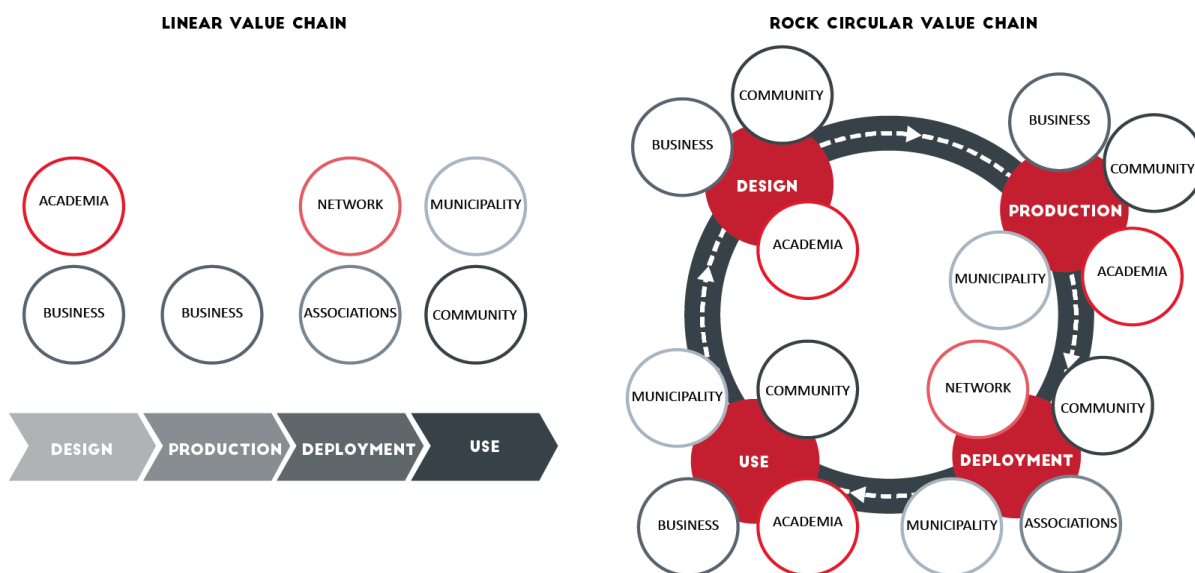


Figure 1. ROCK value chain to heritage-led urban regeneration (Boeri et al, 2019)

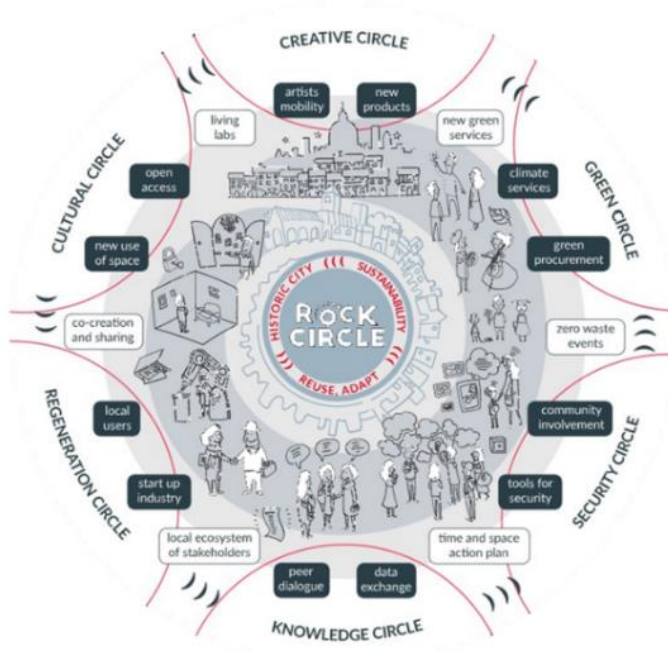


Figure 2. ROCK circle model (artwork by M. Ascari and Z. Dewei)

This approach has been implemented into three historic quarters requiring a strategy on regeneration, from **Bologna** (the University district of Via Zamboni and surroundings), **Lisbon** (the *bairros* of Marvila and Beato, outside the city centre) and **Skopje** (the central area around the Old Bazaar and the Medieval City Fortress). These cities were mentored by a number of good practices in specific fields from Lyon, Vilnius, Eindhoven, Athens, Torino, Cluj-Napoca and Liverpool, following a Role Model/Replicator learning methodology. Furthermore, a number of city networks, technological firms, Universities and other knowledge producers were also involved in this large-scale experience running from 2017 to 2020.

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02

Partner profiles



Mula (ES)

Its big priority is to revert the vicious circle of dereliction that is affecting the historic quarters of Mula

The city

Mula is located in Southeast Spain, in the region of Murcia. The municipality has a population of 16,800 inhabitants, 14,500 of which in the city of Mula. The local economy largely relies on the agri-food cluster (canned fruit industry, machinery, greenhouse supplies...) and the unemployment rate was 14% by the end of 2019.

The town of Mula has its origin in a Muslim settlement dating from the 10th century. Today, it is a reference as a heritage medium-sized city, with a high number of historical buildings and is listed at UNESCO Intangible World Heritage with two entries: its rock art paintings and the *Tamborada* (drumming tradition), which has also been declared an event of national tourist interest. Also of great importance are one of the most remarkable collections of Iberian art on display at the Museum of *El Cigarralejo*, the Roman villa of *Los Villaricos*, with the second largest oil mill documented from the Roman period in the Iberian Peninsula, and the Castle of Mula, an important Renaissance fortress that in this year 2020 celebrates its fifth centenary.

Beginning of this century, a migratory inflow is produced with the arrival of people from South America, mainly from Ecuador, and North Africa, mostly from Morocco, attracted by job opportunities in the construction sector and agriculture. This arrival was taken advantage of by the population living in the historic districts of Mula to sell their old houses to the newcomers and move to the new and better accessible urban areas of the city. The Upper historic quarters comprise the area with a medieval layout that extends from the top of the hill crowned by the Castle and descends the slope to the limits of the urban centre that existed at the beginning of the 16th century.

Throughout the second decade of the 2000's, a good part of the foreign population, especially Ecuadorians, decided to return to their countries of origin. While in the years prior to 2013, the average return of foreigners did not reach 50 people per year, in 2013, motivated by the economic downturn, more than 500 people returned just in one year. Their houses were left in the hands of the banks when their owners stopped paying the mortgages or simply closed their doors and abandoned them. As they are empty, they are subject to squatting, robbery and assault and suffer from a severe lack of maintenance. This process of urban deterioration attracts marginalised people to these neighbourhoods. In the most extreme situations there are streets where more than 90% of the houses is abandoned. The resident population is aged or included in some group at risk of social exclusion. Today, 11% of Mula's population is of foreign origin, mainly from Morocco, followed by several South American countries, such as Ecuador, Bolivia and Colombia. This group is greatly concentrated in the Upper historic quarters.

Policy challenge and integrated action plan

Mula needs to stop and revert this vicious circle of dereliction that is affecting the Upper historic quarters and has accelerated over the past few years. The challenge to tackle is multi-faceted:

- Change in demography. Shrinking and aged population, since the traditional social fabric of these neighbourhoods has greatly disappeared, while economic migrants are replacing it.
- Massive degradation of the housing stock, which in turn relates to the current “standby” situation of the ownership, low-income new residents and a poor application of the local regulatory framework which theoretically should protect this historic area from illegal renovation works.
- Social decay and conflict. Physical urban decay has paved the way to low life conditions and episodes of insecurity and crime are growing in the eastern neighbourhoods, with the subsequent damage to the image of the area.
- Economic decline, with the closure of the few already existing small businesses and shops in the area, where tourism development can hardly be a serious option while the social and urban degradation persist.
- Poor accessibility. Due to the high slopes and the labyrinthine layout, in the Upper historic quarters of Mula there is a need for new and imaginative solutions to overcome a non-easy accessibility by car. This also relates to the need for improving public services and facilities in the area that make life easier for the residents.



Aerial view of Mula

A wide lens perspective to cultural heritage as a driver for urban development and growth would be needed to face this challenge. Mula has a significant background on valorisation and reuse of heritage landmarks – palaces, churches, convents... and those practices should be now extended from the

monumental building to the concept of cultural urban landscape. In fact, the Murcia Regional Authority is currently working on the protection and valorisation of the cultural rural landscape, notably the unique agricultural landscape surrounding Mula (the so-called *Huerta Murciana*).

The choice of heritage as a resource for change, in a wide sense, is not by chance. Mula has a rich cultural, architectural, historical, artistic and natural heritage, and to a large extent this heritage is located in the Upper historic quarters, not to mention that this area is the original core of the town. As a matter of fact, heritage is the only existing resource in the Upper neighbourhoods with sufficient potential to achieve social and urban regeneration.

The Integrated Action Plan resulting from the Kairós experience should provide a framework, based on both the integrated approach and stakeholder involvement, capable to make flourish a set of workable actions with a direct impact on stopping the “snow ball” of the urban degradation in Mula’s Upper historic quarters.

Background and strategic environment

A number of current developments, policy instruments and initiatives at a more tactical level can be activated or capitalized to feed somehow the Kairós action planning process in Mula:

- Heritage valorisation and reuse. Mula can exhibit a good track record in rehabilitation, preservation and re-purpose of historical monuments. Most emblematic initiatives are: the Convent of San Francisco [an imposing 16th century building that was restored by the Municipality to house the tourist office, the city museum and a multi-purpose civic centre], El Cigarralejo Museum of Iberian Culture [located in a 17th century palace, now home to the best collection of Iberian culture in Spain, from local excavations of 547 Iberian tombs] and Casa Pintada [an 18th century mansion, acquired and restored and today working as a cultural centre dedicated to the modern painter Cristóbal Gabarrón].
- Regulatory framework. Mula brings relevant experience on heritage management and regulatory frameworks applying to cultural heritage. At building/monument level through the figure of “Plan Director”, like the Mula Castle’s *Plan Director*, drawn up in 2018, which includes guidelines for the usability of the historical complex. At district/cultural landscape level, in 1999 the so-called Special Plan for the Protection and Revitalization of the Historic Centre of Mula (PEPRCH) was drawn up in collaboration with the Regional Government.
- Research/Action. An analysis on the state of municipal planning carried out by the Polytechnic University of Cartagena in 2018 resulted in an in-depth morphological analysis of the target area, which can be very helpful for the Kairós process. Moreover, the City Council is currently carrying out a study to identify the ownership and state of conservation of a significant part of the housing stock in the target area, in order to further negotiate a protocol with the banks owning properties with a high level of dereliction.
- Financial supporting tools. The Upper historic quarters are within the “Area of Urban and Rural Rehabilitation and Regeneration” of Mula (ARRUR). This entails obtaining state funding for the

rehabilitation, maintenance, improvement of energy efficiency and accessibility of buildings, as well as the reconstruction of others. This scheme will be in force until 2021.

- Grassroots movements. Mula presents a strong associative movement, some advocating for heritage preservation and valorisation, like the “Mula for its Castle” platform that strives to turn the historical fortress into public property in its entirety. *Reciclarte* was an initiative promoted by the association *Cultura de Calle* [Street Culture] in 2018 for the improvement of public spaces in the Upper historic quarters with the participation of the citizens, especially children.

Beyond Heritage and the focus on the Regeneration of the Upper historic quarters, other drivers that are shaping the current work agenda of Mula City Council are Cultural Events as a tool to nurture urban vibrancy and attractiveness, and Tourism. The latter is considered as one of the sectors with the greatest potential and a Tourism Master Plan was drawn up in 2018, which proposes a tourist itinerary through the Upper historic quarters – similar to *La Senda del Tiempo*, a 13-km ecotourism circular path connecting the existing greenway network to key heritage landmarks, including the castle, and passing through the Upper quarters.

Political backing and resources

Mula City Council is acting as project Lead Partner of the Kairós action planning network. So, the Local Government is boosting and supporting this initiative from the very beginning. In particular the Mayor Juan Jesús Moreno, together with Vicente López [Councillor responsible for local development, municipal services, employment and strategic projects], Alejandra Martínez [Councillor responsible for finance and tourism], Francisco Llamazares [Councillor in charge of town planning, construction works, environment and agriculture] and Antonia Gabarrón [Councillor for social services, women and health].

The Local Development Department has been entrusted to coordinate the Kairós project. They will be supported by other City departments as appropriate - Heritage, Tourism, Commerce, Culture, Security, Urban Planning, Social Services, Youth, Education and IT. In fact, a Task Force for the regeneration of the Upper historic quarters has been established in Phase 1 with the objective to ensure inter-departmental cooperation. This Task Force within the City Council will complement the URBACT Local Group.

The City of Mula has commissioned Ms. Anke van Wijck for the position of coordinator for the Kairós project. Anke is a sociologist who brings an extensive background as project manager on cultural issues - Institute for Cultural Industries and the Arts of the Region of Murcia, the European Biennial of Contemporary Art Manifesta, Fundación Casa Pintada.

As for the funding sources to consider for the action planning process, three levels will be examined in due course:

- County level. EAFRD funds through the LEADER initiative for rural development, as Mula belongs to one of the LEADER Local Action Groups in the region (named *Integral*), which is represented at the Kairós ULG.

- Regional level. The regional Operational Programme for the next period 2021-2027 will certainly provide a main financial source for the Mula's IAP. To examine this, the Managing Authority in charge of Murcia's Operational Programme has been appointed as ULG member.
- National level. Given the Kairós's theme, a special focus will be put on exploring funding opportunities from the "National Plan of Cultural Landscapes" of the Spanish Cultural Heritage Institute, drawn up together with the Regional Governments, as well as the Housing Plan 2018/2021 of the Ministry of Development.

Mula URBACT Local Group

The Kairos ULG was successfully set up in Phase 1, mobilizing a diversified membership for the first time in the city:

- Jesús Ruiz Belijar, INTEGRAL-Sociedad para el Desarrollo Rural. It's the LEADER's Local Action Group covering the town of Mula. They manages EAFRD funds in the Region of Murcia.
- Marcos Ros, Department of Architecture at the Polytechnic University of Cartagena. They have been working extensively on the target area.
- Mercedes Navarro, Neighbourhood Association Barrio de Los Molinos, which is very active in the Upper historic quarters.
- Juan Fernández del Toro, Urban Planning Department of Mula City Council and member of the civic movement "Mula for its Castle".
- Paco Belijar, Tour & Travel Wala, local firm working on tourism marketing.
- Rosana Rivas, Bankia, Mula's bank office. Banks own a number of abandoned houses in the Upper historic quarters of Mula.
- Rubén Caballero, geographer and resident of Upper historic quarters. He has researched on the target area
- Anil Das Gupta, entrepreneur in the field of tourism and culture.
- Juan C. Molina, Directorate General of Cultural Goods at the Regional Government.
- Juan A. Mas, Directorate General of European Funds at the Regional Government.
- Fidel Palacios, Institute of Tourism of the Region of Murcia.
- Rosa M^a Martínez, City Council of Murcia, since they bring a remarkable experience in sustainable urban development.
- Andrea Gómez, Hop Ubiquitous, a local firm on smart city solutions.
- Francisco J. Sánchez, Sierra Espuña Tourist Association, formed by the municipalities around the Regional Nature Park Sierra Espuña.
- David Fernández, building engineer and manager for housing rehabilitation grants in Mula historical centre (ARRUR Plan).
- Juan Gallardo, Patrimonio Inteligente, a local company specialised in heritage regeneration.
- Juan Boluda, Mula Traders Association ACOMUL.
- Isabel Bestue, architect of the company that drafted the "Plan Director" for the Mula Castle.

Manuel Ibernón, Head of the Local Development Unit of the Municipality of Mula, has been appointed as coordinator of this URBACT Local Group. Manuel has a long track of local economic development actions, among which as the City's representative in the LEADER program for over twenty years. This has meant a solid experience with bottom-up approaches. He is the author of several publications on environmental issues. He was awarded for his teamwork in a regional support network for SMEs and organized the European seminar on rural development "The Rural Society: an Economic Alternative."

Facing the Activation stage at Phase 2, the Mula City Council is considering to reach other entities to be involved in the IAP process somehow, for instance the Institute for Cultural Industries and the Arts of the Region of Murcia, the Spanish Ministry of Culture, COPEDECO (social work cooperative), the Muslim Association of Mula and entrepreneurs from the tourism and hospitality sector. The work of the ULG will be complemented with periodical civic consultations and exchanges with the neighbourhoods, as a way to keep a permanent dialogue with them.

Roskilde (DK)

The challenge of transforming a former 19th century psychiatric hospital complex into a new liveable and vibrant neighbourhood

The city

Roskilde is located in Zealand (Denmark), 30 km west of Copenhagen. 90,000 people live in the municipality and among them 50,000 live in the city of Roskilde, which has a long history, dating from the pre-Christian time, leaving landmarks like the Viking Ship museum or its UNESCO-listed gothic cathedral, now housing 40 tombs of the Danish monarchs. It has become a popular and attractive city amongst families, welcoming over 1,000 new residents a year. Roskilde is surrounded by a stunning nature with the inland Roskilde Fjord, a hilly and cultural heritage landscape, Skjoldungernes Land National Park, Hedeland National Park, recreational bathing lakes and more.

The central location in relation to Copenhagen and the region makes Roskilde a commuters spot. 23,5000 people are commuting to Roskilde every day, while 25,000 are commuting out of the city to work, mostly in Copenhagen. In total there are 46,000 jobs in the municipality within the private and public sectors. Consequently, the local housing market has been growing rapidly, which is inevitably causing prices to rise and increasing the interest among real estate developers to invest and develop new housing projects. In this growth context, the Municipality is advocating for a distinct urban sustainable model, where culture and heritage are playing a central role.

In fact, culture has always been a prevalent part of the city, greatly shaped by the Roskilde Festival, which started in 1970 and now is the largest music festival in Northern Europe. Today, music, culture, art, creativity, community, freedom... are core city's qualities permeating a variety of projects, from urban planning to education. This has positioned Roskilde as a cultural landmark in Zealand and the rest of Denmark.

Policy challenge and integrated action plan

Sankt Hans is a remarkable historical site, where a former psychiatric hospital area of 58 hectares will be transformed into a liveable and vibrant neighbourhood in Roskilde. It is located 10 minutes by bike from the city centre and nestled in the rolling hills near Roskilde Fjord and Boserup Skov, a forest with walking routes and outdoor activities. The vision for this area pursues three goals:

- To preserve the qualities of the area as a unique historic cultural landscape by providing a sustainable development framework.
- To create a full-fledged and diverse urban neighborhood with mixed features and forms of housing, good outdoor areas and new connections with forest, fjord and city. An urban neighborhood with urban life and activities balanced with respect to maintaining the area's recreational values.
- To give the area a new identity within its own historical framework that can kick-start development and prioritize projects within an overall plan in the short term, and in the long run creating a new neighbourhood.

To meet these goals, a Strategic Development Plan is underway, with two main components: i) a landscape plan that strengthens the unique landscape features and historic buildings in the area; ii) a program for re-using the heritage buildings as well as the production of new space, ensuring that new functions contribute to meeting the overall objectives for the area.

It is at this point where the **URBACT Integrated Action Plan** could complement and upgrade the current Strategic Development Plan for Sankt Hans, providing a sounder integrated approach, notably the Kairos five-pillar model (see chapter 3) and more specifically in regard to the following inputs:

- On Governance: new forms of civic engagement, collaborations, fundraising, and organizational formulas related to heritage-led urban development and regeneration in order to promote multi-functionality and (social) accessibility.
- On Economy: in-depth exploration of the built heritage potential to host new ways of flexible work and location patterns related to the New Economy, including new forms of ownership.
- On Attractiveness: new storytelling and communications for Sankt Hans, duly articulated with the overarching city branding strategy.

Background and strategic environment

Sankt Hans is the ultimate of a series of large projects on district development in Roskilde, where cultural heritage and memory play a central role. Just two examples:

- Dynamic City Centre Plan: A Strategic Development Plan has been working over the past 10 years on revitalizing the historic city centre through an ambitious programme of renovating/upgrading streets and squares. More recently, a 'cultural axis' has been established

to connect the iconic cathedral with ‘the town house’ (*Byens Hus*, the former town hall and hospital, built in 1839, transformed into a “house of democracy”), several museums and the Children’s Culture House (an old abbot’s residency from 1901 that has been transformed into a creativity hub for children).

- The Musicon neighborhood: In 2003, the Municipality of Roskilde bought the former Unicon concrete factory and gravel pit to serve as a spatial foundation for a new vibrant neighborhood. named Musicon. The area acts as a link and culture clash between the historical city centre and a modern and culturally vibrant area in the south of the city, where Roskilde Festival takes place. It includes new groundbreaking facilities related to music, like the Museum for Rock Music and Pop Culture Ragnarock and RoFH-Roskilde Festival Folk High School.

In 2020, a revision of the Dynamic City Centre Plan will take place and the “cultural axis” concept will be even more emphasized, this time from the Viking Ship Museum by the fjord in the north, through the historic downtown to the raw and industrial Musicon neighbourhood in the south, with Ragnarock as a new city icon.



Aerial view of the target area. The 19th Century former psychiatric complex of Sankt Hanks

In addition to these large scale projects, the municipal code of Roskilde Municipality has announced a new paradigm focusing on how to preserve cultural and built heritage. Based on an analysis and designation of the most prominent historical residential areas, concrete principles have been formulated on how buildings can - and cannot - be renovated and transformed. The ambition is to ensure that basic qualities of Roskilde’s built heritage in a particular area are properly preserved. This

new initiative is comprehensive and is guiding many new small scale projects on preserving heritage properties.

In this respect, it is worth noting that in Denmark the responsibility for designating conservation-worthy buildings lies with the municipalities, which make use of a method called SAVE to assess their heritage potential. Thus, SAVE surveys can give politicians and officials an overview of the architectural and cultural-historical qualities, and help in making decisions about urban development and regeneration and in general on heritage valorisation.

This is a general method and approach used in Danish municipalities. In this field, Roskilde joins the network for municipalities which has been promoted by the Danish Ministry of Culture, in particular the Danish Agency for Culture and Palaces, to strength the role of cultural heritage in spatial planning.

Political backing and resources

The Mayor of Roskilde has signed the letter of commitment for Kairós, and the Chair of the Planning and Technical Committee will be backing more directly the Kairós work at local level. This Committee of Roskilde Municipality is the same which is supervising the Strategic Development Plan for Sankt Hans.

On the technical level, the Planning and Development Department (PDD) will take the lead in this URBACT project. The PDD's responsibilities cover urban planning, strategic planning, mobility planning, permitting and environmental impact assessments on large scale projects. It is a 20-person staff involving architects, landscape architects, sociologists, geographers, economists, civil engineers and administrative staff.

Mads Christian Bundgaard, from the Planning and Development Department has been appointed as the local coordinator for Kairós. He will coordinate the URBACT Local Group as well. On these tasks, the officer will be supported by other colleagues from the PDD. Mads is a Master of Urban Affairs from the City University of New York and Master of Urban Sociology from Roskilde University. His master thesis at Roskilde University was an analysis of governance and power structures of a heritage development project in Norway called Odda Smelteverk - Odda Smelteverk is a UNESCO appointed industry structure in a small town near Bergen where the local municipality struggled to mediate between the interests of local developers, national preservation authorities and the tourism potential. Due to his past and current work duties, Mads has arranged study trips to Sweden, New York and France, and conducted desk research in Denmark, Scotland, France, Germany, England, Holland etc.

Roskilde URBACT Local Group

As a first step, the Kairós ULG will be based on the already existing inter-department working group specifically created within the Roskilde Municipality to promote and monitor the Strategic Development Plan for Sankt Hans. This group's composition is as follows:

- Steering Committee: the director of City, Culture and the Environment Administration (CCEA), the head of Planning and Development Department (PDD), the head of Roads and Green

Spaces Department (RGSD), the head of Culture and Sports Department (CSD) and a head of section (CSD).

- Primary project group, comprising three staff members of the Planning and Development Department (PDD), including the appointed local coordinator for the Kairós project Mr. Mads Christian Bundgaard.
- Resource group, formed by officers from different related units: traffic and mobility (PDD), culture and art (CSD), sports facilities and associations (CSD), pollution (Environment Department), architecture (PDD), three landscape architects (RGSD), health department, kindergarten facilities (School and Children department), school facilities (School and Children department) and local rainwater harvesting (Environment Department).

At the Activation Stage of phase 2, the Municipality of Roskilde will consider to enlarge this group to a number of selected stakeholders, other than the Municipal staff, who will be grouped into a fourth category – Stakeholder group- , along with the existing Steering committee, Primary project group and Resource group. Likewise, a decision will be made on how this new Stakeholder group will relate to the others, in terms of expected outputs and frequency of meetings.

It is worth noting that the aforementioned Primary project group already invited a number of local stakeholders (cultural/built heritage NGO, the Danish society for Nature Conservation, the Museum of Roskilde, nearby recreational facilities and several creative entrepreneurs) to contribute with ideas and proposals to the Strategic Development Plan for Sankt Hans. This was in the spring of 2019. Facing Kairós phase 2, the idea is to re-take this Stakeholder group, duly revisited, and give it a more stable consultative and co-production purpose.

Šibenik (HR)

A sustainable urban development scheme for the Old Town, to face depopulation, lack of urban vitality during the low season and overtourism

The city

Šibenik is located in a central position at the Adriatic Croatian coast. According to the 2011 census, Šibenik's total population was 46,332 which makes it the tenth-largest city in Croatia, with 34,302 in the urban settlement. Šibenik is a historical city with a large historic centre (the Old Town), which is a striking example of medieval urbanization in the Adriatic area. This central area has a number of old churches, fortresses and monuments, including the UNESCO protected sites St. James Cathedral and St. Nicholas Fortress. Šibenik has for many years been influenced by Venice, which has left a mark on cultural and social life.

Before 1990, Šibenik was an industrial town, with several factories of aluminium and steel. During the Croatian independence war, the city suffered continuous attacks for 6 days affecting this industry, which collapsed, and the rest of the city. Fortunately, the city centre was regenerated, and the Town Council started promoting tourism as a new emergent sector. Nowadays the Šibenik Riviera, which

includes two national nature parks, is a renowned destination for holidays, in particular for nautical tourism, and the number of tourist arrivals reached 300,000 in 2018 and continues growing.

Policy challenge and integrated action plan

Promoting sustainable development for Šibenik's old town is a priority for the Local Administration (City of Šibenik). The old town has been losing its function as a trade reference over the last twenty years. Inhabitants from the city centre do not live there anymore, as they prefer to acquire new dwellings in outer areas - according to the 2011 census, there are 1783 inhabitants in the old town, meaning that in the last inter-census period 2001-2011 the area was losing 40 inhabitants per year. Because of this, citizens lost their habit of going to the old city centre. There also are some deprived areas because of abandoned houses and closed shops which is degrading the built heritage. Additionally, a number of important historical buildings lack a relevant use and programming, neither targeting visitors nor locals.

In this context, current tourism development is beneficial for the city and the old town no doubt (a growing visitor economy although concentrated in the high season, opportunities for reusing historic buildings, cultural agenda...) but has also side effects the City must confront - e.g. reorientation of the housing stock to attend a growing demand from tourism, rising prices, old town's Disneyfication, less diversified retail offer.



Šibenik's old town

The City of Šibenik, notably the Department of Economy, Entrepreneurship and Development, is aware of the complexity to revert this dynamic, and wants to put the spotlight on the re-functionalisation of the old town in order to promote a sustainable regeneration of this key urban fragment, in all senses - “Heritage-led urban regeneration is a long process with many different goals and must include different sectors. The main goal is to renew economic activity in old neighbourhoods. Finding new purpose for old buildings, attracting new population to the abandoned houses, reconstruction of old streets and buildings according to heritage’s guidelines and finally making old cities sustainable once more. The intention is reusing the old town for new purposes”.

Thus, this is the challenge the Kairós Integrated Action Plan should meet. In this view, the Šibenik URBACT Local Group agreed at their first meeting to make the most of the integrated approach and being realistic, focusing on 4 to 5 concrete goals maximum.

Background and strategic environment

To tackle the above policy challenge, the Municipality does not start from scratch. The City of Šibenik drafted in 2014 the Urban Development Plan for City Centre (2014-2020), duly articulated with the so-called City Development Strategy. The former focused on the importance of keeping the dwelling function at the core, and encouraging all forms of (permanent) housing, co-located with other uses, basically related to business, retailing, culture, civic-oriented facilities, etc. Also, a number of tractor initiatives have been undertaken over the past few years:

- Fortresses of culture. An emphasis has been put recently on restoring the three historical fortresses in the city - St. Michael, Barone and St. John - with the idea to valorise them as beacons of the contemporary cultural activity in the city. Thus, St. Michael’s fortress, now reused as a breathtaking venue for performing arts events and cultural activities, is being addressed as an engine for the revitalisation of the old town. The European Structural and Investment Funds have been largely applied to these investments on heritage valorisation, e.g. 6 million Euros from the Croatian Operational Program "Competitiveness and Cohesion" were applied to St. John’s fortress restoration and valorisation.
- Innovative hybrid and work spaces in the old town. Like the Urban Center, opened in 2014, which has quickly become a central place in Šibenik, where children and adults can be educated for free and associations gather at no charge. The same as the Urban Incubator concerning local entrepreneurs and freelancers, providing workspaces, 3D printing facilities... at the very heart of the old town.
- Idemo do Grada - Let’s go to town. A “soft” communication initiative to make the old town a desirable place for business, shopping and leisure targeting both residents and visitors.

Moreover, Šibenik has joined or is currently participating in a number of international projects, which relate to cultural heritage-led urban regeneration in one way or another:

- Interreg Europe project SHARE, on “Sustainable Approach to Cultural Heritage in the Revitalization of Urban Areas in Europe”, where Šibenik is focusing on the sustainable use of heritage in tourism.

- Interreg Italy-Croatia project RECOLOR, on artworks and street art as a tool in urban regeneration.
- URBACT RetailLink, with the aim to explore solutions to revert the progressive commercial desertification in historic city centers.

Further to the focus on the old town, other main drivers are shaping the current city path on strategic development:

- Tourism. The Strategy for the Development of Innovative Tourism in the City of Šibenik (2015-2025) is guiding tourism development in the city, and it is worth noting that a “Strategy for the Sustainable Development of Tourism in the Old Town” is currently being drafted by the Tourist Board. This input will be of great value for the work within the Kairós process.
- Sustainable mobility and intermodality, through the Master Plan for Sustainable Urban Mobility of the City of Šibenik. The City is aware of the poor accessibility which is common to most historic central neighbourhoods and they are currently working on solutions in this regard
- Entrepreneurship. A next flagship project in the city will be the Center for New Technologies and Entrepreneurship-TROKUT that will open by mid-2020.

Šibenik is member of the Croatian Association of Historic Towns (HUPG), a new association that has been established to solve issues more systematically, and through exchange of views and experiences between heritage experts, local authorities, scientists and tourism professionals.

Political backing and resources

Mayor MD Željko Burić is directly supporting and backing the Kairós initiative in Šibenik , while the Department of Economy, Entrepreneurship and Development is taking the technical lead, being its Director, Petar Mišura, who will act as the project local coordinator. Petar is a highly experienced city manager, having coordinated numerous projects, both national and international, three of which belonging to URBACT (Vital Cities, RetailLink and C-Change).

The Department of Economy, Entrepreneurship and Development has eleven persons employed, who are in charge of EU-funded projects since the pre-accession period. In this field, they can exhibit an impressive track record, including projects and initiatives within a variety of programmes and donor schemes – e.g. Croatia IPA programme, IPA Adriatic Programme South East Europe Programme, EEA/Norway grant, URBACT. Further to these key resources, the Director of the Šibenik Tourist Board Dino Karađole will play a relevant supporting role too, along with the Department of Spatial planning and Environmental Protection and the Department of Social Activities. Additionally, Gradski Parking d.o.o. a public-owned subsidiary established in 2001 might have a significant supporting role, if necessary, since they are currently embracing all aspects related to mobility.

Šibenik URBACT Local Group

The initial composition of the ULG, as it was setup in Phase 1, pursues a twofold aim. On the one hand, involving a selected group of stakeholders to co-produce action planning. In this respect, the Kairós

ULG will bridge with two existing stakeholder platforms in the field of culture (the Šibenik Cultural Council) and tourism (Šibenik Tourist Board Council). On the other hand, ensuring a strong coordination and alignment between all City departments with a stake on an integrated approach for the old town development and management, also including relevant units at the regional level (Šibenik-Knin County). In this regard, initial ULG members can be grouped into three categories:

- Stakeholder involvement
 - Šibenik Cultural Council. Morana Periša, President. Šibenik Cultural Council is an advisory body established in the City of Šibenik. The Council seeks to ensure the influence of cultural practitioners and artists on the decision making related to culture.
 - City of Šibenik Society of Architects. Dario Crnogaća, President. They are active promoting a culture of space.
 - Public cultural institution Fortresess of Šibenik. Gorana Barišić, Director. Fortresess of Šibenik is a reference in modern heritage management that includes financial sustainability.
 - Socitey for the preservation of cultural heritage Juraj Dalmatian. Nikola Grubić, President. It was established to introduce citizens to the culture and heritage of Šibenik to safeguard their value.
 - The Polytechnic of Šibenik. Sanja Gačanin, Project coordinator. The Polytechnic is a public higher education entity.
 - Šibenik City Museum. Željko Krnčević, Director. Its activity is collecting, preserving and presenting the cultural and historical heritage of the Šibenik area.
- Ensuring inter-departmental coordination and alignment
 - Administrative Department of Spatial planning and Environmental Protection. Madlena Roša Dulibić, Head of the Department.
 - Administrative Department of Social Activities. Mirjana Žurić, Head of the Department.
 - Šibenik Tourist Board. Dino Karađole, Director. The Board is In charge of destination maganement, tourist marketing and promoting sustaible tourism.
 - City of Šibenik Conservation Department. Angela Bujas of the Department.
- Promoting vertical multi-level governance
 - Šibenik-Knin County. Sanja Slavica Matešić, Head of the Department of Environment protection and Utilities. Among others, the County (equivalent to the regional level in Croatia somehow) performs tasks related to spatial and urban planning, permitting, economic development and social and cultural institutions.
 - Public Institution Nature of Šibenik-Knin County. Tina Dragutin Burić, Head of Professional Protection, Maintenance, Promotion and Use. They perform activities of protection, maintenance and promotion of protected areas.

Mr. Zoran Erak, technical director of the publicly owned cultural institution Fortresess of Šibenik, has been appointed as ULG coordinator. He has extensive experience in cultural event organisation and is quite familiar with the local ecosystem of stakeholders around the Kairós's theme. Additionally, Zoran brings exceptional communication skills necessary for facilitating group meetings.

Ukmergė (ES)

A comprehensive strategy for Ukmergė's Old Town district, based on a solid participatory and community engagement approach

The city

Ukmergė has been known since the 14th century and can be considered one of the oldest cities in Lithuania. The city has a population of 22,000 inhabitants and is shrinking. It is easy to reach by plane, as it is about 60-70 kilometres from two international airports, Vilnius and Kaunas. The old town of Ukmergė basically consists of detached single-family wooden dwellings, where also two churches can be found, the ethnographic museum, parks and other interesting sites like de Mound, which is related to Gediminas dynasty. The city organizes the yearly International Percussion Festival, a renowned event attracting visitors from all over Europe.

Ukmergė's old town is closely related to the Jewish urban culture and heritage, to such a point that after the Holocaust, which left about 10,000 members of the town's Jewish community massacred in 1941, to some extent the old town has not been brought back to normal life since then. The Municipality is member of Jewish Heritage Lithuania, which is part of the European Association for the Preservation and Promotion of Jewish Culture and Heritage (AEPJ).

Ukmergė's Old Town is one of the seven in Lithuania labelled as such, along with Vilnius, Kaunas, Klaipėda, Telšiai, Trakai and Kėdainiai. Many recognize that out of these seven old towns, only Ukmergė still presents a problem of dereliction in general terms.



Aerial view of Ukmergė's old town

Policy challenge and integrated action plan

The stagnation of Ukmergė's Old Town over the past decades has made this place unattractive to people's imaginary, and surprisingly this central area is not an option for many to live in. A too rigid heritage preservation regulatory framework seems to work as an additional barrier as well.

Therefore, the big challenge is to organize and develop a comprehensive strategy for the integrated urban regeneration of the Old Town, which may provide a medium/long term framework to the series of physical rehabilitation projects driven by the Municipality as well as to raise the confidence and interest of dwellers, investors, shop owners and entrepreneurs.

Furthermore, it is absolutely necessary for the Municipality to build up a participatory approach in Ukmergė that is now inexistent. We mean a dialogue between citizens and the local government aimed at upgrading the quality of current policymaking in the city. The Kairós initiative, with the subsequent Integrated Action Plan, will be a precious opportunity to take a giant step in this direction. Potential lines to work upon at the phase 2 are the following:

- Civic empowerment. It's about building up a sound approach and platform for civic engagement, also with the aim to co-produce local policies and initiatives. On the one hand, the Municipality feels the imperious need to have a credible civic counterpart to discuss and agree with. On the other hand, the local community needs to be re-energized. The URBACT Local Group format could certainly fill this gap.
- Profiling investment needs and opportunities. It could be a catalogue of investment opportunities related to heritage valorisation - what buildings for what type of purposes, technical specifications, cost estimation, etc.
- Explaining the value of cultural heritage. Raising awareness of the meaning and scope of modern heritage management, in particular with regard to concepts like urban cultural landscape and heritage valorisation and reuse. The IAP process should promote a change of mindset among the Municipality itself, the residents and (potential) investors concerning the Old Town and its potential for growth.
- Branding Ukmergė. Narrative building and branding the city with a particular focus on the Old Town, as the other Lithuanian Old Towns have already been done. This would have a direct impact on raising a sense of place - "by transforming the inhabitant's point of view, we could transform the whole area into an attractive place, where naturally could start initiatives or investments from within. If we could achieve this, it could be a big push" (Artūras Sakalauskas, Municipality of Ukmergė).
- Vital Old Town. Developing an approach on urban vibrancy, being more active in street animation, cultural agenda... to increase the number of visits from the surroundings. And consciously promoting this central and unique area as the best location for the creative and knowledge economy.
- Testbed for green and smart urban solutions. From car parking to waste management. This line of work might be fertile ground for grassroots small scale actions.
- Fundraising and new financial tools. On the one hand, Ukmergė's old town is catalogued as a national place of preservation under the Lithuanian regulatory framework applying to

heritage, which nevertheless is focused on preservation but not at all on valorisation (and potential reuse). That's why fundraising will matter in the Kairós IAP for Ukmergė. On the other hand, the Municipality manages a grant programme (in collaboration with the National Heritage management programme of the Ministry of Culture) to incentivize facade preservation and renovation, which is underused.

Background and strategic environment

The priority to invest in the old town has grown over the past few years. As said above, a number of physical regeneration projects have been promoted by the Municipality of Ukmergė so far:

- Refurbishment of streets, sidewalks and pedestrian-bicycle paths in Maironio St., Vienuolyno St. and Kestucio Sq. Period: 2009-2012. EUR 1.2 million invested.
- Refurbishment of the former Jewish school building and reuse as a civic centre - "Tolerance Center" - hosting a variety of educational and cultural activities and events. Period: 2015-2018. EUR 388,127 invested.
- Reconstruction of the historical site of Ukmergė Mound and surroundings. This outstanding architectural landscape project has created a new public space for recreation and events, which is also a magnet for many visitors. Period: 2016-2019. EUR 338.171 invested.
- Refurbishment of Kęstučio Square, Friendship Square and Pilies Park and surroundings, including parking lots, viewing areas, children's playground and family leisure area, information pavilion and video surveillance system. Period: 2018-2021. EUR 3.5 million investment.

Projects like the Mound's refurbishment and the valorisation and reuse of a former Jewish school as a civic centre have meant a turning point for the revitalisation of Ukmergė's historic city centre no doubt. However, from now onwards, this type of urban investment projects should be framed into a strategic framework expressly aimed at a more ambitious and systematic regeneration of the old town. This would be precisely the added value of the Kairós Integrated Action Plan.

All infrastructure projects are implemented under the Ukmergė District Strategic Development Plan that are usually co-funded by the European Structural and Investment Funds (ESIF). However, it can be said that policy making and delivery in Ukmergė lack solid strategic direction, since it is largely conditioned by the day-to-day and the urgency of the short term matters. Of course, there is always a portfolio of projects and small initiatives underway regarding public works, culture or tourism, but not as a part of a comprehensive city strategy that can be easily recognized as such.

Political backing and resources

Mayor Rolandas Janickas is directly backing and promoting the Kairós experience in Ukmergė, together with Vicemayor Agnė Balčiūnienė and the Vicedirector Dalė Steponavičienė. To run the URBACT project technically, a dedicated task team has been set up, comprising the Department of Architecture and Urbanism (6-staff unit) and the Department of Investment and Foreign Affairs (6-staff unit likewise,

with a strong focus on fundraising), with the support from the Accounting and Budgeting Department and the Tolerance Centre, the new facility operating in the field of active citizenship.

Linas Rugienius, chief specialist of the Investment and Foreign Affairs Department has been appointed as local coordinator for Kairós. Linas has a Master degree of Tourism and Recreation Management and has joined a number of transnational projects representing the Ukmergė District Municipality over the past few years, notably from Creative Europe, Interreg Baltic Sea Region and ENPI CBC Latvia-Lithuania-Belarus. Mr. Rugienius will be strongly supported by Artūras Sakalauskas, Head of Architecture and Urbanism Department - Artūras brings 7-year experience in the department of cultural heritage at the Ministry of Culture, having participated in several international conferences on heritage and urban planning.

The physical regeneration projects above mentioned have been co-financed by the European Structural Funds. So, the Ukmergė IAP will be produced with an eye at the forthcoming Lithuanian Operational Programme(s) for the next programming period 2021-2027. For the “soft” non-infrastructure projects, the IAP would look at the territorial cooperation programmes involving Lithuania (Lithuania-Poland, Lithuania-Belarus-Latvia and the Baltic Sea Region) and the European Culture Programme.

Ukmergė URBACT Local Group

To discuss about the Old Town refurbishment and in order to co-produce a related Integrated Action Plan, an URBACT Local Group has been set up in Phase 1, with the following members:

- Elfai–mados namai. Small fashion brand and shop located in the old town.
- Dizaino studija Karalė. Besides a fashion studio, it is a group of women that meet to make crafts and organise social activities.
- Andrius Janulis. Young artist.
- Rimantas Grotuzas. Real estate owner in the old town
- Angelė Andrikonienė. Real estate and shop owner in the old town, very active member of the community.
- Augustas Filionis. Nation-level businessman with investments in the old town.
- Mr. and Mrs. Žemaičiai. Shop owners in the old town.
- Kopolės gėlės. Retailing, very active contributing to public space animation.
- Fyfa. Fashion boutique.
- Julius Zareckas. Artist and key cultural animator, very interested in Ukmergė’s Jewish heritage.
- Piliaklanio baras. Hospitality sector, very active promoting the local cultural life.
- Pramogų korporacija. Entertainment industry.
- Kavinė Greita. Hospitality sector.
- Vaidas Ramoška. Local artist and cultural activist.
- Senamiesčio mokykla. Old town school.
- Žydų bendruomenė. Local Jewish community.
- Kultūros centras. Culture center of Ukmergė.
- Ukmergės muziejus. Museum.

There is no other similar platform in the city dedicated to civic and stakeholder involvement aimed at co-creating initiatives and strategies together with the Municipality. This URBACT Local Group will have a permanent meeting point and workspace at the Tolerance Centre, located in the very heart of the old town, and Lina Baublienè, freelancer at the Tolerance Centre will act as the ULG coordinator. Lina has a Master degree on cultural heritage and tourism, director of Ukmergė Tourism and Business Information Center and Board member of the National Tourism Promotion Agency.

Belene (BG)

Activating both cultural and natural heritage as drivers for growth, with a focus on the development of the Danube riverfront

The city

The town of Belene is located in the Svishtov-Belen lowland, in the central part of the Danube plain, 60 km. away from the regional center Plevna (130,000 inhabitants) and 220 km. from the capital Sofia. The population of the municipality is nearly 9,000 inhabitants, of which about 7,560 are residents of Belene. The ongoing demographic evolution of the town is no exception, but is characteristic of both the Plevna district and the country as a whole. It is declining mainly due to a weak local economy and poor salaries. Main economic sectors are agriculture, followed by mechanical engineering and textile. The Belene prison is one of the main employers.

The city has been on the national agenda for decades due to the construction plans of a nuclear power plant within the municipality, which have never been fully implemented. The last construction works were shut down in 2012, and as a consequence entire residential complexes built for the NPP workers were abandoned, leaving "ghost districts" inside the city.

Belene Island (or Persin) is the fourth largest Danube island and home to the Persina marshes Nature Reserve, which was declared a protected area in 1981. Persina Nature Park, including the whole Belene Danube archipelago of 19 islands, is unique. About 1100 animal species live in the park. And its greatest wealth is birds - over 260 species, with almost all of them under conservation status. Regarding history, it seems that Belene started as a Thracian settlement, but it were the Romans who left the most important landmark in town, the Castle of Dimovo, from the 1st century AD, as the earliest Moesian custom house and military stronghold. Systematic archaeological works began in 1989 and the restoration of major parts of the castle was completed in 2012.

Coming back to Persin, during the communist era the island was home to the first concentration camp, established as early as 1949. It became the largest and longest-lived camp in the country, where over 20,000 people were imprisoned in terrible conditions - political opponents, farmers, clergy, doctors, teachers... Today, a memorial is erected in this place to commemorate those killed there.



Aerial view of Belene by the Danube River and Persina Nature Park

Policy challenge and integrated action plan

In this context of economic and demographic decline and poor accessibility, the tourism potential linked to a number of unique heritage assets has not been duly activated yet. Furthermore, Belene's pathway into economic and urban development is being heavily conditioned by the construction plans of a nuclear power plant in the municipality, which have been postponed over and over in the past three decades. Thus, the city needs to shape by itself its own economic and urban agenda, and in this regard natural and cultural heritage can have much to say.

The vision is to build up a positioning for Belene as a destination by the unique combination of Ancient Rome, the Concentration camp Memorial, (international) Cycling routes and the spectacular Persina Nature Park, including fishing and ornithology. So, linking History, Memory and Nature. This vision can boost the following goals:

- Promoting a more ambitious programme of heritage restoration, preservation and reuse.
- Linking the three key heritage assets of Dimum-Persin-Memorial into a single Belene's tourist package.
- Creating new business opportunities linked to heritage valorisation and tourism.
- Cultural and natural heritage valorisation as a driver for the integral urban regeneration of Belene's urban riverfront as new recreational area for locals and visitors.
- Rising the sense of place of the local people and re-positioning Belene inside and outside Bulgaria.

The Kairós five-pillar model will be rather useful to provide consistency to this whole. Furthermore, this vision can be focused on the integrated re-development of the Danube coastline, stretching from the Prestige hotel to the Roman wall archaeological site to Vasil Levski Primary School. This strip would include a wharf with fishing boats, the visitor centre of Persina Nature Park, the restored Roman castle Dimum, the future Museum of the Belene and the terrain in which the Danube River Festival is held annually. All this area should be inter-connected with pedestrian and cycle paths, benches, playgrounds and an outdoor stage for cultural events and attractions. A Danube Park project for both the locals and the guests. This would bring the gravity centre of the city closer to the river and its most prominent heritage values.

Background and strategic environment

Over the past few years, the Municipality of Belene has set the basis for tackling the above challenge:

- Valorisation works around the Dimum Castle. The restoration of the Roman site has been a great effort and the Municipality still devotes funds to annual archaeological research, and a museum of the city is under construction next to the Roman ruins.
- Persina Nature Park continuous improvement. The visitor centre was built and equipped, as well as bird watching towers along the eco-routes.
- An emerging cycling tourism. Belene is a reference in several popular transnational cycling routes, like Euro-Velo 6 - one of the most picturesque routes in the European network for the promotion of electric cycling as a sustainable way of individual mobility. Other cycling route passing through Belene is Danube-Ultra. Persina Nature Park also welcomes the so-called Danube International Tourist Regatta TID, which is very popular in Germany.
- Main cultural event. In 2016, the Municipality of Belene started with the Festival of the Danube River, related to the celebration of the International Day of the Danube on the 29th of June. Together with a cultural program, a fishing competition is held during the festival and local chefs compete in the preparation of authentic local food. It has become the main cultural event in the city
- Belene Concentration Camp Memorial. The Belene Island Foundation was established to preserve the infamous memory of the largest concentration camp during the communist area in Bulgaria. The Foundation's work plan includes: restoration of the camp as it was in the period of its operation, construction of infrastructure for visitors and toilets, restoration of the 13 km. road to the memorial, renewal of exhibitions at the site and others.

The Municipality of Belene is very active in cross-border cooperation programmes, and worth mentioning is its participation in the LENA project "Local Economy and Conservation of the Danube Region", under the Interreg Danube Transnational Program 2014-2020. In 2018, LENA received the prestigious German Prize "Sustainable Project of the Year". Belene is member of the National Association of Municipalities in the Republic of Bulgaria, which is affiliated with the URBACT Program, and also a member of the Danube Municipalities Association.

Political backing and resources

The participation of Belene in the URBACT programme for the first time, and in particular in the Kairós action planning network has been strongly backed by Mayor Milen Dulev, together with Vice Mayors Petar Angelov and Malina Eshekova. Mayor Dulev was personally not only welcoming the URBACT Local Group members at their kick-off but facilitating the whole meeting from beginning to end. The Directorate for Socio-Economic Policy and Financial Programs will be the Unit taking the technical lead to develop the Kairós project in Phase 2.

The Municipality of Belene has appointed Mr. Aleksandar Krastev as Kairós local coordinator for Phase 2. He is a graduate in Business Information Systems by the University of Economics Varna and has an excellent command of English. Mrs. Valia Valkova will be supporting Aleksandar for the Kairós project. She is senior expert in the Department of Socio-Economic Policy and Funding Programs. Valia is a graduate in Public Administration and Management by D. A. Tsenov Academy of Economics in Svishtov and has a vast experience in project management. She was Belene's local coordinator for the awarded Interreg project LENA (Local Economy and Nature Conservation in the Danube Region), which was thematically very close to Kairós.

Needless to say the difficulties to get enough funding to support a relevant economic agenda in a small town like Belene, within one of the least developed regions in the EU in terms of income per capita. Therefore, the URBACT IAP will put a particular emphasis on examining possible funding sources for the set of agreed actions. Certainly, the priority will be maximizing the attraction of Structural and Investment Funds of the EU Cohesion Policy, in particular the forthcoming set of Bulgaria's Operational Programmes for the next programming period 2021-2027. But also, introducing this new economic and urban regeneration agenda of Belene to the Ministries of Regional Development and Public Works, Labor and Social Policy, and Culture.

The LEADER initiative is also expected to play a role in financing investment costs. The manager of the LEADER's Local Action Group in the area is joining the URBACT Local Group. Its work plan includes the following two measures: Investments in the creation, improvement or expansion of all types of small-scale infrastructure; and Investments for public use in recreation infrastructure, tourist information and small-scale tourist infrastructure.

Belene URBACT Local Group

Besides Municipality staff members and elected representatives, about 20 participants attended Belene's ULG kick-off meeting in January 2020, mostly representing stakeholder entities, which can be grouped as follows:

- Culture and Heritage
The 6 Cultural Centers [*Chitalishte*] distributed in all settlements of the Municipality.
Persina Natural Park Authority.
NGO Belene Island Foundation, promoting the Memorial of Belene concentration camp.
- Private sector development
LEADER's Local Action Group Nikopol.

Representatives of the business community (tourism and hospitality).

- Social services
Danube Ethno-Center Foundation, assisting socially disadvantaged people.
Center for Community Support.
Center for Social Rehabilitation and Integration.
- Education
1 High school, 1 Primary school and 2 kindergartens.

Martina Vakinova, manager in the Department of Socio-Economic Policy and Funding Programs at the Municipality of Belene has been appointed as the ULG coordinator. She holds a Master degree in Eco-management by D. A. Tsenov Academy of Economics in Svishtov and Bachelor Degree in Business Administration. Martina is fluent in English and German and has experience in project management. The ULG member and key local business promoter Aleksandar Mirchev will support as main facilitator in the ULG meetings. Mr. Mirchev is a visionary entrepreneur in the tourism industry and has extraordinary communication skills. He is member of the Board of Directors of the Institute for Tourism Development and Sustainability, based in Sofia.

The experience in stakeholder involvement closest to this ULG is that of the LEADER's Local Action Group in the area, named Nikopol. It's was set up in 2017, and about 40 participants between related stakeholders and citizens participated at the time in drafting a strategy.

Cesena (IT)

The city's old industrial legacy as a foundation for a multi-functional urban regeneration of the area surrounding the train station

The city

With a population of 97,210 inhabitants, Cesena is a paradigmatic city of the *Terza Italia* with a long lasting tradition as a centre of manufacturing, specialized in the agro-industrial sector along with transport and logistics, "made in Italy" (mainly footwear and furniture), mechanical engineering and IT, and wellness and biomedical services. The city is also a significant logistical node due to its proximity to Bologna airport and railway station and the harbours of Ravenna and Ancona. Tourism is developing recently, accounting for 82,000 visitors in 2018 and an increase of 3.1% compared to 2017.

From a historical perspective, Cesena knew a moment of great prosperity at the times of the Malatesta family (1378-1465), who gave to the town centre the present shape and the unique Malatestiana Library, only example of a monastic and humanistic library perfectly preserved in the construction, furnishing and library collections. In 2005, UNESCO included the Malatestiana Library at the "Memory of the World" programme. Other main historical landmarks are the Benedictine Abbey of Monte and the Malatesta Fortress.

Cesena's historical centre is a lively district, which also includes the Municipal Theatre Alessandro Bonci, opened in 1846, along with museums and galleries. Cesena is well-known within the Emilia-Romagna region for its Cinema Center - hosting a prestigious archive of more than 130,000 photos and documents – and the summer festival of Piazza di Cinema. The municipality has a high landscape and natural value thanks to numerous public parks, green areas connected by a dense cycle-pedestrian network and the Savio River that crosses the city and represents an important green corridor of urban biodiversity inserted within the Natural Park of Savio River. Since 2014, Cesena is leading the Union of Municipalities of Savio Valley, which is formed by villages of high historical and naturalistic value.

Policy challenge and integrated action plan

Over the past years, the Municipality of Cesena has been developing impactful policies and projects on heritage-led urban regeneration and heritage valorisation primarily focused on the historic city centre. Today, the priority is to extend the vital energy of a revitalized city centre to the surrounding urban areas. In particular, promoting an integrated and innovative urban regeneration process for the area surrounding the railway station, which is characterized by the footprint of the industrial heritage.

Starting from 1920, the area was entirely occupied by the ARRIGONI fruit and vegetable processing factory which in the 30s saw its maximum development, reaching about 5000 employees. The former ARRIGONI became famous because many of its workers fought fascism with strikes and sabotage actions, so many were persecuted, sent to confinement or killed, including the factory owner Giorgio Sanguinetti to whom the square in front of the station is named. Between 1964 and 1967 the plant was moved to a more peripheral location, freeing up a large area which was subsequently redeveloped in the 1980s. Today, a few buildings and one of the 3 chimneys of the former factory remain.

This area is undergoing urban and social decline, with abandoned spaces, homeless people, groups of adolescents in school abandonment and migrants. Furthermore, there is a lack of quality public spaces in which to stay around while waiting for the train and lack of spaces specifically dedicated to the area's main users who are mainly students – e.g. study rooms, internet café. Nevertheless, this urban fragment has a high potential: it is the main entrance gate to the city, on the way to the nearby historic centre, and very close to a new residential area (Quartiere Novello) and the new Cesena campus of the University of Bologna. And it is home to the faculty of psychology and two high schools.

In short, the area is now like a blank paper in order to promote an innovative multi-functional layout (campus, housing, leisure, the train station as experimental hub on sustainable mobility...) and even experiment with the issue of industrial heritage valorisation and reuse. To meet this challenge, the Kairós initiative represents an excellent opportunity to promote an advanced approach on urban regeneration. A number of lines of work have already been raised at the ULG first meeting:

- New formulas based on public-private collaboration to govern and monitor the regeneration process or specific buildings and initiatives.
- Enhancing the attractiveness of this “area in progress” targeting a variety of audiences, from existing and new residents to city users related to the knowledge economy and investors.
- Making use of the industrial memory to build up a distinctive narrative and place branding strategy linked to urban futures.

- Developing a sound approach for civic engagement, raising the sense of place of existing and potential residents and users.
- Promoting an innovative range of services and facilities dedicated to students, tourists and the residents. In this respect, the Municipality is already working on re-using one of the buildings of the train station as a multi-purpose centre around the concept of sustainable mobility – the Velostazione project.



Aerial view of the target area. Former Arrigoni factory complex next to the railway station

Background and strategic environment

Over the past years, Cesena has developed specific policies and projects for the revitalization of the city centre, including built heritage valorisation, creative economy and social innovation. Three examples in this regard:

- The Malatestian Library as a creative engine of the city centre. The Malatestian Library is certainly the most important heritage asset of Cesena. Over the course of time the City has invested many resources to preserve the old part. Today, the Library is the subject of an important refurbishment project in order to complete a wider humanistic complex that will host the new Cinema Center and the Audio-Visual Library.

- Casa Bufalini Open Lab project. Casa Bufalini (the birthplace of an important and revolutionary Italian doctor and professor from the 19th century) has been completely refurbished in 2019 to host a new centre for cultural and creative production and co-working space.
- New foyer of the Alessandro Bonci Theatre as a creative hub. The current restoration of the lobby as an opportunity to create a laboratory of urban creativity by networking nationally and internationally with local artistic excellence.

In 2015, the Local Council approved the Strategy of Sustainable Urban Development, implementing the Urban Agenda of the Emilia-Romagna Region. It included the following lines: Cities as drivers for social innovation and social inclusion; Create an innovative territorial marketing linked to the culture of the territory; Increase the attractiveness of the historic center; Link the tangible and intangible cultural heritage along new tourist routes; and Increase the use of ICT in the cultural and creative fields. Other remarkable city initiatives are the adoption in 2018 of Cesena's Sustainable Energy and Climate Action Plan, the launch of CesenaLab in 2013, a technological start-up incubator, and "DISCOVERING CESENA" an open-sourced digital platform and a smartphone App.

Political backing and resources

Three City Councillors will be more directly involved in backing politically the work to be carried out in the context of Kairós, namely: Cristina Mazzoni, Councilor for Urban Planning and Urban Regeneration, Francesca Lucchi, Councilor for Environmental Sustainability and European Projects and Luca Ferrini, Councilor for Economic Development, Legality and Security. In this regard, the Local Council's new Mandate Lines 2019-2024 (Linee di Mandato), approved in June 2019, devote an entire chapter to regeneration of public spaces through participatory processes, with a particular attention to valorisation of built heritage.

The City Unit taking the lead of Kairós locally is the Urban Planning Department, with the strong support of the European Projects Office, headed by Roberto Zoffoli who also is the appointed Kairós local coordinator. He will be assisted by the EU project officer Mario Laghi in the day-to-day project activities. Mr. Laghi has a PhD in environmental sciences and background in geomatics and geography. From several positions, he has participated in EU funded projects over the past 10 years.

Cesena's European Projects Office was established in 2009. Since then, the Office has run 13 European projects and initiatives (among them the participation in the "Culture for Cities and Regions" programme), of which 2 in the role of lead partner.

Concerning the main financial sources to mobilize in the perspective of the Kairós IAP, the Municipality of Cesena has a long and successful record in mobilizing ERDF funds through the Emilia-Romagna's Operational Programme (POR-FESR), in particular for projects related to Axis 5 - Valorisation of Artistic, Cultural and Environmental Resources and Axis 6 – Attractive and Participated Cities. For the development of the Axis 6, 10 cities (among them Cesena) were selected to implement projects with a high level of social innovation. In this context, Cesena chose to work on material and immaterial heritage as a source for social innovation.

Cesena URBACT Local Group

The first mobilisation of Cesena's ULG members in Phase 1 has included the University of Bologna-Cesena campus (Architecture and Psychology departments), Casa Bufalini (the local urban lab for culture and innovation), Cesena Lab (business incubator and co-working space); ART-ER (Emilia Romagna's regional development agency) and several local entrepreneurs.

Besides this core, the full membership will count with student associations and aggregators, the two High Schools located in the target area, En.A.I.P. (vocational training), Quartieri (Cesena's districts network), CAN (trade and professional association), Confartigianato (craftsmanship association), Confesercenti (trade association), ASP Cesena Valle Savio (public body devoted to social inclusion), Circolo Arcobaleno (elder people recreational center), La via delle stelle (homeless support volunteers), Cooperativa Equamente, Cesenabike cycling association and CEAS—Centre for environmental and sustainability education. A special effort will be put in involving Ferrovie dello Stato Italiane, the state-owned company managing infrastructure and services on the Italian rail network.

The Kairós ULG has been set up as a new collaborative platform in the city, although there will be synergies with the participatory process that will be set up shortly in relation to the new *Piano Urbanistico Generale* PUG (overall city planning). So far, the ULG has been jointly facilitated by the European Projects Office (Roberto Zoffoli and Mario Laghi) along with the Urban Planning Department. In Phase 2, it is planned to hire an external expert to support with ULG facilitation and drafting the IAP.

Besides the URBACT Local Group, the Municipality of Cesena took the decision to establish an inter-departmental working group specifically devoted to coordinate all the steps and initiatives concerning the Kairós target area. This task force comprises the following departments: Urban Planning, Public Works, Tourism and Culture and Social Services. This working group held an introductory meeting during Phase 1, with the participation of the Lead Expert and the project coordinator for Kairós.

Heraklion (EL)

An integrated approach to revitalize the historic quarter of Aghia Triada, which is affected by dereliction, shrinking population and social problems

The city

Heraklion is the administrative capital of the island of Crete. It is the fourth largest city in Greece with a population of about 180,000 in the municipality and 230,000 in the greater urban area. The city is a fast growing tourist destination, accounting 3.4 million visitors in 2018. Accordingly, Nikos Kazantzakis international airport is the second in Greece after Athens. Heraklion is home to three main higher education entities: University of Crete, the Hellenic Mediterranean University and the Institute of Technology and Research ITE-FORTH.

The words Crete and Heraklion are closely associated to History. The Palace of Knossos - located about 8 km from the city center - was the seat of Minoan civilization, one of the oldest worldwide. The Arab

Saracen and the Byzantine periods as well as the Venetian rule left an important footprint in the city. Indeed, the inner part of the Venetian walls was the core which evolved into the modern Heraklion, which is now a vibrant city, full of life and cultural activity. Heraklion is an active member of the UNESCO Global Network of Learning Cities.

Within the Venetian walls, it is the neighbourhood of Aghia Triada (Holy Trinity), one of the last city fragments of Heraklion that still retains much of its historical character, and traces back to late Medieval and early Ottoman cities: the dense radial organization of roundabouts at intersections, various dead ends, courtyards with characteristic masonry walls marking on a human scale the separation between public and private space, etc. Heritage landmarks within this area are the Dermatas Gate, the now rehabilitated complex that houses the Ephorate of Antiquities of Heraklion (then a tobacco factory at the Ottoman occupation), the Church of the Holy Trinity, the Armenian Church of Saint John (the oldest Armenian church in Europe) and the fountains of Palmeti (1679) and Priuli (1666).

However, today Aghia Triada, with its peculiar urban character, next door to the administrative and touristic core of the city, is a degraded area, seriously affected by dereliction and lots of abandoned properties, with a shrinking population accounting now about only 3,200 residents, low-income households and a growing influx of economic immigrants.

Policy challenge and integrated action plan

The key challenge for Aghia Triada is therefore the protection and enhancement of its unique urban tissue and “spirit of place” while smoothly integrating it into the modern city, by upgrading both urban and residential space together with social and economic development. As a framework to meet this challenge, it is the Heraklion Old Town Strategy, which covers Aghia Triada along with other inner city located neighbourhoods. And at this point, the added value of the Kairós Integrated Action Plan would be deepening into Aghia Triada through concrete action planning and strengthening the integrated approach. First discussions at the Kairós URBACT Local Group have raised the following key themes:

- Pedestrianisation. The public space of Aghia Triada should be offered back to the pedestrians, by drastically reducing the annoyance caused by vehicles, as well as enhancing the public space in quantity and quality.
- Residential upgrade. The main aim is to establish Aghia Triada as an area for "general residence". The targets would be: removal of hazardous ready to collapse buildings; utilization of abandoned buildings and make them available - on specific terms and conditions - to families or individuals living at the poverty line and in unsafe housing conditions; maintaining schools and kindergartens already operating in the area; and attracting young people to the area.
- Culture and economic development. Establishment of cultural institutions and events in the area, such as the planned multi-purpose Art Centre; low-cost ateliers, mainly for handicrafts, jewellery...; incentives to foster and attract freelance and small-sized entrepreneurship as a driver for both economic growth and residential revitalization, but also as a means of shaping "identity" in the area.

- Social welfare. There are episodes of social conflict in Aghia Triada, urging to increase and upgrade social welfare facilities in the area.
- Social activation, with the idea to promote a “new pact” between the Local Authority and the citizens, based on participation, transparency, legality and meritocracy. The challenge for the citizens is to participate actively in the implementation of their own proposals, shaping in this way a model of local democracy.



Photogram of the film “Wrinkles and Dreams” by Georgia Petrali (Heraklion ULG member), inspired by her remembrances of Aghia Triada

Background and strategic environment

The Heraklion Sustainable Urban Development Program (BAA) provides an overarching policy framework. It has been designed according to the New Urban Agenda and Sustainable Development Goals principles. Furthermore, in terms of strategic planning, at present there are three main drivers in the city that can be helpful for the challenge of urban regeneration, namely: Smart city solutions (the City Council launched the “Heraklion Smart City project” in 2015 – labelled as URBACT good practice), Tourism (new Strategic Marketing Plan for Tourism was approved in 2018) and Sustainable mobility. It can be added that events and the cultural agenda are largely addressed by the Municipality of Heraklion as boosters of the urban life, and the City usually engages the local creative community in initiatives about district redevelopment.

A great example regarding the latter is the bottom-up regeneration at the historic quarter of Lakkos. The process was in fact initiated by volunteers who envisioned the hidden potential of the area and started to promote discussion on the district regeneration and small-scale cultural and creative events. Subsequently, artists, coffee shopkeepers, residents... with the contribution of the Municipality, painted many decayed facades, cleaned the small squares and parks of the area, created artistic interventions on walls and free spaces, etc. In addition, the Municipality began planting trees in areas until then occupied by parked cars, thus contributing to the upgrading of the area.

The vision for Lakkos was to retain its picturesque texture while avoiding abandonment and degradation and to become a vibrant core of creativity, attracting artists, entrepreneurs and even new families. All those who envisioned this regeneration process, perceived abandonment and crisis as an opportunity. To achieve this goal, the Municipality was required to work together with the local stakeholders, but also to persuade the owners of the old abandoned houses to renovate or even rent them out in return for renovation. This learning will be of great value for the process to be intended to promote in Aghia Triada with the help of URBACT-Kairós.

Political backing and resources

The elected representative who is more closely backing the Kairós development in the city is Mr. George Sisamakís, Deputy Mayor for Development Planning, Digital Transformation & Integrated Rural Development of Heraklion. He has entrusted the Directorate of Planning, Organization and ICT of the Municipality to assume the overall coordination and management of the Kairós project in Heraklion. It is worth noting that this unit is the link with the Region of Crete to harmonize the economic development programmes of the Municipality with the corresponding regional ones. The Unit is also in charge of the European programmes, having promoted projects in Interreg Europe, Interreg MED and Interreg Greece-Cyprus.

Mrs. Renia Drosou, Head of the Directorate of Planning, Organization and ICT, is the appointed local coordinator for Kairós, who in turn will be assisted in this task by project managers Martha Papadomichelaki (Business Administration & Finance, University of Macedonia and École Supérieure de Marseille) and Andreas Pantazopoulos (MSc in Sustainable Development, Harokopio University of Athens). Other departments of the Municipality will support as appropriate, such as the Directorate of Technical Services, The Department of Protection and Promotion of the Old Town, Settlements and Venetian Walls, the Tourism Department and the Directorate of Social Protection, Education & Culture Services.

Besides private funding, the main public financial sources for the Kairós IAP will come from the Operational Programs that are co-financed by the EU Structural Funds, in particular the Regional Operational Program for Crete – besides other sectoral Operational Programs at Country level, such as the O.P. Transport Infrastructure, Environment and Sustainable Development (YMPERAA) or the O.P. "Entrepreneurship, Competitiveness and Innovation" (EPANEK) in the period 2014-2020.

Nonetheless, the opportunity to recommend a specific Sustainable Urban Development Plan for the area of Aghia Triada will be analysed, as part of the upcoming Regional Operational Program of Crete for the period 2021-2027. Another important funding source is the Heraklion Sustainable Urban Development Program (BAA), which is broken down into 4 axes: Environment and Quality of Life, Social

Policy, Education, Tourism, Culture & Sport, Local Economy & Employment, and Improving the Administrative Capacity of the Municipality and its Legal Persons. At least, 6% of the ERDF resources and 3% of the ESF resources from the Regional O.P. "Crete 2014-2020" should have been allocated to the BAA.

Heraklion URBACT Local Group

During Phase 1, the following stakeholder entities were mobilized, giving shape to the Kairós ULG:

- First Local Municipal Community. "Municipal Communities" in Heraklion deal with everyday issues of the district in charge. They are run by a Council whose members are all elected.
- Environmental Association of Aghia Triada. It was founded by residents of Aghia Triada with the aim of upgrading the neighbourhood and resolving daily difficulties faced by the residents.
- Fysalida Dance Group, which is based in Aghia Triada. They are very active in the field of community work too.
- Center for Social Care & Elderly protection KEKOIFAPI. It is a social care structure of the Municipality working in Aghia Triada.
- Natural History Museum of Crete. It is a department of the University of Crete and is established on the northern edge of Aghia Triada, by the coastal avenue.
- Association of Architects of Heraklion. The association is supporting the "Invisible City" project and festival, aimed at spotlighting over abandoned city landscapes and degraded neighbourhoods that usually remain hidden behind the city's image.
- Heraklion Chamber of Commerce. They carry out programs and initiatives promoting entrepreneurship and innovation.
- Ephorate of Antiquities of Heraklion. It is a local branch of the Ministry of Culture. Since Aghia Triada has been designated "Historic Place", the Ministry of Culture is determined to play a role in the process that Kairós is intending to promote.
- School of European Education of Heraklion. It is a renowned and prominent educational institution in the city, established in Aghia Triada since 2005.
- Maria Drakaki, Adult educator specialized in cultural communication and cultural management, former member of Teachers4Europe European project.
- KERAS-Culture & Development. It is a company conducting and carrying out strategic development studies and implementation of cultural development projects.

This is the first systematic effort of all aforementioned local stakeholders to cooperate collectively and interact under the auspices of the Municipality of Heraklion. At the activation stage of phase 2, this membership will likely be enlarged.

Maria Giatromanolaki has been appointed as the ULG coordinator. She is graduated as architectural engineer at the Aristotle University of Thessaloniki and postgraduate Diploma in landscape architecture from Middlesex University. Maria was involved in the implementation of the URBAN II

Program in Heraklion, and since 2011 has been working at the Management Authority (unit A Planning and Evaluation) in charge of the Regional Operational Program Crete 2014-2020, co-financed by the ERDF and ESF. She is also the General Secretary of the Environmental Association of Aghia Triada.

Marlbork (PO)

Expanding to the whole city the benefits associated with the high inflow of visitors to Malbork's unique Teutonic castle

The city

Malbork is a city of almost 39,000 people, located in northern Poland, in the western part of the Pomorskie Voivodeship [Pomerania], close to Gdansk [50 km.] and the Baltic beaches. The city has a service and industrial character, with a focus on tourism, together with agri-food industry, engineering, chemicals and construction. The unemployment rate is high, 10.1% by end of 2019, compared to the average in the Voivodship and the Country, 4.4% and 5.1% respectively.

Due to the Teutonic Knights' Castle, the most powerful fortress of medieval Europe, designated World Heritage Site by UNESCO in 1997, Malbork is a renowned tourism spot, which received over 800,000 visits in 2019. Despite the enormous destruction during World War II, there are many other well-preserved historical buildings in the city, such as the Town Hall that was built in the years 1365-1380, the Church of St. John of God George - first mentioned in 1403 – the Latin School, from 1352, and the railway station complex from the end of the 19th century.

The average visit is staying in the city for 4-5 hours, just to visit the Castle and then leave. Malbork has many other heritage assets cultural facilities deserving a visit, which however remain underestimated. For instance, the Educational Centre Latin School - located within a reconstructed unique medieval building – or the only outdoor fortification museum in Poland, offering a multimedia exhibition with free access 24 hours a day. The city is trying to spread the "Teutonic Castle effect" across the city and make its brand as a destination grow, by adding other qualifications and city experiences. In this attempt, the spatial setting of the city as a settlement does not help, since it is historically strongly fragmented due to natural barriers [the river] and transport infrastructures.

Policy challenge and integrated action plan

So the paradox is that of a tourist city, where a limited and uneven use of their tourism potential is limiting the city growth. By now, the city experience as a destination is too much focused on the Teutonic Castle and other tourism segments and audiences are not being properly explored and targeted yet.

On the other hand, the image of the city is too biased in the tourism field, meaning that other city sides and potentials are underestimated. Those potentials can be related to heritage as well, but they should now be addressed from a broader understanding rather than just the monument, for instance

connecting to future-oriented issues. All this is narrowing the number of responses to the question: What can be done from Malbork? In this respect, it is worth recalling that brain drain of young well-educated people to larger urban centres (e. g. Gdansk, Warsaw) is a serious issue now in Malbork.

The city is certainly making efforts to diversify the tourist offer and trying to extent the visitor's experience to other areas in the city and heritage assets beyond the Castle. It is also keen to link its impressive heritage values and assets to other spheres of the city life – new business opportunities, branding the city in a more comprehensive manner targeting other audiences other than tourists and visitors. However, to meet this challenge, tourism and tourism marketing perspective might not be sufficient. At this point, it is where the Kairós rationale and the Kairós integrated approach can be relevant for Malbork.

First, this will require a re-learning exercise indeed. On the one hand, about the meaning and scope of cultural heritage nowadays. On the other hand, on city branding from a more innovative and comprehensive view closer to integrated urban development rather than conventional marketing.



Visitors inside Malbork's Teutonic Castle

Background and strategic environment

The City of Malbork has invested substantial resources in the valorisation of heritage assets other than the iconic Castle over the past 10 years, getting funds from a variety of sources – e.g. the Ministry of

Culture and National Heritage, Cross-border Cooperation Programme Lithuania-Poland-Russia, Cross-border Cooperation Programme Poland-Russia 2007-2013, Interreg III-A. Just to mention a few: Rebuilding and introducing new functions in the Latin School, Restoration and conservation works within the City Wall in and making it the External Fortification Museum, Revalorization of Jerusalem Hospital in terms of crystal injection of walls and reconstruction of historical entrances, Malbork's Defence Walls (16th century), Welcome Centers in Malbork and Mosedis, etc.

To tackle the problem of a divided city from a spatial point of view, the so-called "developmental axis" project is underway with the aim to stitch the city, in particular the Castle's area with the city centre, since a national road breaks the city in two parts. The historical downtown is the subject of a set of revitalizing projects and initiatives also with the concurrence of the residents. A strategy is also underway to activate the tourism potential of the Nogat River, e.g. new bridge, two canoeing marinas.

At the city level, the overarching strategic framework is given by the "Strategy for Anticipation and Management of Socio-Economic Change in the City of Malbork for the years 2013-2020", which was based in an extensive consultation process to stakeholder entities and the citizens. It can offer an in-depth diagnosis of the city with regard to spatial planning, economic development and social infrastructure and human capital, which can be of great help as a baseline information for the Kairós process. This strategic framework emphasizes questions related to entrepreneurship, infrastructure development and attractiveness.

Furthermore, the City of Malbork has a good experience in working with the integrated approach and within peer-learning contexts, since they have been participating in the Partnership Initiative of Cities (PIM), a Polish programme which is very close to the URBACT programme and method, in particular the action planning networks.

Political backing and resources

The Mayor of the City of Malbork, Mr Marek Charzewski, is personally backing the participation in Kairós, and the Development Projects Department will be leading the technical work. The latter is quite focus on EU funding and all types of international projects, in connection to the strategic agenda of the city. Consequently, other City Departments will be involved regarding the production of an Integrated Action Plan, by means of their involvement in the URBACT Local Group. As for supporting on financial and communication issues, the Development Projects Department will be assisted by the Department of Promotion and International Cooperation [communication and dissemination], the Department of the Public Procurement [public tenders and contracts related to the project development, if applicable] and the Financial and Budgetary Division [payments and refunds and keeping accounting records of the project]

Monika Sasin, Head of the Development Projects Department at the Malbork City Hall has been appointed as the local coordinator for URBACT-Kairós. She brings nearly 20 years of experience in the implementation of EU (including pre-accession) and national financial projects, experience in the development of strategic documents, including the city development strategy. Monika brings post-graduate studies in project management (University of Gdansk) and in the evaluation of financial projects from structural funds (University of Warsaw) and was accredited trainer of the National Centre for the European Social Fund during the period 2007-2009.

In the perspective of funding sources to mobilize in due time for the Kairós-IAP, a particular attention will be put on the Pomerania Voivodeship Development Strategy 2030 (in turn linked to the upcoming Operational Programme of Pomerania), which will be adopted by the end of 2020 – the still ongoing Development Strategy for Pomerania largely advocates for a “all-year-round, comprehensive and attractive tourist and cultural offer of the region” and a “strengthened image of the region and greater recognition and coherence of the key regional tourist and cultural brands.” EU funded cross-border cooperation programmes will be examined as well – e.g. Sea Baltic Region, Poland-Russia.

Malbork URBACT Local Group

Malbork-ULG will count with a core of half a dozen members, including the project coordinator, together with a more flexible group of theme-oriented city departments in order to ensure a cross-sector view as well as a stronger coordination and alignment.

Core group

- Economic Council of the Mayor of Malbork, with consultative and advisory functions in matters related to economic development.
- Malbork Castle Museum. Today, the castle is the seat of a living museum centre, attracting more than half a million tourists from all over the world every year. It is a meeting place for people of science and culture, journalists and politicians.
- Polish Tourist and Country-Lovers. This firm is innovating in sustainable tourism and destination management, developing a sightseeing tourism program, the content of which is to learn and care from/of the visited destination.
- Malbork Cultural and Education Centre. It is a government cultural institution whose tasks are primarily to carry out multi-purpose activities to promote culture, art, science and heritage.
- University of the 3rd Century, established in Malbork in 2004 at the Municipal House of Culture.
- Factory of Initiatives, which is currently running a small-scale revitalisation involving residents, NGOs and other users.
- Development Projects Department as Kairós local coordinator.

Supporting in-house task force

- Department of Development and Spatial Planning. Their participation will matter on discussions related to heritage adaptive reuse and production of new space.
- Malbork City Museum. The Museum was established as a local government cultural institution with clearly defined objectives of protecting and disseminating the history and culture of the city and region.
- Department of Municipal Economy and Environmental Protection. The tasks and competences include investment in urban greenery and promoting greener urban solutions.

- Department of Promotion, Tourism and International Cooperation. They are key in tourism development and city internationalisation.
- Finance and Budget Department. They will be involved at the second half of Phase 2, when the discussion on fundraising and implementation of the IAP emerged.
- City Engineering Department, since they are key in the procedure for conception of technical projects for investments carried out by the local authority.

This setting is new and has been configured in Phase 1 to respond to the Kairós' needs and ambition. At the Activation stage of Phase 2, the Municipality of Malbork will manage to involve some other private stakeholders. Project local coordinator Monika Sasin will assume the coordination of the ULG as well. In due course, it will be study if any additional technical assistance would be necessary to support with the ULG facilitation and IAP drafting.

03

The KAIRÓS momentum: igniting the change



A specific integrated approach for Kairós

Assemblage of key themes

Against the background compiled at the state of the art, the Kairós ambition is to test an innovative policy framework that can serve the Kairós partner cities to tackle their specific challenges on heritage-led urban development and regeneration, and that can also be transferred to other cities wanting to address heritage as a driver for urban regeneration.

This framework, which has been called the **Kairós five-pillar model**, aims to combine a sound integrated approach with a real transformation purpose. As Space (i.e. urban planning, architectural preservation and valorisation, and production of space) is at the core of heritage-led urban regeneration, the process from the outset should include other key dimensions in order to get a real impact and promote sustainable development. Those dimensions relate to Economy, Social cohesion (accessibility and inclusiveness), Attractiveness (identity and communications in a wide sense) and new forms of Governing the urban regeneration process.



Figure 3. Kairós five-pillar model

Hence, Governance, Space, Economy, Attractiveness and Social Cohesion are the main sub-themes of the Kairós experience and they will organize the transnational exchange at phase 2. Not separately but all together they can have an impact for partner cities to face problems in their target areas that may relate to dereliction, underused (cultural, industrial, natural) heritage, poor social cohesion, lack of urban vibrancy, economic stagnation, unexploited tourism potential, overtourism, gentrification, shrinking population, poor accessibility, poor governance, lack of smart urban solutions...

Detail of topics within each of these five sub-themes is as follows:

■ **GOVERNANCE**

Participatory approaches for the heritage mid-sized city

- Integrated policy frameworks, including multi-level governance
- Civic empowerment and PPP formulas
- Enabling regulatory frameworks for heritage valorisation
- Innovative funding and financial tools
- Design as a driver for transformation

■ **SPACE**

Valorisation and adaptive reuse at the heritage city

- Urban planning solutions for the heritage city
- Multi-functionality at historic quarters
- Preservation and adaptive reuse of built heritage
- Promoting new urban workplaces
- Green city solutions and circularity in historic quarters
- Smart heritage - IoT, AR/VR, crowd analytics...

■ **ECONOMY**

Cultural heritage as a driver for innovation, entrepreneurship and job creation

- Entrepreneurial itineraries, business models and support tools related to heritage and urban regeneration
- The historic quarter as hotbed for the local creative ecosystem
- Revival of urban manufacturing. The maker movement
- Heritage-applied innovations and technologies
- Heritage based investment attraction

■ **ATTRACTIVENESS**

Re-imagining the heritage city: from local identity to destination management

- Branding the heritage city: narrative building, storytelling and communications
- Tourism and retailing as levers for urban vibrancy

- Destination management and sustainable tourism
 - Events and cultural agenda as catalysts
 - Boosting attractiveness in mid-sized towns
- **SOCIAL COHESION**
Accessibility and inclusiveness at historic quarters
 - Making historic neighbourhoods more friendly for the elderly people
 - Promoting cohesion in a multi-ethnic environment
 - Making heritage more accessible
 - New approaches to public space
 - Managing gentrification/de-gentrification

This detail of topics should be seen as a menu from which partner cities may pick and deepen into according to their specific interests. Nonetheless, as presented herein, this model is a starting point that will receive feedback along the phase 2 journey.

Serving partner's different expectations

The Kairós five-pillar model has been designed to serve the different needs and expectations of the cities that are joining the URBACT Action Planning Network. According to the partner profiles, those needs and expectation can be categorized into the following three types of statements:

- *"We already bring some experience in heritage-led urban development and/or regeneration and would like to deepen into this, testing new concepts and approaches"*
 - **Sibenik** wants to promote and develop a sustainable urban development model for the Old Town, which is somehow being affected by depopulation, lack of urban vitality during the low season and overtourism in summer.
 - **Cesena** is intending to reuse the city's old industrial legacy as a foundation for a multi-functional urban regeneration of the area surrounding the railway station, including campus development, new workplaces, housing, new public spaces and a sustainable mobility scheme.
 - **Roskilde**, with a significant track record in cultural heritage-led urban development, is now working on transforming a former 19th century psychiatric hospital complex into a new liveable and vibrant neighborhood.
- *"We are addressing a clear problem of dereliction and decline in a specific historic quarter of the city. Therefore, we want to organize a comprehensive and innovative framework focusing on this target area"*

- **Mula**'s big priority is to revert the vicious circle of dereliction that is affecting the historic quarters of Mula.
 - **Heraklion** is trying to promote an integrated approach for the revitalization of the unique historic quarter of Aghia Triada, which is affected by dereliction, shrinking and aged population and social problems.
 - **Ukmergé** wants to promote and start running a comprehensive strategy for Ukmergé's old town district, based on a solid participatory and community engagement approach.
- *"Our main problem is not as much dereliction but the need to fully exploit the potential of our (cultural/natural) heritage assets for sustainable tourism and urban growth"*
- **Malbork**'s main challenge is to expand to the whole city the benefits associated with the high inflow of visitors to Malbork's Teutonic castle, as well as introducing a sounder city approach of heritage beyond this iconic monument.
 - **Belene** intends to make use of their heritage, both cultural and natural heritage, as a driver for the city strategy, in particular for the regeneration and development of the Danube riverfront.

The fact that the Kairós model may work in a variety of heritage-led urban development and regeneration contexts does not mean that it always has to be adopted as a whole. It is actually a comprehensive policy framework, whose topics can be picked accordingly to fine tune the model to every specific need and context. In any case, putting such an integrated approach into practice will be an **organisational challenge** itself, for which being a medium-sized city can be an advantage. On the contrary, mid-sized towns usually lack enough capacity to promote consistent economic agendas and mobilize funds.

At this point, it's worth noting that the **Kairós partnership** has been significantly reinforced during Phase 1, particularly with the inclusion of Roskilde (Denmark) and Malbork (Poland). As a result, just to underline three features defining the phase 2 partnership:

- A better balanced partnership has been achieved, in terms of North/South, West/East and Less developed vs. More developed regions.
- Absolutely all partners show enough background and real expectations to move forward in relation to the project theme.
- 5 out of the 8 partner cities (Mula, Ukmergé, Roskilde, Malbork and Belene) have no previous experience in the URBACT Programme, meaning that the URBACT method will have a special impact with regard to capacity building.

Mapping knowledge potential and learning needs

The Kairós five-pillar model has been widely discussed and validated by all partner cities and their stakeholders during Phase 1. The figures below show that the five main sub-themes have drawn a high interest from the cities that will join the Kairós journey in Phase 2. Even at topic level, most of the nearly 40 topics which initially gave content to the sub-themes have been scored 4 or 5, being 1 the lowest relevance and 5 the highest relevance. Even so, the list of topics has been shortened and compacted into 26 topics developing the five sub-themes.

All in all, the topics related to Space as well as Attractiveness seem to draw a slightly higher attention. The latter is indeed a distinctive feature of the Kairós model, since identity (re)building and the communication dimension are generally missing in most urban regeneration attempts, at least in the European context, with the exception of UK cities. It is worth noting that, sometimes, comparatively less interest in a main sub-theme may reveal a somewhat institutional gap. That would be the case in Heraklion's comparatively lower interest in economy and employment issues, which might show a poorly developed working area at the city level in this field.

Furthermore, the figures below offer a very precise mapping of the Kairós partnership in terms of learning needs and types of accumulated experience and knowledge, since every city was invited to a self-assessment in relation to Kairós five-pillar model, according to 4 degrees of experience:

- Inexperienced: the city has no practice in this field.
- Beginner: the city has taken some steps into this field, but cannot exhibit significant or special results so far. The city is on the way.
- Experienced performer: after years of different initiatives and projects, the city has reached a position within the mainstream practice in this field. Some bold results can be exhibited.
- Innovator: it is a priority theme in which the city is following its own innovative pathway. Besides bold results, the city is at the forefront in this field.

This scan of the partnership will determine the kinds of international activities at network level and in particular the **geometry of peer-learning** in Phase 2.

Remarkable knowledge on Governance

- The Municipality Heraklion outstands in coexisting and supporting grassroots initiatives from the civic society focusing on the theme of integrated and sustainable urban regeneration.
- Through Cesena's *Carta Bianca* project, citizens can propose and vote on small redevelopment and maintenance interventions - e.g. street furniture, lighting, planting green areas.
- The Cultural Council of Šibenik can be a reference on stakeholder involvement in the field culture and cultural heritage. The idea was just transferring the widespread tourism board or convention bureau formulas to the cultural field.
- Roskilde has a significant background in organizing target-oriented inter-departmental cooperation and alignment, which can be inspirational for Cesena and Mula that are trying the

same. The Danish city has also some know-how in innovative financing for urban regeneration and district re-development.

- Mula brings relevant experience on regulatory frameworks applying to cultural heritage, at building/monument level and district/cultural landscape level. Roskilde too – e.g. figure of Strategic Development Plan for urban regeneration in heritage contexts.
- Heraklion and Cesena’s visions on heritage-led urban development are greatly inspired by the New Urban Agenda and Sustainable Development Goals principles.
- In the case of Cesena, heritage-led urban development and regeneration is addressed as an opportunity for social innovation.

| Sub-themes and topics | Relevance | Background and experience | | | |
|---|-----------|---------------------------|----------|-----------------------|-----------|
| | 1-5 | Inexperienced | Beginner | Experienced performer | Innovator |
| GOVERNANCE | | | | | |
| Community-led governance and the heritage mid-sized city | | | | | |
| Modern heritage site management | 4 | 1 | 5 | 2 | |
| Breaking competence silos and policy mixes | 3 | 2 | 4 | 2 | |
| Multi-level governance, problem-solving approach... | 4 | 3 | 2 | 3 | |
| Participatory approaches and PPP formulas: urban labs, BIDs... | 4 | 3 | 2 | 2 | 1 |
| (Local) Regulations enabling CH valorization | 3 | 3 | 2 | 3 | |
| Innovative funding and financial tools | 4 | 4 | 2 | 2 | |
| Sustainability and CH-led regeneration: links to SDGs... | 4 | 3 | 3 | 2 | |

The number in Relevance is the average score, being 1 the lowest relevance and 5 the highest one. The number in Background and Experience is the number of partner cities to each category.

Fig 4. Governance: relevance and experience

Remarkable knowledge on Space

- Mula and Malbork can exhibit a good track record on rehabilitation, preservation and re-purpose of heritage buildings.
- Both Roskilde and Cesena have a great experience in built heritage valorisation and reuse from a city perspective.
- Heraklion, Mula and Ukmergé intend to initiate urban regeneration to revert processes of declining and degradation at historic quarters, while Roskilde and Cesena are now fairly interested in best connecting their historic city centres with new heritage-driven regeneration or district developments. The latter usually related to the city’s industrial heritage.

- Roskilde’s long-term district development according to a powerful concept and vision, namely *Musicon* as a new creative district in the city. This type of concept-oriented urban regeneration can be useful for Belene and its project for a Danube River Park.
- Malbork has a remarkable experience on digitization and energy efficiency to heritage buildings. Cesena also outstands on energy efficiency applied to heritage buildings, and in 2011 established a new subsidiary called *Energie per la città Ltd*. Heraklion is a pioneer practitioner in Greece with regard to smart city solutions.
- Ukmergė is active on street art and land art within the city - “We had the idea that at least one piece of artwork should appear in the old town every year”, consequently small tenders targeting artists are organized periodically. Heraklion has relevant experience on gardening at historic quarters.
- Cesena is active trying to solve problems related to physical accessibility to historic city centres (car parking, but also formulas to reduce urban traffic), which matters to keep a vibrant retailing sector and promote multi-functionality. Sibenik is active in this field too. This background can be of help for the target areas of Heraklion and Mula.
- The Municipality of Belene has purchased electric bicycles and a number of charging stations have been installed. It might a type of solution that could work in historic quarters with poor physical accessibility like the Upper historic quarters of Mula

| Sub-themes and topics | Relevance | Background and experience | | | |
|--|-----------|---------------------------|----------|-----------------------|-----------|
| | 1-5 | Inexperienced | Beginner | Experienced performer | Innovator |
| SPACE | | | | | |
| Space provision and innovative urban solutions at the heritage city | | | | | |
| Urban planning at the heritage city | 4 | | 4 | 4 | |
| Cultural (urban) landscape as policy concept | 4 | 2 | 4 | 2 | |
| Preservation and adaptive reuse of built heritage | 4 | 1 | 4 | 3 | |
| Managing vacant spaces and abandoned buildings | 4 | 3 | 5 | | |
| Urban lighting. Shaping nocturnal landscapes | 3 | 4 | 3 | 1 | |
| Urban furniture, street art | 3 | 2 | 5 | 1 | |
| Addressing multi-functional historic centres | 4 | 2 | 4 | 2 | |
| New urban workplaces: creative hubs, co-working... | 4 | 4 | 2 | 2 | |
| Electric vehicle, parking, pedestrianisation, last mile logistics... | 5 | 1 | 5 | 1 | 1 |
| Digitisation and smart heritage | 4 | 4 | 1 | 2 | |
| Eco-construcción, energy efficiency, circularity... | 3 | 2 | 3 | 3 | |

The number in Relevance is the average score, being 1 the lowest relevance and 5 the highest one. The number in Background and Experience is the number of partner cities to each category

Fig 5. Space: relevance and experience

| Sub-themes and topics | Relevance | Background and experience | | | |
|---|-----------|---------------------------|----------|-----------------------|-----------|
| | 1-5 | Inexperienced | Beginner | Experienced performer | Innovator |
| ECONOMY | | | | | |
| CH as a driver for innovation, entrepreneurship and job creation | | | | | |
| Entrepreneurial itineraries related to culture and CH | 4 | 1 | 7 | | |
| Local creative ecosystem: cultural and creative industries | 4 | 3 | 3 | 2 | |
| CH-led technologies. Linking heritage to innovation | 4 | 4 | 3 | 1 | |
| Cultural heritage-based investment attraction | 5 | 3 | 2 | 3 | |
| Revamped mature sectors and emerging activt. linked to CH | 3 | 6 | 2 | | |
| Urban manufacturing at downtowns. Maker movement | 4 | 5 | 3 | | |
| Local labour market and employability | 4 | 2 | 4 | 2 | |

The number in Relevance is the average score, being 1 the lowest relevance and 5 the highest one. The number in Background and Experience is the number of partner cities to each category.

Fig 6. Economy: relevance and experience

| Sub-themes and topics | Relevance | Background and experience | | | |
|--|-----------|---------------------------|----------|-----------------------|-----------|
| | 1-5 | Inexperienced | Beginner | Experienced performer | Innovator |
| IDENTITY AND COMMUNICATION | | | | | |
| Re-imagining the heritage city: identity and destination management | | | | | |
| Branding the heritage city: narrative, storytelling and comm. | 5 | | 4 | 4 | |
| Boosting attractiveness in mid-sized towns | 4 | 1 | 6 | 1 | |
| Addressing the visitor economy | 4 | 4 | 3 | 1 | |
| Tourism and retailing as levers to urban vibrancy | 4 | 2 | 3 | 2 | 1 |
| Events and cultural agenda as catalysts | 4 | | 2 | 6 | |
| Destination management in the era of massive tourism | 4 | 1 | 4 | 3 | |

The number in Relevance is the average score, being 1 the lowest relevance and 5 the highest one. The number in Background and Experience is the number of partner cities to each category.

Fig 7. Attractiveness: relevance and experience

| Sub-themes and topics | Relevance | Background and experience | | | |
|--|-----------|---------------------------|----------|-----------------------|-----------|
| | 1-5 | Inexperienced | Beginner | Experienced performer | Innovator |
| SOCIAL COHESION | | | | | |
| Accessibility and social cohesion at historic downtowns | | | | | |
| Making the historic city centre work for the elderly people | 4 | 4 | 4 | | |
| Promoting cohesion in a multi-ethnic environment | 3 | 2 | 5 | 1 | |
| Urban safety and security | 3 | 1 | 5 | 2 | |
| New approaches to public space | 4 | 3 | 1 | 4 | |
| Accessibility, universal design and architectural barriers | 4 | 3 | 4 | 1 | |
| Facing the housing problem in the heritage city | 3 | 5 | 3 | | |

The number in Relevance is the average score, being 1 the lowest relevance and 5 the highest one. The number in Background and Experience is the number of partner cities to each category.

Fig 8. Social cohesion: relevance and experience

Remarkable knowledge on **Economy, Attractiveness and Social Cohesion**

- Hybrid creative and innovation hubs with a focus on urban issues, like Demoskopio in Heraklion or Casa Bufalini in Cesena.
- Thanks to their participation at URBACT-RetailLink, Sibenik has worked over the past few years on strategies and solutions to keep a competitive retailing sector within the historic city centres. This is a raising concern in other Kairós partners like Cesena.
- Heraklion and Sibenik are innovating in destination marketing. Cesena too, through the “Widespread Tourist Office” aimed at involving local stakeholders.
- Roskilde and Heraklion are fairly active managing events and the cultural agenda as a source for urban vitality.
- It can be said that Attractiveness is a cross-cutting approach to all initiatives from the City of Roskilde
- Cesena is working on urban safety and security through a project called “The Other Station” that includes video surveillance and new public lighting.
- For years, the Municipality of Belene has been working breaking down barriers between the different social groups living in the city with successful results – Bulgarians, Turkish, Roma; Orthodox Catholics and Roman Catholics. Also integrating newcomers with the ever local social fabric- e.g. In the 1980s, when Belene nuclear power plant construction began, more than 15,000 workers were accommodated in the city, including Russians, Vietnamese and Cubans. This experience can be of great value to Mula.



Figure 9. Mapping knowledge potential and learning needs

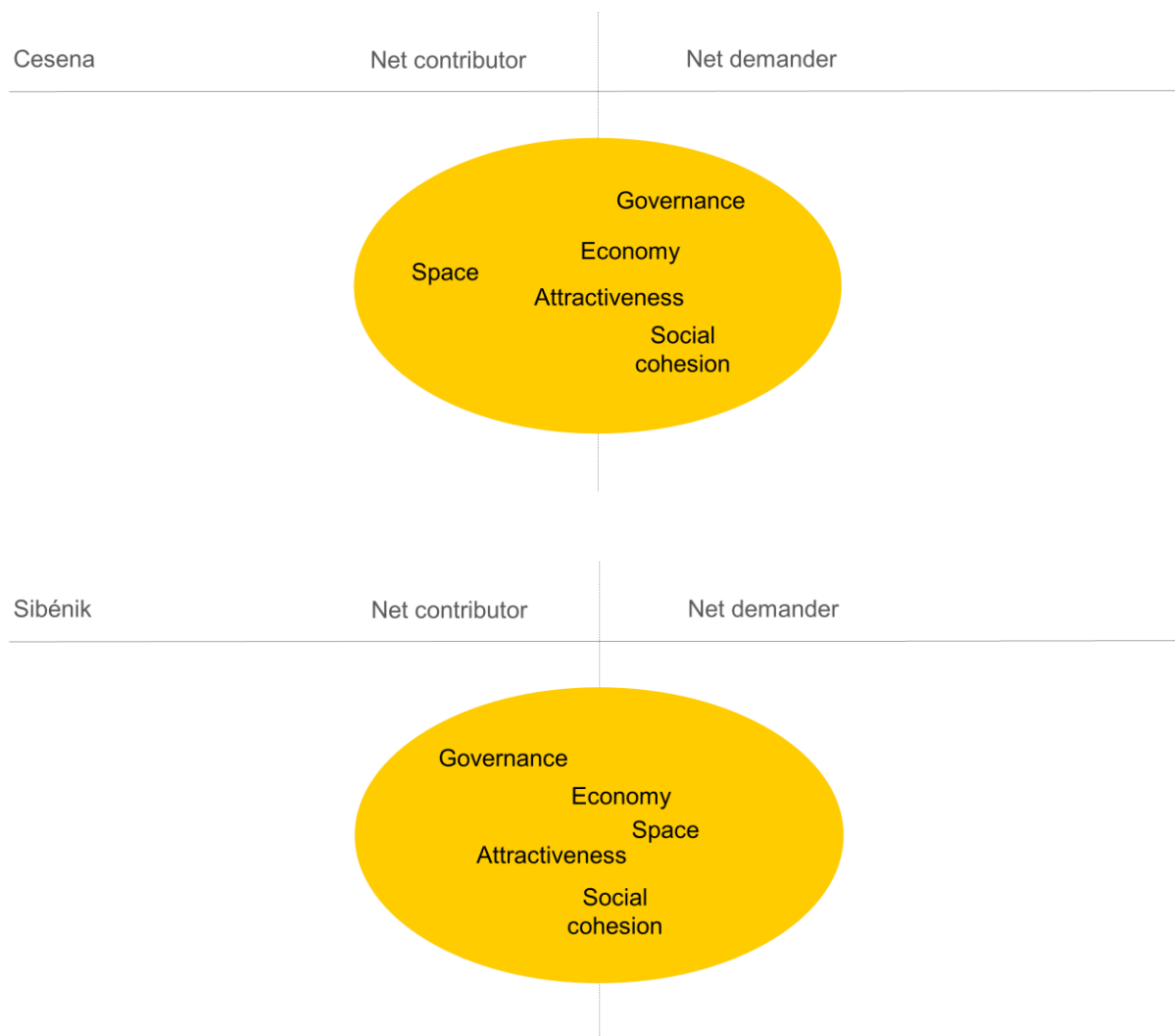


Figure 10. Mapping knowledge potential and learning needs. Confronting Cesena and Sibénik

Transnational exchange and learning itinerary

Activities and methodology

It is the policy challenge of heritage as a driver for urban development and regeneration what leads to Kairós transnational itinerary for cross-learning in phase 2, which embraces **3 main purposes**, all aimed at providing knowledge, methods and ideas for partner cities to produce their Integrated Action Plans (IAPs). Consequently, IAP roadmaps and URBACT Local Group work plans should synchronize with this transnational itinerary in terms of themes and calendar as much as possible. Those three main purposes will lead to **3 types of transnational activities**.

1. Theme-focused in-depth learning and exchange.

The Kairós five-pillar model will guide and structure the international learning, being the thematic workshops the cornerstone of this journey. So, **4 Thematic Workshops** (TWs) will be organized, each of them with a focus on one of the Kairós pillars or sub-themes, being Governance cross-cutting. That is, TWs dedicated to **Space, Economy, Attractiveness** and **Social Cohesion** will include at least a session on Governance issues. See the Kairós five-pillar model to get to know the preliminary list of topics to be discussed at the different TWs.

Thematic workshops will require two days or two and a half days. The first one fully dedicated to the workshop's theme, throughout a diversity of sessions - e.g. case study presentations, pitches, panel discussions, interactive sessions... The second day devoted to learn and discuss about what's going on in the host city (site visits and indoor sessions) and to organize a kind of final work session aimed at "Getting back home: how to apply what has been learnt". Eventual face-to-face project steering committee meetings will privilege discussion on the Integrated Action Plan progress and minimize administrative and financial issues than can be better channelled throughout videoconference. Other guidelines as follow:

Pre-event

- Agenda. The building of a relevant agenda, including contributions from practitioners outside the partnership (host cities will have a specific budget for that), will be crucial and the lead expert will invest significant time on that, as well as on fine tuning contributions according to the workshop theme and expectations.
- Scoping note and dissemination. The lead expert will produce a short scoping note introducing the workshop theme along with the list of topics intended to be discussed, to be sent to all workshop participants beforehand. The agenda along with the short scoping note will be also circulated beyond the Kairós partnership as widely as possible.
- Quality of the city delegations. TWs will be clearly perceived as events organized by practitioners for practitioners. Partner cities will be strongly encouraged to build up ad-hoc relevant delegations – that is, different delegations according to the different TW themes, involving relevant ULG members.

Event

- Discussion time at the core. Case study presentations will be addressed as inputs for further critical discussion. Speakers will be encouraged to tell not just about achievements but also about pending gaps.
- Horizontal meetings. No keynote speakers and no boundaries between speakers and contributors and the audience. Contributors that make a presentation and then leave will not be welcome. Almost everyone will have a role - chairperson of session, speaker, lead discussant, rapporteur...
- Small-scale events to ease in-depth discussion. TWs are expected to gather 30-35 international participants, plus the local/regional attendance the host city organizer was able to involve. Anyway, Kairós TWs will be open events, albeit registration will be mandatory and subject to admission.

- Co-producing takeaways. Participants will be engaged in getting conclusions and key findings through a specific participative debriefing session.

Post-event

- Partner cities drafting their own lessons. Each partner delegation will be invited to draft its own lessons with a real potential to be applied locally. The lead expert will produce a specific template to that aim. This draft will be used as a discussion paper (along with the lead expert's related thematic note) for URBACT Local Group meetings.
- Thematic note. The LE will be in charge of producing a thematic note based on the issues and discussions raised at the workshop. It will not be a reporting note properly, but an updated action-oriented reflection on the theme based on the discussions taken from the TW. The above mentioned draft conclusions by each city delegation can also be an input for the thematic notes.

TWs will be carefully co-organized between the project lead expert (scoping note previous to the event, design of the agenda and invitation to selected contributors from both Kairós partners and outside Kairós, and resulting thematic note), the host city (logistics, dissemination of the event at local/national level, etc) and the project lead partner (project steering committee meeting and other themes).

2. **Learning from renowned benchmark cities outside Kairós APN.**

All Kairós cities are addressing specific challenges on cultural heritage-led urban regeneration, but at this time none of them can exhibit bold results or are recognized as best practices in this field yet. The idea is to make the most of a number of outstanding practices, covering items of the Kairós-five pillar model, which are running “next door” or close to some Kairós cities, in order to feed and enhance the international learning.

We here refer to relevant case studies on cultural heritage-led urban regeneration from cities like **Athens, Bologna** and **Vilnius**, where one-day key study visits can be easily coupled with the workshops to be organized in Heraklion, Cesena and Ukmergė respectively. It is therefore an affordable way to enhance the international learning significantly, with inputs from beyond the Kairós network.

Hence, the itinerary will include **3 Key Study Visits** to Athens, Bologna and Vilnius. Those cities are partners of the groundbreaking Horizon 2020 **ROCK** project, on cultural heritage as a driver for sustainable growth, with the city of Bologna as coordinator⁵. Thus, it will be a great opportunity to build a bridge between URBACT III and Horizon 2020 with regard to cultural heritage as a driver for urban growth.

⁵ ROCK [Regeneration and Optimisation of Cultural heritage in creative and Knowledge cities] is a flagship 10.6 M€ H2020 Innovation Action on cultural heritage as a driver for sustainable urban growth. It brings together a unique consortium including 10 cities (Bologna, Lisbon, Skopje, Lyon, Turin, Liverpool, Athens, Vilnius, Cluj-Napoca and Eindhoven), 2 city networks (Eurocities and ICLEI), 7 Universities plus a number of knowledge partners, business associations and technological firms.

The Kairós Key Study Visits will consist of a one-day programme, including indoor sessions for discussion and debriefing. The project lead expert will take the lead to get in touch with the relevant host organisations in order to design a meaningful agenda [further details below]. Kairós partners hosting the paired workshop will support on logistics and other tasks to make the whole run smoothly.

Afterwards, a short reporting note of the visit will be delivered, which will be compiled into the Kairós “learning from good practices” series.

3. Igniting, fuelling and monitoring the production of the Integrated Action Plans.

To meet this purpose, the following 4 international activities will be organized:

- **Phase 2 Activation Sessions**, which will be attached to the first Thematic Workshop on Space to be organized by mid-October 2020. It will consist of 3 sessions: on ULG consolidation, IAP roadmap and Small Scale Actions. To warm-up and share first insights on these issues, several Skype exchanges on ULG/IAP/SSA will be organized following the URBACT Summer University and prior to the meeting in Heraklion.

These Activation Sessions will be useful to identify/overcome bottlenecks and some information needs. For instance, during Phase 1 the need was raised for a more systematic analysis on demography/population of the target areas in Ukmergė, Mula, Heraklion and Sibenik. The same for an in-depth urban analysis and real estate baseline information of the target areas, in the perspective of a further investment strategic plan, in particular for Mula’s medieval quarters, Aghia Triada in Heraklion and Ukmergė old town district – e.g. evaluation of the state of dereliction, ownership structure...

- **Early Draft IAP Peer-Review Workshop**, at the equator of the project timeline, and focused on reviewing a preliminary or early draft of the Integrated Action Plan to be produced by all partners. In this sense, peer-review exercises, duly facilitated, have proven to be rather useful for the learning process, since by adopting the role of “critical friends”, city officers automatically reflect on their own weaknesses and strengths. At some point of the agenda, the Early Draft IAP Peer-Review Workshop can also include a showroom or clinic on small scale actions. Moreover, a significant online exchange activity is foreseen before and after the event related to the peer-review work.

Pre-event

- Partners submit the preliminary drafts along with other complementary information they would like to share. After checking by the lead expert, the lead partner uploads the drafts onto a shared Dropbox folder.
- The lead partner sends clear instructions with “homework” to partners.
- Partners should read in advance 3 or 4 IAPs from specific peers (reviewer-reviewed matchmaking is a lead expert’s proposal).
- The lead expert provides a template to help partners review other partner’s drafts - comments, observations and remarks.

Event (following the role-play method)

- Parallel sessions lasting about one hour, during which one IAP is reviewed.
- A city introduces its IAP to partners who previously have read the draft as homework. Now, in-situ, reviewers take specific roles, e.g. senior politician, neighbour, journalist, investment company. The output of the live session will be a poster with a list of observations, suggestions and concrete recommendations for the reviewed IAP.
- The Kairós **mid-term reflection** will be attached to this event, through a dedicated session.

Post-event

- Each partner is invited to submit their 3/4 short written reviews according to a common template to the corresponding peers, copying the lead expert and lead partner. Therefore, it is expected to get around 32 short reviews of the early draft IAPs, out of a maximum of 56 possible items.
- Partners share the suggestions and questions obtained from their peers with their URBACT Local Groups, and discuss how to deal with the comments.

The template for peer-reviewing draft IAPs in the context of Kairós could be as follows:

- a. City context and definition of the problem/policy challenge
 - City background (and on-going developments) in relation to the IAP. Is the information provided on this aspect accurate and relevant?
 - What is the problem/main challenge to be solved? Is it clearly introduced?
- b. Vision. Strategy. Main goals
 - What's the impact the IAP wants to achieve? Is it clear enough?
 - What's the role of heritage in the IAP? Could you make any suggestion to your peer on how this concept could be used as a driver according to the IAP's theme?
- c. Working lines/set of actions
 - Are they coherent as a whole? Do they respond to the above policy challenge?
 - Clarity of the actions: are they well described? Is it clear what is intended to carry out? Is it clear who takes the lead and the mix of stakeholders to every action?
 - What about fund raising? Any suggestion to your peer?
 - According to the policy challenge, do you miss any type of initiative that might be relevant to consider? Any suggestion to your peer?
- d. The collaborative model: stakeholders involved
 - This should be much more than just listing ULG members and meetings. Is there any collaborative governing model under consideration? What's the ambition beyond Kairós?
 - What about the involvement of authorities at the regional/national level? Any suggestion for your peer on how to capture the interest of the regional/national level?
- d. Other comments and remarks
 - It will be useful to have your overall impression on your peer's draft IAP and the room for improvement facing the final draft.

- **Final Draft IAP Peer-Review Workshop**, in order to monitor to what extent the early draft has been improved as well as validate somehow a consolidated proposal for IAP. For this 2nd peer-review workshop, the Kairós network intends to adopt the methodology that was introduced by the S3 Platform of the Joint Research Centre-Seville for smart specialisation strategies and then adapted in 2016 for the D.G. for Regional and Urban Policy for reviewing the Integrated and Sustainable Urban Development Strategies financed by the European Regional Development Fund (Article 7 ERDF). We guess this live peer-review method for URBACT Integrated Action Planning would be suitable for more consolidated draft versions.

Furthermore, this workshop will include a number of sessions dedicated to specific and timely issues such as, Messaging Kairós (learning to highlight achievements and summarize the project impact at local level), Fundraising (in the context of heritage-led valorisation, reuse and urban regeneration), Risk analysis, and Shaping efficient Implementation frameworks.

- **Final IAP Meeting** that will be shaped to showcase and assess the project's impact in all participating cities – notably the production of Integrated Action Plans – and to exhibit the new knowledge and added value created by Kairós, of interest for the community of city practitioners, urban planners and heritage managers. In due time, the agenda will consider a variety of dynamic sessions: keynotes, videos (featuring ULG members), panel discussion, live interviews, poster exhibition (dedicated to IAPs), etc. This final event will be used to invite and bridge with interested third parties.

We'll try our best to include in the agenda a **Mayors summit**, with one or two sessions specifically targeting elected representatives and top policy decision makers. The Final IAP Meeting will require an overall professional facilitation to make all transitions between the different sessions run smoothly.

To sum up, the proposed international learning itinerary relies on three aspects:

- It meets the standard URBACT requirements for phase 2, while fine-tuning both the Kairós specific theme and the Kairós partnership.
- It focuses on knowledge acquisition, also from significant inputs outside the Kairós partnership: direct exchanges with at least 11 cities outside Kairós are foreseen: 8 cities as invited contributors to the four thematic workshops, plus 3 key study visits to other benchmark cities.
- Special care is taken of bridging the work at both network and local level, with 2 workshops aimed at peer-reviewing the IAP production, plus initial sessions on IAP roadmap and a final meeting to showcase the final results.

Schedule and outputs

Framing this proposal in space and time, and coupling some activities to save long-distance trips and thus reduce the project's carbon footprint, the Kairós transnational work plan for phase 2 is as follows:

- Thematic Workshop on Space “Valorisation and Adaptive Reuse in the Heritage City”.
Heraklion, Mid-October 2020.
2nd day devoted to Phase 2 Activation Sessions.
Paired with Key Study Visit to Athens [agenda in collaboration with ADDMA Athens Development and Destination Management Agency and SynAthina, on practices related to cultural heritage accessibility models, civic empowerment, innovative tourism marketing and others].
- Thematic Workshop on Economy “Cultural Heritage as a Driver for Innovation, Entrepreneurship and Job Creation”.
Roskilde, December 2020.
- Thematic Workshop on Attractiveness “Re-Imagining the Heritage City: from Local Identity to Destination Management”
This TW will include a half-a-day Advanced Seminar on innovative city branding and the role of heritage in branding the contemporary city.
Malbork, March 2021.
- Thematic Workshop on Social Cohesion “Accessibility and Inclusiveness at Historic Quarters”.
Sibenik, May 2021.
- Early Draft IAP Peer-Review Workshop.
Cesena, July 2021.
This meeting will include a session on Kairós Mid-Term Reflection.
Paired with a Key Study visit to Bologna [agenda in collaboration with Comune di Bologna and Fondazione Innovazione Urbana on practices related to integrated approach on heritage-based urban regeneration, setting up and running an urban lab, regulations of the commons and others].
- Final Draft IAP Peer-Review Workshop
Ukmergé, November 2021.
Paired to Key Study visit to Vilnius [agenda in collaboration with City of Vilnius, Vilnius Old Town Renewal Agency and Go Vilnius on practices related to integrated approach, modern heritage management, attractiveness and others].
- Final IAP meeting
Mula, March 2022

The Kairós pillar on Governance (“Participatory Approaches for the Heritage Mid-sized City”) will be addressed as a cross-cutting theme, with presence in all four thematic workshops.



Figure 11. Kairós transnational activities

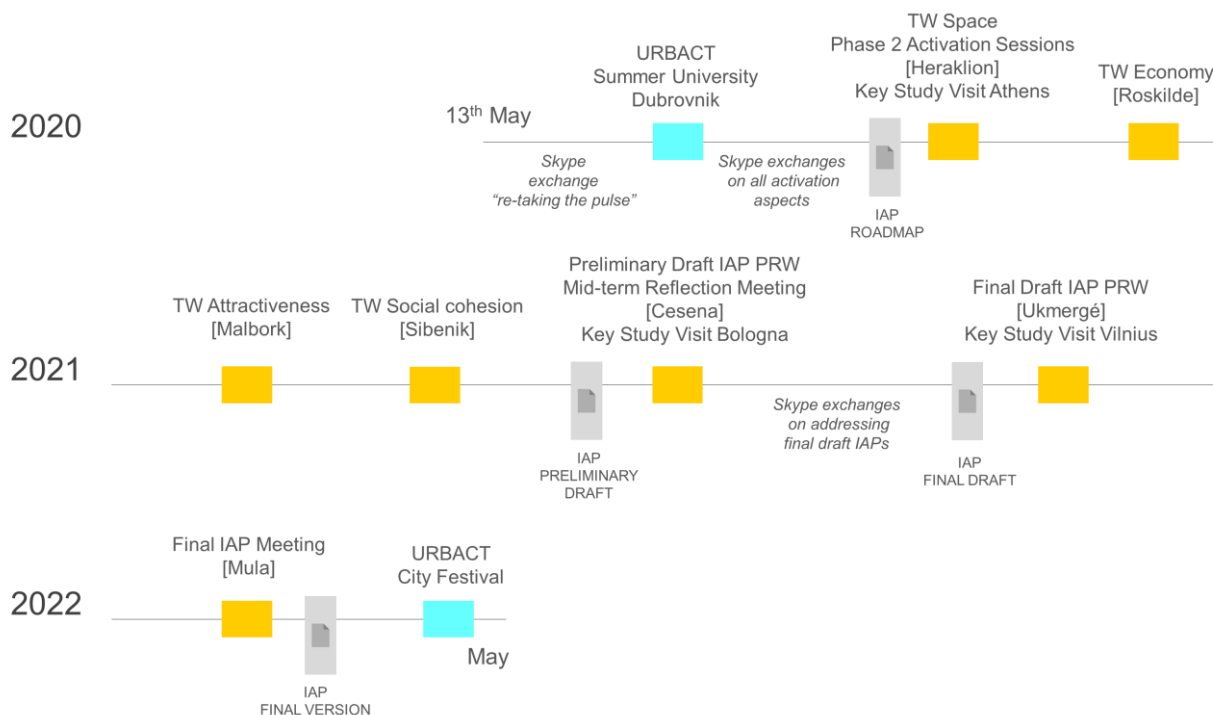


Figure 12. Kairós schedule of transnational activities and IAP progress

According to the four stages of phase 2 (activation, planning actions, planning implementation and IAP finale), the work plan is as follows:

Activation (13 May – September 2020)

- Skype exchange “re-taking the pulse”.
- URBACT Summer University.
- Skype exchanges on all activation aspects.
- Phase 2 Activation Sessions (Heraklion).

Planning Actions (September 2020 – September 2021)

- 4 Thematic Workshops.
- 3 Key Study Visits.
- Early Draft IAP Peer-Review Workshop, including session on Kairós Mid-Term Reflection.

Planning Implementation (September 2021 – March 2022)

- Skype exchanges on addressing final draft IAP.
- Final Draft IAP Peer-Review Workshop.
- Final IAP Meeting.

IAP Finale (March 2022 – 13 May 2022)

- URBACT City Festival.

As a result of the transnational learning itinerary described above, the following **outputs** will be produced:

- 4 thematic notes, as outcomes from the thematic workshops on Space, Economy, Attractiveness and Social Cohesion, to be produced by the project lead expert, or ad-hoc thematic expert if the case. These knowledge outputs will target two groups. First, feeding the activity of the network at local level, providing guidance and insights to the IAP production process. Second, the thematic notes will channel the knowledge transfer from Kairós to the “outer world” – e.g. URBACT community, other networks and fora related to heritage-led urban development we intend to bridge with, and other cities, practitioners and experts that can be interested in the topic.
- 3 short reporting notes after the key study visits to Athens, Bologna and Vilnius, to be produced by the project lead expert or ad-hoc thematic expert if the case. These notes will be compiled into the Kairós “learning from good practices” series. This kind of output may reach the same two groups as thematic notes. Nevertheless, the main target would be the ULG members and elected representatives, who often request for practical insights and concrete experiences.
- 32 short reviews of the early draft IAPs made by partners at the equator of phase 2. This kind of output is expected to make a very positive impact at local level, at the point when partner cities together with their ULGs should produce a final draft of their Integrated Action Plans.

The production of this set of outputs will be closely supervised by the project lead expert. These outputs are not for circulation outside the Kairós partnership.

- 1 synthetic report by the lead expert reviewing the 8 early draft IAPs. The lead expert's role concerning the peer-review exercise of an early draft of the IAPs (along with other ad-hoc expert if the case) will not be limited to provide guidelines and facilitation. His own reviews will be gathered and shared in a synthetic report. This output will not be intended for circulation outside the Kairós partnership.
- 1 integrated action planning report to be produced by the project lead expert following the URBACT standard for this final output. This report will reflect the Kairós journey, emphasizing its impact at local level and the added-value generated by the project to other experiences and process on heritage-led urban development and regeneration.

Bridging to other related networks and fora

In order to enhance the cross-learning as well as to expand the Kairós impact beyond its own partnership, the APN strategy for the phase 2 is to consciously build bridges to other cities and thematically related networks and working groups. We have mentioned the flagship **H2020-ROCK** project, but also other platforms working on culture and heritage as a driver for urban development, in particular the **Partnership for Culture and Cultural Heritage of the EU Urban Agenda**, Eurocities-Culture Forum, UNI Hub on Urban Regeneration (the United Nations-Habitat's partnership with universities worldwide) and the UNESCO Global Network of Learning Cities.

It's worth recalling at this point that the Kairós transnational learning itinerary foresees direct exchanges with at least **11 cities** outside its own partnership: the three key study visits to Athens, Bologna and Vilnius, plus 8 cities expected to be invited as contributors to the thematic workshops (2 invited cities per TW at least, which is included in the Kairós budget for phase 2).

An eye will be put on the Interreg Europe project **SHARE** on "Sustainable Approach to Cultural Heritage in the Revitalization of Urban Areas in Europe", and the ongoing 5th call (2020) of Urban Innovative Actions, since one of the thematic priorities of the call is Culture & Cultural heritage. Needless to say that Kairós will largely capitalize the URBACT legacy on related Action Planning Networks – e.g. **HerO** and **City Centre Doctor**, but also other networks providing inputs to specific areas of the Kairós five-pillar model, like **CITYLOGO** on how to build up competitive local identities, **JOB TOWN** (that was led by Kairós partner Cesena) and **CREATIVE SPIN** on creativity-based entrepreneurial itineraries, **RETAILINK** (joined by Kairós partner Sibenik) on retailing as a source for vibrancy in historic downtowns, and **2ND CHANCE** and **REFILL** on vacant spaces, many heritage buildings.

As for URBACT Transfer Networks, it's worth mentioning **Urban Regeneration Mix**, on participatory approaches in urban regeneration, **COME-IN**, which is working on built heritage as a tool for social inclusion, **C-CHANGE**, on the role of cultural heritage to feed sustainable urban development, and **PLAYFUL PARADIGM**, on gamification as an innovative tool for civic engagement and co-creating solutions that can be applied in a context of urban regeneration. **INT-HERIT** Innovative Heritage Management is an implementation network on revitalisation strategies related to cultural heritage.

Finally, where it comes to other current URBACT Action Planning Networks, Kairós will pursue knowledge transfer in particular with the following three projects:

- **ACCESS**, led by Amsterdam, on inclusive cultural policies. Kairós shares a wide understanding on the role of culture and cultural heritage in modern societies.
- **TOURISM-FRIENDLY CITIES**, led by Genoa. Its focus on both sustainable tourism and medium-sized cities deserves a link to Kairós, since quite a few of Kairós partner cities are keen to explore sustainable tourism models, avoiding the negative side effects on the local communities of historic quarters.
- **UrbReC**, led by The Hague, and **UrbSecurity**, led by Leiria, focusing on circularity and security and safety respectively can provide specific inputs in these fields to the Kairós-five pillar model.

Stakeholder mobilisation

All URBACT Local Groups have been set up and organized one or two meetings during phase 1⁶, and such stakeholder first mobilisation has been backed by all City Mayors and, most interestingly, in some cases directly facilitated by them. That was the case in Ukmergé, Mula and Belene.

The URBACT method as well as the Kairós ambition and the five-pillar model were duly shared with ULG members at the kick-off sessions and they were expressly invited to join their city delegations attending the forthcoming Kairós transnational workshops and activities, matching themes with interests and types of expertise.

The ULG format was largely welcomed as a significant step ahead to introduce a sound participatory approach and co-production method at the Kairós cities – five of them newcomers in the URBACT programme. There is however room for improvement with regard to the membership of these groups facing the activation stage of phase 2:

- Ukmergé. The initial membership is civic society biased. That is very positive, also in the perspective to brainstorming about small-scale actions. However, there is a risk the discussions end in a wish list, although the ULG counts with a very professional and competent coordinator and a great facilitation from the beginning. Including more “knowledge producers” and stakeholders familiar with the planning logic and vocabulary would give more consistency to the group.
- Sibenik. Just the opposite of Ukmergé. The ULG may suffer of a certain lack of civic society representation, with the risk of a less spontaneous way of thinking. On the contrary, it brings a very complete array of public local bodies from different fields – culture, tourism, etc – meaning a great capacity to make things happen.

⁶ The exception is Roskilde and Malbork, both joining the Kairós partnership in December 2019, who agree to organize their ULG kick-off meetings in May 2020, at the occasion of the programmed LE/LP visits. Nonetheless, both partner cities approached the ULG membership question during phase 1 and have started conversations with some ULG members.

- Heraklion. It is really a well-balanced group, even from the perspective of mixing institutions and members in an individual capacity. The Managing Authority of Crete’s Operational Programme not only joins the group but will act as coordinator. A very competent consulting firm is giving technical support. Nonetheless, the group would need to be enlarged somewhat given the scope of the Kairós five-pillar model.
- Belene. Well-balanced group too (institutions/individuals, public entities/civic society). Bold and concrete actions from the very beginning, which is quite unusual in participatory dynamics of this kind. Strong political backing. Perhaps, external technical support would be needed to translate all the promising discussion and good initiatives into a “formal planning packaging”.

This room for improvement will be tackled locally in the period between phase 1 and phase 2 and in particular at the Activation Stage of phase 2. All in all, as a result of the first stakeholder mobilisation in phase 1, residents and relevant users of the different Kairós target areas are well represented in most URBACT Local Groups, in particular Ukmergé, Belene and Heraklion, bearing in mind that the ULG is a selective, non-massive membership tool for co-production.

A special mention is deserved for Mula and Cesena, since both have gone beyond the ULG format to ensure a reinforced approach for a twofold goal: stakeholder involvement; and breaking competence silos inside the local government. Thus, in phase 1, the town of Mula has tested three complementary working tools with a focus on the urban regeneration of the old medieval quarters. These tools will be fully developed during phase 2:

- The URBACT Local Group, bringing together a selected group of stakeholders of different nature (Murcia’s regional authorities, the University of Cartagena, private firms and professionals with a vision...) with the aim to co-produce action planning.
- Periodical Civic Consultations and Exchanges, to keep a permanent dialogue with the neighbourhood. All neighbours are welcome, and the idea is to use a vocabulary and way of facilitation different to those closer to policy making and planning. It will be useful to agree on small scale actions.
- City Council Task Force for the Medieval Quarters, with the objective to break competence silos and allow cross-department solutions. A kind of must-do in some local institutional frameworks where urban planning works separately from economic development or social issues.

Likewise, the city of Cesena decided to work with two mutually reinforced formats: the Cesena URBACT Local Group for co-producing the action planning and the Comune di Cesena Task Force for the regeneration of the area closed to the train station. The latter comprises the departments of Urban Planning, Public Works, Tourism and Culture and Social Services. This inter-departmental working group, which still needs to be duly legitimized, will seek a true cooperation and alignment between the different working areas according to the Kairós five key pillars.

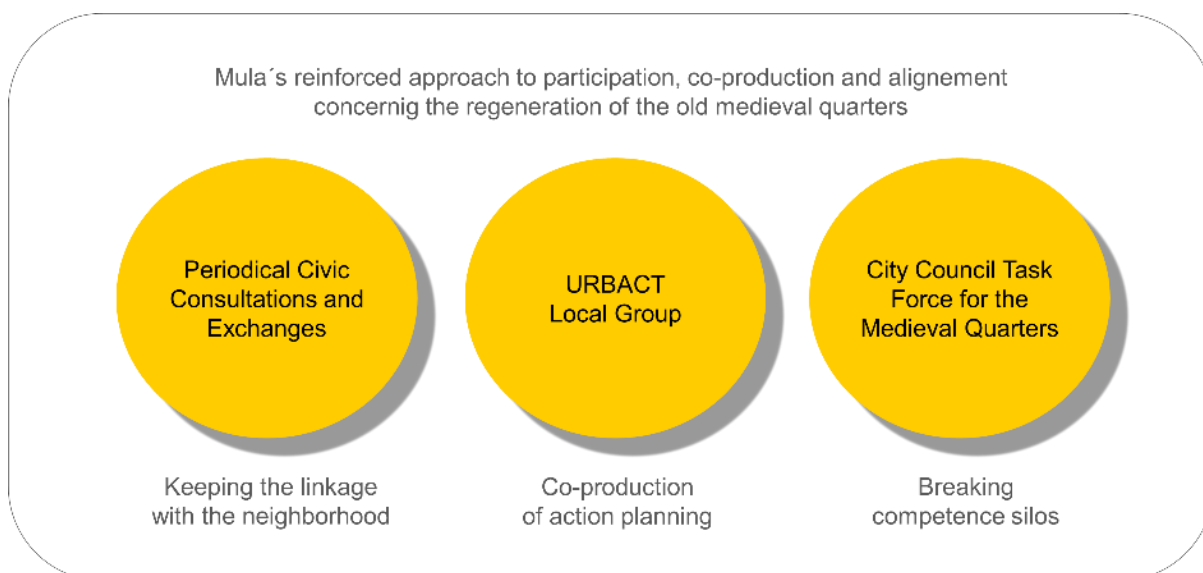


Figure 13. Mula's reinforced approach on participation and alignment



Left: Mula's URBACT Local Group, December 2019. Right: first periodical civic consultation and exchange on the regeneration of Mula's medieval quarters, November 2019.

Prospecting small-scale actions

The testing approach to small-scale actions (SSAs) is bold and valuable no doubt. Furthermore, in the case of Kairós, SSAs can be instrumental in order to show that “things are moving” from the beginning, which is of special relevance in regard to strategic challenges like urban regeneration and reverting declining dynamics that need to be framed in the medium/long term. So SSAs - low-cost and easy to arrange actions - can be valuable in and of themselves, with no need to be scaled up. They may simply demonstrate the big impact of small changes. And above all, they are an opportunity to start testing an implementation framework while planning, which is ultimately what will make a difference.

All ULG groups initiated a discussion on possible small-scale actions, and mostly convened that Phase 1 was too early to make a decision in this regard. Just as an example, the different brainstorming gave the following raw ideas:

Mula

- Small-scale improvements of the commons. As a weekend activity organized by the Local Council, neighbours can be trained on gardening while planting species in specific public spaces of the target area.
- Promoting cohesion in a multi-ethnic environment. Intercultural days to bring Moroccan and Spanish cultures closer together through gastronomy.
- Accessibility + green solutions. Acquisition of a small electric vehicle for transfer services to health centres for the elderly and disabled.

Sibenik

- Small-scale heritage valorisation and reuse. Preparatory arrangements and first test to revitalize Mala Loža with a twofold use: marketplace at daytime and Art school and public events during evening hours.

Ukmergé

- Raising awareness and capacity building. DIY workshop on heritage restoration and preservation, targeting dwellers, in order to change the idea that restoration and preservation are always expensive. This could also work to create new emotional link to the built heritage.
- Storytelling. Organize a social media platform aimed at promoting and crowdsourcing local stories connecting Ukmergé heritage to contemporary and future-oriented issues. Stories would be duly curated according to a unifying narrative on Ukmergé's Old Town.

Belene

- Storytelling. Building a narrative and subsequent key messages of Belene by using heritage as a driver for the future, and spreading it through the locals of all ages via small (informal) workshops and a small-scale campaign, aimed at raising the sense of place likewise.

Cesena

- Challenge-based local contest. Aimed at co-creating new street furniture elements in the target area through the involvement of the high schools and urban experts, e.g. designers, architects.

- Outdoor event. To work on the re-appropriation and identity with the users of the target area (students, commuters, residents), e.g. music contests with university associations, heritage walks, flashmobe and readings in collaboration with the Historical Institute of the Resistance and the local cultural associations.

Heraklion.

- Creativity. Installation of panels to cover the locked doors of abandoned buildings and add colour to the area. Urban signage.
- Placemaking and raising awareness of the value of heritage. Urban safaris, cultural mapping exercises, outdoor labyrinth games. “Adoption” of heritage landmarks (e.g. historic fountains) by associations, schools and other stakeholder entities.

