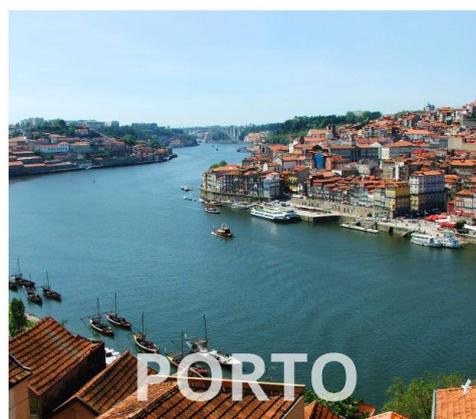
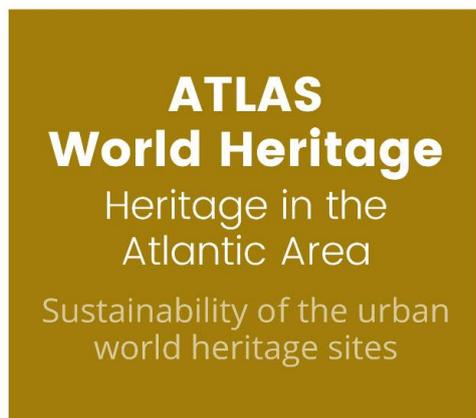


Inception report

an analysis of Interreg projects
focused on heritage management,
World Heritage and sustainability

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JULY 2018



Credits

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1. INTRODUCTION

The ATLAS-WH project, led by the Municipality of Porto, is funded by the Interreg Atlantic Area Programme through the European Regional Development Fund and intends to create a network of urban World Heritage Sites (WHS) by addressing common challenges in order to stimulate heritage-led economic and cultural development.

The overall objective of the ATLAS-WH project is the preservation, enhancement and sustainability of World Heritage Sites in the Atlantic Area.

1.1 OBJECTIVES

1. To address the main challenges each WHS is facing, including:
 - Tourism
 - Gentrification
 - Risk management
 - Climate change
 - Energy efficiency
2. To develop strategies and public policies for the sustainability of urban WHS
3. To create governance models, open to the community, integrated and participative
4. To develop management tools, recommendation guides, assessment and measurement models
5. To create a long-lasting network of WHS to disseminate best practices and to reinforce cooperation

The main output of the project will be the production of sustainability plans for each WHS by implementing best practice and lessons learned from knowledge exchange as a result of the construction of a common methodology.

In order to position ATLAS-WH within the current body of knowledge of past and ongoing Interreg projects, an analysis of relevant projects which focus on the themes of (world) **heritage, management** and **sustainability** was undertaken. This will be used to inform the ATLAS-WH capitalisation plan.

2. CASE STUDIES

The most relevant projects to ATLAS-WH are discussed below.

<h3>2.1 HERITPROT</h3>	Fire Risk Prevention and Improvement of the Fire Extinction Systems of the Historic Town Centres of Cities named Word Heritage [CLOSED]	
Project start date: 31 December 2011 Project end date: 30 December 2014	Total budget/expenditure: EUR 1,646,028.00 <ul style="list-style-type: none"> • European Union funding (ERDF): EUR 1,267,670.40 • Programme: 2007-2013 Interreg IVC 	Contact: Carlos González Segura Phone: +34-922533487
<p>HERITPROT aimed at bringing fire management knowledge at European level under a single overarching initiative, which pooled together experience, transfer of knowledge, best practices and case studies, to strengthen the management of heritage sites within the European Union and further afield (Norway). This was achieved through a series of onsite meetings and subsequent written reports.</p> <p>Method</p> <ul style="list-style-type: none"> • Partners attend study visits, seminars and workshops on a different topic, e.g. fire risk assessment, firefighting and operations, training programmes. • Partners identify good practices (GPs) from each seminar. • GPs are pooled into one manual of good practice. • GPs learnt were demonstrated at a live joint exercise/'pilot experience'. • Partners produce implementation plans outlining how the most suitable GPs for their area will be integrated into their local policies. 		
<p>Outcomes</p> <p>57 GPs were identified overall. Key GPs are identified as follows:</p> <ul style="list-style-type: none"> • Training programmes identified and were delivered within the project: <ul style="list-style-type: none"> ○ for staff working in historic buildings or buildings housing historic collections to assess their self-protection plans; ○ for children and young people to teach fire safety precautions and evacuation training; ○ for those living in historic buildings to teach home fire safety, basic firefighting skills and first aid; for fire fighters in the handling of moveable assets such as paintings or other objects of historic collections; ○ for city managers on construction materials used in heritage buildings and how they behave in fires. 		

- **Consultation** of all relevant parties (e.g. town planners, firefighters, heritage custodians, residents) in the planning, preparation and training of fire risk situations.
 - Evidence of success: A local Heritage Working Group has been formed at Liverpool consisting of local representatives who are responsible for the buildings within Liverpool’s World Heritage. The local Heritage Working Group formed has not only assisted the Fire Service in its duties but has led to local partners liaising with one another to provide mutual assistance and advice.
- Firefighters invited to **scope out historic buildings** and view the art/artefacts it houses to familiarise themselves with the buildings and the collections, and thus better aid their intervention should an emergency occur.
- Development of **action protocols** specifically designed for the historic characteristics of World Heritage sites (e.g. narrow streets, steps) to increase the efficiency of the firefighters’ response.
- Legally oblige historic buildings, both public and private, to develop a **self-protection plan**.

- Obstacles**
- Website obsolescence; website no longer updated and associated reports not easily findable
 - Financial costs of implementing new training and legislation

Conclusions

Although the partner cities involved vary in terms of topography and urban fabric, the threat of fire is a very real and pressing concern and is relevant to each historic centre. The overarching principles recommendations suggested by HERITPROT are universal, but need to be adjusted to each circumstance.

The project highlighted how in a number of instances, statutory fire risk/prevention plans were not mandatory for historic buildings, and that overall better familiarisation with procedures (for those living and working in historic buildings – preventative measures) and buildings/sites (for firefighters – reactive measures) would better prevent fires from occurring, or would help to swiftly extinguish them.

The project highlights the importance of different stakeholders coming together for the successful management of heritage buildings: owners, firefighters, local authorities.

<h2 style="margin: 0;">2.2 Adapt Northern Heritage</h2>	<p>ADAPTing NORTHERN cultural HERITAGE to the environmental impacts of climate change and associated natural hazards through community engagement and informed conservation planning [ONGOING]</p>
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<p>Project start date: 1 June 2017 Project end date: 31 May 2020</p>	<p>Total budget/expenditure: EUR 993,212.01</p> <ul style="list-style-type: none"> • European Union funding: EUR 571,874.62 • Programme: 2014-2020 INTERREG VB Northern Periphery and Arctic 	<p>Contact: Carsten Hermann, Historic Environment Scotland Email: adaptnorthernheritage@gmail.com</p>
<p>“Climate change will have a direct effect on heritage sites, through physical changes in the environment that change the conservation conditions for the materials of the site. We have only seen the beginning of the physical change” –Climate Change and Cultural Heritage in the Nordic Countries (2010).</p> <p>Adapt Northern Heritage, led by Historic Environment Scotland, is concerned with adapting northern cultural heritage to the environmental impacts of climate change and associated natural hazards through community engagement and informed conservation planning. It will be undertaken through the reviewing of nine case studies to develop an online sustainability guidance tool, together with onsite training sessions and the development of community networks. The training sessions will be developed during winter 2018. The online tool is anticipated to be available by late 2019, at least in beta version.</p> <p>This project recognises that for remote and disparate communities and authorities in Europe’s Arctic area and northern regions, it can be difficult to develop and manage their cultural heritage in ways which actively take climate change into account. Adapt Northern Heritage will support these groups by helping to build capacity and providing tools to manage historic places in times of a changing climate.</p> <p>Method</p> <ul style="list-style-type: none"> • Develop online tool to assess risks/vulnerabilities of historic places and provide sustainability guidance • Develop, test and demonstrate tool in nine case studies: in Iceland, Ireland, Norway, Russia, Sweden and Scotland • Create nine adaption action plans from each case study • Create community network platform, round table workshops and training events 		
<p>Outcomes</p> <p>The main project results will be threefold:</p> <ol style="list-style-type: none"> 1) an online assessment and guidance tool; 2) adaptation action plans for the demonstration case studies; 3) an international community network with online and real-world activities. <p>The tool will combine existing assessment methods with suitable adaption planning guidance for climate change. This need still remains inadequately addressed, as research by the Adapt Northern Heritage preparatory project concluded:</p>		

stakeholders expressed confidence in their conservation expertise but were neither confident in their expertise of climate change impact nor in that of the local consultant. Pooling the resources of national heritage authorities will make the tool development also a viable and economically sensible undertaking.

Conclusions

So far, this project has highlighted that whereas there may be an awareness over the need to take climate change into account when considering the management of heritage sites, there is still some uncertainty in how best to unite conservation best practice with the demands of a changing climate.

<h2>2.3 CULTTOUR</h2>	<h3>Cultural (garden) heritage as focal points for sustainable tourism [CLOSED]</h3>	
<p>Project start date: 31 December 2010 Project end date: 30 December 2013</p>	<p>Total budget/expenditure: EUR 2,672,360.00</p> <ul style="list-style-type: none"> • European Union funding: EUR 2,271,506.00 • Programme: 2007-2013 Interreg South East Europe 	<p>Contact: IMC University of Applied Sciences Phone: +43 2732 802 0</p>
<p>CULTTOUR implemented strategies to preserve/valorise cultural garden and open space heritage sites by giving it a modern use for tourism. By studying various gardens and other sites of cultural heritage, the project produced a number of guides and recommendations to support tourism, conservation, fundraising and site management. The main goal of the project was the stimulation of tourism and the promotion of sustainable tourism assets.</p> <p>Method</p> <ul style="list-style-type: none"> • Cultural garden and open space heritage in the whole of South East Europe (SEE) were assessed. • A common methodology/tools for future conservation strategies were defined, addressing the operative level of conservatory work, cooperation with nature conservation and architecture, as well as quality management in tourism. • Feasibility studies and model re-utilisation concepts for pilot sites were undertaken, as a basis for stable and long-term income from tourism. • Sector-specific modules for gardeners, constructors, traditional skills and tourism staff were offered as post-graduate programme for professionals and an online university course for landscape architects. • To root the project in the regions, workshops on conservatory aspects and concrete regional tourism aspects were held, integrating the urban/regional/ environmental planning of the municipality. • Dissemination of project results in European expert networks was organised for future co-operation in SEE. 		

Outcomes

- Analytical tool designed to assist decision-makers in planning development projects for garden/open space heritage site
- Common re-utilisation model for making gardens/open space heritage tourist-attractive
- Fundraising options for developing the tourist potential of gardens and open space heritage, including:
 - European Cooperation Projects / Support to European Platforms / Support to European Networks: Creative Europe 2014-2020 Culture Sub-programme
 - European Heritage Days
 - European Heritage Label
 - European Capital of Culture
 - Crossborder and transnational cooperation e.g. Interreg MED
 - Networking programmes e.g. URBACT III
 - Horizon 2020
 - Country specific financing programmes
- Guidelines and good practice examples of managing garden/open-space heritage
- Legislation gaps in garden and open space heritage conservation and recommendations for improvement
- Methodology for garden/open space heritage assessment
- Recommendations for amendments in regional development plans of Alexandroupolis, Avrig, Bari and Taranto, Veliko Tarnovo
- Recommendations for integrating cultural garden/open-space heritage into regional governance
- Template for developing a business plan for gardens/open space heritage sites
- Template for developing a re-utilisation concept

Conclusions

This project recognised that by growing the capacity of those involved with the management of historic gardens, the economic return through tourism can continue to support the gardens, making it sustainable. This uses the principles of regional economy.

At least ten students participated in the online course for landscape architects. Professors from the University of Natural Resources and Life Sciences Vienna, from the Technical University Berlin and from the University of Applied Sciences IMC Krems held lectures in a virtual classroom in the winter semester of 2013/14. Masters students in Landscape Architecture from Croatia, Austria, Serbia, Slovakia, Slovenia, Spain and Hungary participated in the online course on "Garden heritage conservation and tourism" which included lectures and practice-oriented sessions.

<h2>2.4 HISTCAPE</h2>	<h3>HISTorical assets and related landsCAPE [CLOSED]</h3>	
<p>Project start date: 31 December 2011 Project end date: 30 December 2014</p>	<p>Total budget/expenditure: EUR 1,748,758.00</p> <ul style="list-style-type: none"> • European Union funding: EUR 1,360,261.40 • Programme: 2007-2013 Interreg IVC 	<p>Contact: Alexandra Kulmer Email: alexandra.kulmer@landentwicklung.com</p>
<p>HISTCAPE aimed to stop the decline of historical assets in rural areas. It did this by developing sustainable management solutions to help responsible authorities develop a more dynamic view of cultural heritage assets in rural areas. The project identified, analysed, discussed and disseminated examples of good practice from different partner regions throughout Europe.</p> <p>Various methodologies, programmes, projects and techniques were defined as good practice to improve the protection of cultural heritage assets and related landscapes. The good practice identified by the HISTCAPE partners not only focused on the protection of cultural heritage assets, but also was proven to increase the efficiency of sustainable management by responsible bodies and to measurably stimulate a dynamic view of cultural heritage in European regions. How easily the selected good practice can transfer across to different projects/examples was assessed in pilot actions taking place in 6 partner regions.</p> <p>The good practice identified in the project also became the basis for a common methodology for developing policies and recommendations for the protection of rural heritage assets at both a regional and European level.</p> <p>Method</p> <ul style="list-style-type: none"> • Identification of problems/challenges in rural areas • Identification of good practice in six thematic topics related to the project objectives <ul style="list-style-type: none"> ○ TT1 Identification and valuation of technical practices for the recognition of cultural assets ○ TT2 Protection instruments for cultural assets defining a common framework of cultural heritage elements ○ TT3 Vertical governance and administrative complementarities by soft vertical procedures and common protection tools ○ TT4 Community support in protection: horizontal governance, involvement and empowering the community on local cultural heritage management ○ TT5 Capacity for developing innovative and added-value activities for historical values in rural areas related with the enhancement of cultural heritage assets and landscapes ○ TT6 Capacity for territorial development by on-place-based cultural values enhancement • Contribution to the increased skills and capacities of regional authorities' staff • Policy recommendations and contribution for the programming of the post-2013 structural funds 		

- Development of a network of regions and local heritage management authorities
- Identification, transfer and implementation of improved models of heritage protection
- Dissemination of project results through final conference, good practice brochure, and project guidebook

Outcomes

- Disseminated good practice examples from 11 European regions
- Contributed to increased skills and capacities within the regional authorities
- Identified, implemented and transferred improved models of heritage protection
- Improved the networking of regions and heritage management authorities
- Developed policy recommendations for European regions, including:
 - **Integrating planning and interdisciplinary knowledge transfer:** e.g. supporting networks of planners, landscape architects, agriculturalists and local businesses to work together
 - **Organization of social and civic participation:** e.g. capitalising on bottom-up knowledge and skills engagement in regional projects
 - **Supporting economic valorization:** e.g. by identifying and promoting the economic value of cultural heritage such as through the management of historic castles as tourist destinations; create a database (such as a buildings at risk register) of vacant properties to create impetus for reuse as well as monitoring their condition

Recognition of a community’s vulnerability and dependence on a crucial industry and the creation of a support triangle between the community, local industry and local government is a key Good Practice. This is of key importance when considering rural communities and their dependence on single local industries and also strengthens local identity. Rural activities such as farming and related harvest celebrations can benefit an area economically through promotion of regional expertise for tourists and locals alike. For example, Kozjansko Regional Park in Slovenia has taken an active role in the protection and promotion of not only the landscape and historic orchards but also the culture and livelihoods of the communities. Through the Kozjansko Apple Festival, the management of the Park wanted to promote this cultural heritage and give farmers an event to present their products and knowledge as well as provide economic opportunities. The park management has preserved its unique medieval characteristic single- and two-storey houses and revitalized the former market into a fair event that now attracts over 12,000 visitors.

Obstacles

- Challenges of working in rural areas: lack of infrastructure and lack of investment.
- The good practices identified were at once universal and specific to the case study in hand. This meant that the results or advice could not simply be transferred from one case to another, but instead take a multi-faceted approach to each problem.
- The challenges of bridging the gap between the need to generate income and employment from cultural heritage, but also the need to conserve it. For example, owners of historic accommodation may face conflicts in

creating a comfortable and profitable rooms whilst maintaining the historic integrity of the building, such as the provision (or lack of) ensuite facilities, disabled access, etc.)

- This project also found that whilst many sweeping, concrete changes may have been envisioned, smaller achievements towards a more general aim must be favoured when looking at the bigger picture.

Conclusions

This project found that lots of innovative ideas come from the bottom-up, rather than top-down. Public institutions, in this way, don't need to encourage these ideas to form; however, such institutions will have the capacity to deliver them, whereas the local community might lack capacity and resources to realise their ideas. This project found that a participative management approach was most successful for developing historic rural landscapes, as it was possible to bring together stakeholders from national and local levels, with residents, academics and other relevant bodies. The project found that collaborative working was much more effective than isolated activities being undertaken in parallel.

<h2>2.5 HERMAN</h2>	<h3>Management of Cultural Heritage in the Central Europe Area [CLOSED]</h3>	
<p>Project start date: 2012-06-30 Project end date: 2012-12-30</p>	<p>Total budget/expenditure: EUR 2,021,740.00</p> <ul style="list-style-type: none"> • European Union funding: EUR 1,639,261.70 • Programme: 2007-2013 Interreg Central Europe 	<p>Contact: Erzsébet Protovinné Zsilinszky Email: protovinne.erszebet@ph.eger.hu</p>
<p>The HERMAN project connected ten cities, regions and knowledge institutions that aimed to look for a balance between the conservation of the heritage and the development of the area to which this heritage belongs, to better exploit its economic potential.</p> <p>The project's specific objectives were to:</p> <ul style="list-style-type: none"> • Jointly develop and test management strategies, models, procedures and financial schemes for a better valorisation of cultural assets • Identify, adapt and create innovative services and functions for underexploited cultural heritage assets to promote their valorisation and protection; • Strengthen management capacities of partner organisations. <p>Moreover, the project intended to improve the involvement of multi-stakeholders in cultural management and present dynamic management structures fitting the needs of participating cities and regions.</p>		

Method

- Management and thematic framework of the project set up.
- Partners deep-dived into the situation analyses related to existing management structures and functions of the local heritage.
- Discussion of the results of the analyses as well as the pilot ideas addressing the challenges mapped was the following step.
- Methodology for Cultural Heritage worked out.
- Management Strategies and Action Plans were elaborated based on identified challenges, good practices (good practice visits, European Benchmark Study) and the results of the pilots.
- Innovative pilots were running in the second half of the project:
 - testing the Dutch Monumentenwacht system (Monument Watch, akin to BARR) in Eger (HU)
 - innovative network of libraries with a new service of digital loan in Treviso (IT)
 - identifying efficient stakeholder collaboration techniques while developing schemes for localization of advertisements in Lublin
 - tailor-made city guide mobile apps (Eger – HU and Ravenna - IT)
 - management model of local exhibition network (Eger)
 - innovative orientation service for tourists (Ferrara, IT).
- Mid-term event in Ferrara was organised, where key speakers fostered using the Historic Urban Landscape at local level. Besides working on the Cultural Heritage Management Strategies (e.g. vision, strategy, management structures) and Action Plans (developing innovative functions) with stakeholders, and the finalisation of pilots, involved staff enhanced their knowledge by participating in cultural management courses (Krakow: general heritage management; Venice: financial; Ravenna: marketing aspects of cultural heritage management; Regensburg: collaborative management methods for stakeholders) and staff exchanges (having a deeper look on local challenges).

Outcomes

The project partners gained specific knowledge and insights into integrated innovative management models in cultural heritage. The innovative approach of the project activities also contained e.g. the use ICT tools (like smart phone apps via GPS) that enabled the cities to better present their potential and provide visitors with detailed and up-to-date compiled information. Activities like staff exchanges and provision of 'Cultural Management Courses' underlined the knowledge base of participating public administrations.

Conclusions

- Monumentenwacht: large-scale restoration to historic monuments can be avoided by early warning and tracking and maintenance and repair
- Libraries: a shared platform for digital materials across a network of libraries has increased users' accessibility to

- materials in different formats
- Training collaborative management methods: a cohesive, collaborative approach to wayfinding and public realm improvements enhanced the character of the historic areas of Lublin whilst providing advertisements for local businesses
 - Talking monuments: an innovative use of a smartphone app with GPS can challenge existing stereotypes of cultural heritage and open up interpretation to new audiences, as well as having the content developed by local communities themselves
 - Management model for a local exhibition network: a number of art and cultural institutions and civic organisations work to involve more and more people in the process of educating and passing on values. The city actively seeks to display current artistic values among the monuments and in the historic city centre.
 - Orientation service for tourists: a short film which explains the historical and cultural assets of an entire region by working together with various institutions can act as an impetus for future collaboration.

<h2>2.6 HerO</h2>	<h3>Heritage as Opportunity [CLOSED]</h3>	
<p>Project start date: 20 November 2008 Project end date: 18 July 2011</p>	<p>Total budget/expenditure: EUR 595,000.00</p> <ul style="list-style-type: none"> • European Union funding: EUR 434,150.00 • Programme: 2007-2013 URBACT II 	<p>Contact: Nils Scheffler Email: scheffler@urbanexpert.net</p>
<p>Part of URBACT II, this project aimed to develop integrated and innovative management strategies for historic urban landscapes. The nine partners in the HerO project set out to facilitate the balance between preserving cultural heritage and sustainable socio-economic development in historical cities in order to strengthen their attractiveness and competitiveness.</p> <p>The project placed emphasis on managing conflicting usage interests and capitalising the potential of heritage assets for economic and social benefits. It essentially defined the balance between safeguarding cultural heritage and sustainable development as recognising that both are working towards the same goal: development policies and management plans should link the preservation of cultural heritage with the socioeconomic development of the historic urban landscape.</p> <p>Method</p> <ul style="list-style-type: none"> • HerO network established, led by Regensburg, a World Heritage City in southern Germany, with 9 other heritage cities: Graz, Austria; Naples, Italy; Vilnius, Lithuania; Sighisoara, Romania; Liverpool, UK; Lublin, Poland; Poitiers, France; Valencia, Spain and Valletta, Malta. • Partners attend conferences, meetings and workshops to develop and identify best practice. • Local Action Plans are produced by partner cities, achieved by the setting up of Local Support Groups 		

- European policy recommendations on the integrated management of historic towns, and a summary Guidebook

Outcomes

The project produced Local Action Plans for each partner city, and a guidebook of recommendations and findings aimed at city leaders and managers. Many of the Local Action Plans highlight the link between the preservation of cultural heritage and sustainable development for the place in question.

The project made the following recommendations:

- Make cultural heritage a top political priority ensuring local and regional authorities value their heritage providing leadership to local stakeholders within their communities and helping secure the right environment to attract investment.
- Develop a Cultural Heritage Management Plan using the integrated HerO methodology ensuring senior management drive forward corporate policy on cultural heritage and are committed to overcoming sectoral or departmental resistance to an integrated approach.
- Engage politically and managerially with stakeholders and the local community to ensure public support for the cultural heritage strategy and management plan and thereby develop a coordinated and balanced approach that is sustainable over time.
- Focus on action and project delivery ensuring consistent political and managerial support and commitment; work with managing authorities to secure EU and other funding is in place and develop monitoring and evaluation processes that enable the management plan to adapt to changing circumstances

Conclusions

- The engagement of key stakeholders is crucial to the success and implementation of the project, to ensure that those within and outwith local management/administration recognise common goals.
- The project found that the balance between safeguarding cultural heritage and allowing sustainable development for economic benefit can be improved. These need not be mutually exclusive aims.
- The project found that the relationships between local governments and the managing authorities in charge of European, national and regional funding could be improved.

2.7 SUSTCULT

Achieving SUSTainability through an integrated approach to the management of CULTural heritage [CLOSED]

Project start date: 31 December 2010 Project end date: 30 December 2013	Total budget/expenditure: EUR 1,459,840.78 <ul style="list-style-type: none"> • European Union funding: EUR 1,364,456.73 • Programme: 2007-2013 Interreg South East Europe 	Contact: City of Venice Email: europaen.policies@comune.venezia.it
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SUSTCULT's main objective is to improve the effectiveness of the management of heritage sites through the development, testing and dissemination of a holistic approach capable of capitalising the complexity of south eastern European (SEE) cultural heritage. The City of Venice is Lead Partner of the project that gathers 7 heritage sites (5 of which are on the World Heritage List) located in Italy, Greece, Albania, Romania, Macedonia, and Slovenia

This project aimed to: increase awareness among wider public and stakeholders of the SEE heritage value and its potential for attracting financial resources and sustainable growth; share knowledge and geo-referenced information on cultural heritage; create a transferable framework for the sustainable management of heritage through the development of a common methodology; have greater institutional capacity in managing and promoting heritage; have greater use of ICT for mapping and promoting cultural resources; improve management and integration of cultural heritage sites in planning instruments; have better understanding and knowledge of market opportunities and strategies for increasing tourist attractiveness of targeted sites and income generation.

The 7 SUSTCULT sites:

- Venice and its lagoon (WHS)
- Vipava Valley, Slovenia
- Corfu Old Town, Greece (WHS)
- Berat, Albania (WHS)
- Ohrid, Macedonia (WHS)
- Bacau, Romania
- Monastery of Horezu, Romania (WHS)

Method

- Setting-up of 7 local networks (one for each SUSTCULT site) and a transnational SEE network in the field of cultural heritage management
- Development and running of a Web GIS platform for heritage knowledge management and promotion
- Definition of a common transnational methodology for integrated management of cultural heritage sites
 - This was developed through analysing the results of a survey sent to participants representing cultural heritage organisations in the SEE area: this provided a non-exhaustive but relevant and up-to-date summary of best practices
 - The project then identified the needs, expectations and proposals for a common methodology through a workshop with project partners

- Design and realization of a transnational training package (on-line and on-site training courses) to increase management capacity
- Development/improvement of management plans in partner sites based on the common methodology
- Definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analyses and business plans

Outcomes

- E-learning platform as part of the transnational training package
- WebGIS platform
- Analysis of the potential of cultural heritage for job creation and income generation
- Report on best practices for cultural heritage management
- Study on the role of cultural heritage as a sustainable development pillar
- Sustainable management of the cultural and natural heritage in Berat 2014-2019
- Sustainable management of the cultural and natural heritage in Ohrid 2014-2020
- Sustainable management of the cultural and natural heritage in Vipava Valley and Goriska Region 2014 - 2020
- Sustainable management plan for the Princely Court Ensemble in Bacau 2013-2019
- Updates of the management plan of cultural heritage in Corfu 2013-2018

Key findings

- Venice and its Lagoon: by creating visitors' routes through the Lagoon, some of the pressure will be taken off the city's urban centre whilst promoting a more sustainable form of tourism.
- Historic centre of Berat: by creating business plans and marketing strategies, the revitalization process of the selected heritage sites/monuments will be guided in a sustainable way. If these sites are made attractive to the public and can be part of the tourists' itinerary in Berat, the Regional Directorate of National Culture has a great potential to maintain and develop them further.
- Corfu Old Town Walks: the inspiration for this comes from the fact that goods and services are no longer enough and economic growth in the tourism business lies in the value of delivering experiences. The 'experience economy' launches a new economic era in which all businesses must orchestrate memorable events for their customers. The walks will not only create jobs but will also benefit the local SME and economy by raising the standards of services and at the same time capitalize on the title of the monument as a UNESCO World Heritage Site.
- Monastery of Horezu: the monastery is not just a heritage site, but also a social catalyst for visitors and locals alike. As such, this is reflected in the management of the site.

Obstacles

- Difficulty in involving stakeholders in the decision making process

- Difficulty in taking responsibilities in the management planning and implementation stages
- Difficulty in collaborating towards the concrete development of strategies to achieve the expected outcomes
- Difficulty in communicating among the different levels of governance and overcoming conflicting interests
- Longevity of the online training platform – unable to access after project’s close

Conclusions

The project highlighted a number of case studies which showed how collaboration between responsible authorities for heritage sites can benefit the wider region in terms of economic and social benefits for both locals and visitors.

2.8 SHAPING 24	Strategies for Heritage Access Pathways in Norwich and Ghent (bringing together 24 cultural assets) [CLOSED]
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Project start date: 31 August 2007 Project end date: 30 December 2012	Total budget/expenditure: EUR 4,484,593.00 <ul style="list-style-type: none"> • European Union funding: EUR 2,241,852.73 • Programme: 2007-2013 Interreg 2 Seas 	Contact: Michael Loveday Email: michaelloveday@heritagecity.org
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Inspired by the integration of heritage sites in Philadelphia, SHAPING 24 sought to create a network of 24 heritage sites in Norwich and Ghent (12 in each), whilst strengthening the historical links between East Anglia and the Low Countries. The project aimed to increase visitor numbers but also to positively contribute to the local economies of the cities, through increased visitor spend, hotel stays and tourism jobs. In doing so, the main objective was to establish a collaborative process of managing and promoting the 24 heritage sites, becoming the starting point for a Cultural Heritage Economy best practice network.

Method

- Utilising the skills of local suppliers and associate partners in the 24 sites in achieving greater access and interpretation of these buildings
 - 2 signage strategies implemented and installed at all the buildings. In Ghent over 200,000 units of promotional literature have been distributed. Norwich HEART staff carried out baseline audits on their 12 sites and commissioned a series of Conservation Management Plans to meet English Heritage standards for this work (where none existed already- 9 in all). Ghent commissioned consultants to audit 8 of 12 buildings (4 already produced). A report was produced for their set of 12.
 - Development of a new Cycle maps, a series of guided tours from 2010-2012 in summer months, Ghent developed a new Passport scheme, Norwich HEART supported access based projects; Museums at

Night and Medieval events at the Castle, Digital Destinations project with the Forum, a new guide book for St James Mill, Both cities had specialist Dragon events.

- Piloting the use of a range of innovative ICT techniques to make cultural heritage more accessible and appealing to local people and visitors.
 - Joint Digital Conference was delivered in Norwich early in 2011, and a Digital Strategy was developed.
- Working with new technology to develop new and unique ways to interpret and promote the set.
 - Basic 3D models have been created for all the N12 building, a complex visualisation for St Bavos abbey has been produced. 10 avatar films have been created. 2 free Digital Education packs have been created- NEXplore and City Game.
 - In Norwich 4 building improvements in the Guildhall, 2 in the Assembly house. In addition 7 of the buildings had plasma screens to support display improvements. The Conservation Management plans supported additional spending on repair/ conservation in at least 4 of the buildings. Free “Apps developed in Norwich.
- Increasing the incidence of volunteer engagements.
- Working with educational specialists and learning institutions to ensure that the buildings and their stories support and develop national curriculum and other education strands
- Evaluating the benefit of the project activity to establish a better understanding of the tangible social and economic benefits of cultural heritage.
- Creating a transferable model, applicable in other situations
- Supporting jobs in tourist related industries and sites
- In 2012 the research was bought together into one booklet published in both languages. Through a Customer service training programme in Norwich (Ambassadors) 250 have been trained including staff and volunteers at the 12 who were given free places. This was replicated in Ghent.

Outcomes

- Better promotion of the set of 12 in each territory, making them more accessible and improving the quality of the visitor experience.
- Learning and wellbeing of the local populations promoted through better understanding and valuing of our local heritage and common heritage across the territories.
- Better experiences for local and cross border tourists through training, new facilities, guidance and literature and digital interpretations.
- Increased visitor numbers to the two cities and the buildings in the sets by targeted events and activities.
- Benefits for the custodians of the buildings through participation in events, funding provision and purchase of equipment, signage, artworks etc.
- The project also facilitated transnational co-operation from a range of bodies such as universities, in particular in relation to Culture Matters.
- The partnership between Norwich and Ghent was enriching for beneficiaries in each city.
- Highlighting the common heritage in many of the themed events has also helped to educate people and break

down parochial views
<p>Key findings</p> <p>The project enabled the ‘Norwich 12’ model to be used as good practice in Ghent. It also enabled the development of new and imaginative collaboration techniques of mutual benefit of both cities. Each city worked up detailed plans to meet their own local needs in the context of the overall plan.</p> <p>The project stressed the importance of good communication, not only between project partners, but also to the project audience. It found that professional designers, translators and editors were key to communicating the project effectively via print and digital media, whilst maintaining a cohesive brand.</p>
<p>Obstacles</p> <ul style="list-style-type: none"> • Engaging in cross-border work sometimes took longer than expected, and some subprojects ended up being more complex to deliver than initially thought • Longevity of the project website • Reductions in staffing once the project closed
<p>Conclusions</p> <p>The two principal organisations and their 24 site partners have all concluded that the project has been hugely successful in terms of project delivery and outcomes. The project has helped in sustaining the cultural heritage treasures; allowing people to find and understand them; making them accessible once they are found; promoting them effectively; making them part of their communities; using them as learning tools and making them economic drivers.</p>

2.9 HERIT-DATA	Sustainable Heritage Management towards Mass Tourism Impact thanks to a holistic use of Big and Open Data [ONGOING]	
Project start date: February 2018 Project end date: January 2022	Total budget/expenditure: N/A <ul style="list-style-type: none"> • European Union funding: 85% (ERDF) • Programme: 2014-2020 Interreg Mediterranean 	Contact: Regione Toscana - Department of Infrastructure and Technology

HERIT-DATA aims to reduce the impact of tourism-related activities on cultural heritage. The project will make use of innovative management tools such as Smart Cities, as well as other policies and social measures, to develop a sustainable and responsible tourism management strategy. Using big data, it will collect, generate, integrate, and analyse information and transform it into behaviour changes. The results will contribute to decision-making processes from an all-round perspective, for stakeholders including planners, visitors, local communities, and local authorities.

Outcomes

- Benchmarking of mass tourism experiences
- Measurement of carrying capacity indicators for each selected destination
- App for tourists and visitors
- Med Strategy for Sustainable Cruise destination towards cultural heritage
- Model for mass tourism management
- HERIT-DATA Memorandum of Understanding

Conclusions

This will be a good project to watch in terms of the use of big data and tourism management, especially with regards to Florence and Tuscany.

2.10 INHERIT	Sustainable Tourism Strategies to conserve and valorise the Mediterranean Coastal and Maritime Natural Heritage [ONGOING]	
Project start date: February 2018 Project end date: January 2022	Total budget/expenditure: N/A <ul style="list-style-type: none"> • European Union funding: 85% (ERDF) • Programme: 2014-2020 Interreg Mediterranean 	Contact: Region of Peloponnese
<p>INHERIT is a project with fifteen partners from ten Mediterranean countries, focusing on coastal and maritime tourist destinations. The project will tackle the adverse effects of intensive tourism in these areas. It will promote sustainable tourism by moving away from seasonality, and will challenge the problem of tourist destinations surpassing capacity by designing and implementing a bottom-up protection approach which is self-regulated and monitored by local authorities and tourism stakeholders.</p>		

Outcomes

- Best practice guide for monitoring methods of tourism impacts on Mediterranean natural heritage
- Elaborating measures to relieve mass tourism pressures via complementary sustainable tourism
- Study on MED multi-destinational natural heritage tourism itineraries
- Examining the integration of the INHERIT approach in tourism labelling schemes
- Adapting the INHERIT protection approach to the needs of MED remote islands

Conclusions

This is another project which advocates for the inclusion of a bottom-up approach to sustainable heritage management. It will be useful in terms of its recommendations regarding balancing the economic benefits of tourism with the detrimental impact it can cause the historic environment.

<p>2.11 Linlithgow Civic Trust</p>	<p>A capacity building project to increase the resilience of Linlithgow Heritage Trust [CLOSED]</p>	
<p>Project start date: n/a Project end date: n/a</p>	<p>Total budget/expenditure: N/A</p> <ul style="list-style-type: none"> • Museum Galleries Scotland Small Projects Fund (up to 75%, £5000) • Linlithgow Heritage Trust 	<p>Contact: Linlithgow Heritage Trust Email: enquiries@annethousemuseum.org.uk</p>
<p>Linlithgow Heritage Trust ran Annet House Museum, which told the story of the town of Linlithgow, West Lothian. The museum collection preserved the heritage of the former Royal Burgh of Linlithgow for the enjoyment and education of both local people and visitors.</p> <p>Linlithgow Heritage Trust had been leasing their current museum building, which was due to be sold. This has brought about a period of change and the Trust has been offered new premises, necessitating new funding, displays and ways of working. Feeling unprepared and under-resourced to meet the challenges of relocating the museum, the Trustees undertook a capacity building project. The ultimate aim was to transform Linlithgow Heritage Trust from a low capacity voluntary sector organisation to a strong and resilient body that is able to embrace change and look forward to the future.</p> <p>Method</p> <ul style="list-style-type: none"> • Train trustees in order to review Linlithgow Heritage Trust’s system of governance • Covers issues such as skills gaps, succession planning, financial sustainability and decision making • Develop a business plan for the Trust 		

Outcomes

- A business plan was developed to increase the financial sustainability of the Trust in the medium to long term.
- Improvements in the way the Trust communicates externally have resulted in the local community becoming more aware of the Trust and its work.
- The Trust secured Stage 2 Heritage Lottery funding for their 'A New Museum for Royal Linlithgow' project. The Trust believed that this capacity building project was vital to successfully completing this milestone

Obstacles

- Some trustees, particularly those of retirement age, were not comfortable submitting CVs for a formal skills audit, so this was instead carried out informally

Conclusions

- Good governance and succession planning are absolutely central to the success and resilience of independent museums.
- There is always room to improve communication within an organisation, even if you think you are doing well already!
- Even the most experienced trustees always have something more to learn.

3. CONCLUSION

Observing these projects has highlighted a few common themes which will be of use to the ATLAS project going forward.

- Successful management of cultural heritage assets can be an impetus for sustainable economic development, which in turn can contribute to stakeholders' capacity building to further improve the asset/site, which brings an economic return through tourism.
- However, there is a difficulty in finding the balance between protecting heritage, and development and regeneration of a town or city. Conservation principles need not hinder new developments.
- Not all action can be reactionary. Preventative, pre-emptive action is required when considering threats to heritage including but not limited to fire damage and climate change. Incorporating dealing with climate change in the management of heritage is still a matter needing more research.
- A participative, collaborative management approach is the most successful management model when dealing with cultural heritage. Whereas some frustrations arise from communication problems, pooling of expertise and resources help to deliver projects' aims.

Another point to note is the relative obsolescence of projects' websites. It seems that for a number of closed projects studied, their web presence was limited or non-existent. This is something which will need to be taken into consideration in order to ensure the efforts of the ATLAS project can continue to benefit others long after project completion.

4. SOURCES

[KEEP database](#)

[Museums Galleries Scotland Small Projects Fund Case Studies](#)

