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SOCIAL COHESION COMPONENT OF STRATEGY 21

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ST21
MOOC

THE SOCIAL COMPONENT OF HERITAGE

How can heritage assets promote social cohesion, participation and good governance?

Introduction

Cultural heritage offers a great opportunity for Europe. The role of heritage goes beyond helping us to rethink territorial dynamics and the development of the continent's urban and rural areas. It also goes further than collecting and distributing knowledge about Europe's past and its opportunities for the future. Heritage is key to creating stronger social cohesion within local and translocal communities, as well as between them. The social dimension of heritage lies in the capacity of tangible and intangible heritage objects to create awareness of the broader environment; to generate communities, participation processes, partnerships and new governance arrangements; to enhance diversity and inclusion; to help rediscover and protect skills and identities, as well as ensure shared benefits.

1) HERITAGE AND AWARENESS (S1 + S2)
How to create more awareness of heritage assets?

Besides heritage assets recognised by local, regional, national or international authorities, there are many heritage objects, tangible or intangible, that have a specific significance for a variety of communities. Public awareness of these heritage objects is of key importance for their recognition, appreciation and protection. Awareness of heritage assets begins with their mapping. Using online maps or lists, local community members and activists can identify the most important sites, stories, habits or skills that have shaped the history of an area. With the help of discovery visits, urban walks, events or festivals, heritage sites can be explored and be placed on the mental map of various communities. Implementing safety and accessibility measures, the temporary use of heritage sites by community groups and citizen initiatives can help explore the opportunities offered by a heritage site and create awareness of its values and potentials.

Budapest100 is a festival of buildings and their communities. Organised since 2011 on Spring weekends, Budapest100 invites resident communities to open their buildings to visitors, organise events and tell the stories of their building. With buildings selected along different themes every year, Budapest100 maintains its slogan that "Every building is interesting" and helps citizens explore the unique microhistories of their surroundings.

Allee du Kaai is a temporary use project in Brussels, situated in the city centre, at the former harbour area of the canal. Before the construction of a public park in the area, the local government granted the use of the site to a number of associations that opened the site in 2014 and by organising over 2000 activities per year have attracted to Allee du Kaai over 40,000 visitors per year.

Allee Du Kaai

Budapest100 2020

2) HERITAGE AND COMMUNITY (S8)
How to organise communities around heritage sites?

*Heritage assets are excellent anchors of communities. By providing space for gatherings, encounters and exchange or shared knowledge, they can become reference points for a variety of groups that are connected to the given site. Communities around heritage sites can involve people who rely on these spaces for everyday uses and services, and others who use them occasionally. Besides regular or occasional users, engagement activities can also establish the place of a heritage venue in the neighbourhood or in a network of services. Beyond serving local groups, heritage sites can also become centres of broader **heritage communities**, including not only those who frequent the heritage area but also those who are attached to it symbolically and who support its exploration, maintenance or protection from a distance.*

Poveglia per tutti is an initiative to protect the Poveglia island of Venice from privatisation. Through a crowdfunding campaign aimed at bidding for the community-led purchase of Venice's last publicly owned island, Poveglia per tutti collected over 450.000€ from 5000 supporters from various countries. The initiative's supporters called out for support beyond the city and even the country, thus creating an international heritage community engaged to protect the island from privatisation.

Open Jazdów is an initiative that aims at protecting a settlement of wooden houses in the centre of Warsaw. Built after WWII when the former Ujazdowski Hospital was demolished, the 27 wooden houses were a gift from Finland to help Warsaw's housing crisis with temporary accommodation. Resisting demolition by the Warsaw Municipality in 2011, Open Jazdów successfully reclaimed the heritage site and began organising a community around it. Once the situation was consolidated, the last remaining residents and the first NGOs were joined by other organisations following a call by the municipality and this brought more local residents, informal groups, urban gardeners, beekeepers and creative minds to the area who help maintain the houses and are actively using the site.

Poveglia per tutti   *Open Jazdów*

3) HERITAGE AND PARTICIPATION (S4 + S5 + S7)

How can heritage sites become catalysts of participation?

By hosting various groups that care about its use, exploration, maintenance or protection, heritage sites can encourage discussion about the future – not only of the heritage area itself, but also of a broader neighbourhood or city. By becoming nodes of such public debate, heritage venues can become anchors for **participation***. By offering space for debate and bringing together communities that engage with the destiny of a heritage site and its surroundings, heritage sites can help their community members become protagonists in shaping its future. The engagement of a community to nourish a heritage site also creates new knowledge that can inform and help the development both of the heritage site itself and of the broader area.*

The Association for the **Ecomuseo Casilino** ad Duas Lauros is an initiative established in 2012 to safeguard, enhance and promote the environmental, landscape and cultural heritage of the Casilino Ad Duas Lauros Archaeological Area and the neighbouring districts in Eastern Rome. Initiated by group of citizens residing in the area, the association managing the "open-air museum" of Ecomuseo Casilino has been working on exploring, highlighting and protecting the area's undervalued heritage. Their efforts have been recognised as of regional interest by the Lazio Region and this made the Ecomuseo Casilino a key player in defining the development of the Eastern districts of Rome.

Färgfabriken is a platform and exhibition venue for contemporary cultural expressions, with an emphasis on art, architecture and urban planning established in an industrial building built in 1889. The building previously accommodated a paint factory and was turned into a cultural venue in 1995. Through a cultural agenda that conciliates architecture, arts and urban planning with contemporary societal issues by building inclusive, participatory processes, Färgfabriken has become a significant actor in Stockholm, with a great impact on the development of the surrounding area and on the inclusion of a great variety of stakeholders in decision-making processes.

Ecomuseo Casilino *Facebook photo © Luisa Fabriziani*

Fargfabriken

4) HERITAGE AND PARTNERSHIPS (S9)

How can partnerships strengthen the reuse, maintenance and protection of heritage sites?

Heritage assets, with their particular architectural features and specific history, often need atypical solutions for their sensitive reuse. **Partnerships** *between public authorities, civil society organisations, knowledge institutions, financial organisations and the private sector have the potential of mobilising a variety of skills, knowledge and expertise to address the complex challenges raised by heritage areas. Besides bringing in expertise that is needed for the renovation, maintenance and management of heritage assets, such combined effort can also help in reaching a broader community. Integrating more local knowledge into the design of adaptive reuse enables a heritage site to be more embedded in local society, better integrated into the local economy and addressing real needs with its services. Partnerships between various sectors can also bring together different perceptions, insights and working cultures that can make a heritage reuse project stronger and more resilient.*

Market inside the Stara Trznica *Image (©) Stara Trznica*

Stará Tržnica (Old Market Hall) is a historical building in the centre of Bratislava. The building closed down after years of unsuccessful attempts by the municipality to keep the market alive. Years later the market hall reopened with a redevelopment plan proposed by the Alianca Stará Tržnica (Old Market Hall Alliance), an alliance of NGOs bringing together expertise from community organising, event promotion, real estate development, architecture and cultural production to create a unique venue in the heart of Bratislava. In a paradigm-setting partnership with the municipality, the Alliance creates revenue from rental agreements with third parties and pays its rent to the municipality in the form of the renovation of the building.

Les Grands Voisins was a temporary use project in the 14th district of Paris closing in September 2020. Realised in a collaboration between the emergency housing organisation Aurore, the temporary use agency Plateau Urbain and the architecture collective Yes We Camp, Les Grands Voisins was a reactivation of a former hospital before its redevelopment into new housing units. Having access to this 3,4 hectare area in the heart of Paris for 5 years allowed this partnership to combine 600 temporary housing units (on 12,000 m2) with hosting over 200 organisations (on 8000 m2). This synergy created a unique dynamic helping social integration by bringing together different social groups.

Les Grands Voisins

5) HERITAGE AND GOVERNANCE (S6)
How can heritage sites be managed through shared decision-making?

The cooperation between different partners makes the reuse of heritage sites a richer, more resilient experience, especially if all partners sit around the table where decisions are made. **Inclusive governance** *allows partners to co-design and co-manage heritage reuse processes and gives them a sense of ownership and belonging. Inclusive governance can be assured by governance models that involve the key partners of reusing a heritage site, bringing together NGOs, civic initiatives and public officers in a long-term discussion. The goal of such a model is to create a decision-making process that is based on giving a voice to all partners according to pre-determined rules. Thus, every partner becomes a stakeholder in the initiative's success.*

The **Art Workshop Lazareti**, a contemporary arts and culture organisation, has been using three of the ten buildings of the former quarantine facility (Lazareti) near the old town of Dubrovnik since 2000, enabled by a 25-year contract with the municipality. In 2012, when they were left out of the municipality's plans for the future of the site, five NGOs working in Lazareti created the Platform for Lazareti, an advocacy association dedicated to developing the idea of Lazareti as a horizontally integrated social-cultural centre open to the local community. By promoting a vision to develop Lazareti as a social-cultural centre based on public-civil partnership and participatory governance, this alliance has strengthened the civic scene in Dubrovnik and helped shaping local and national cultural policies.

Cascina Roccafranca is a multi-functional community centre located in a former farmstead in Turin's outskirts. Today, Cascina Roccafranca is a public asset managed through a cooperation between public and civic actors and it provides a wide range of social and cultural activities. The foundation's governance structure consists of a Board of Directors with five members: three of which are nominated by the Municipality and two members appointed by the College of Participants (made by 45 associations and groups that operate in the Cascina). Since 2012, Cascina Roccafranca has been part of a network of similar community centres in Turin which was formalized in 2017, and today collaborates with the City Council in the management and the regeneration of urban commons.

Art Workshop Lazareti

Cascina Roccafranca event *Image (©) Cascina Roccafranca*

6) Heritage and Shared Benefits (S1 + S6)
How to assure that the reuse of heritage sites generates maximum public benefit?

*The adaptive reuse of heritage sites is often conceived as an acceleration of gentrification and the instrumentalisation of the presence of cultural activists and creative producers in raising the value of properties and neighbourhoods. Therefore, if conceived as part of sustainable urban development, heritage reuse frameworks need to use the right legal and financial frameworks – careful agreements and value capture mechanisms – to guarantee **fairly shared benefits** among the different partners, property owners, users and concerned communities. For instance, innovative, non-speculative property development models that assure that values generated by communities are not extracted from heritage sites in the form of private profit, can assure the embeddedness of a heritage site in the local society and economy.*

Peter-Weiss-Haus

Gólya is an independent cultural and social centre working in the form of a cooperative in Budapest. After being priced out of its previous venues, members of the cooperative decided to acquire a former office building situated at the edge of an industrial zone to avoid similar problems in the future. Using peer-to-peer loans, Gólya purchased the building and renovated it with the help of volunteers. The cooperative format of the organisation guarantees that all profit of the organisation's activities (catering and bar, renovation and repairment, delivery) are reinvested into the organisation.

Peter-Weiss-Haus is an autonomous <u>educational and cultural centre</u> located in a former brewery building in downtown Rostock. Through the creation of an original governance structure, supported and bounded by different entities in the city, the Peter-Weiss-Haus Association has launched a community finance scheme to buy its heritage building and renovate it with the support of volunteers. As an independent, community-owned cultural venue, the Peter-Weiss-Haus attracts a great variety of educational and cultural offers and contributes to shaping the political discussion in Rostock.

Golya

7) HERITAGE AND DIVERSITY (S9)

How to open heritage sites for a diversity of people and uses?

*Top-down heritage regeneration projects often create monolithic functions with additional commercial activities to support them. This is the destiny of many housing and museum developments that follow a regular investor's logic by basing the distribution of functions in regenerated areas on their capacity to produce financial return or representative value. In contrast, partnerships in the design of adaptive reuse and the shared management of heritage areas can potentially involve a greater **diversity** of uses and people. Such diversity is possible to be maintained if expenses are kept low and the calculation of the renovation and rental costs, for instance, is based on the tenants' needs and capacities.*

Nordbahnhalle was a cultural laboratory in a former warehouse in Vienna's Nordbahnhof district. Temporarily reusing an industrial space before housing development took over the area, the Nordbahnhalle became a centre of a public debate about the importance of mixed-use spaces in new housing areas. By inviting a great variety of cultural and educational events, Nordbahnhalle demonstrated how cultural and community functions can contribute to the quality of life of the future Nordbahnhof district

ExRotaprint was founded in 2007 by tenants of the former Rotaprint industrial complex located in Wedding, a traditional working-class district in central Berlin. Through an organisation established by tenants, ExRotaprint became owner of the 10,000 m2 complex and started a non-profit real estate development project. The organisation's founding documents determine that the spaces of the ExRotaprint have to accommodate a diversity of uses: 33% is designated for arts and culture, 33% for social projects, 33% for production and regular work. Through this mix that attracts local businesses, artists and graphic designers, as well as German classes, employment services and a reintegration school, the ExRotaprint is particularly embedded in its neighbourhood.

Nordbahnhalle

There is no profit to be made here *Image (©) ExRotaprint*

8) HERITAGE AND INCLUSION (S9)
How can heritage spaces become centres of social inclusion?

*By attracting a mixed public with a variety of activities and services, heritage venues enable encounters between normally distant social groups and thus can act as drivers of **social inclusion**. In our cities and towns, witnessing increasing social polarisation, events that can bring people of different ages, classes and ethnicities together can create a shared sense of belonging around the enjoyment of heritage spaces. By operating out of heritage spaces to reach out to vulnerable groups and involve them in various activities and provide them with services, such initiatives can serve as anchors and reference points. This is often in contrast with the exclusiveness of market dynamics or representativeness of public spaces.*

Largo Residências was a hostel, hotel, artist-in-residence and café in Lisbon's fast-changing Intendente neighbourhood. Largo Residências, run by a cooperative, was created to use its revenue from tourism and events to develop projects to support the cultural and social inclusion of the most vulnerable groups. In the past years, Largo has become a social net for many of the area's residents and a community as well as a community hub, leading the discussion about Lisbon's touristification and gentrification. Endangered by the tourism-driven real estate development transforming the city's historical areas, Largo has been working on opening new spaces for its activities. During the Covid-19 crisis, Largo operated as a quarantine facility for refugees infected with the virus.

Ex OPG Occupato - Je so' pazzo is a former criminal psychiatric hospital turned into an autonomous social centre in a low-income neighbourhood of Naples. The Ex OPG was saved from abandonment by various activist groups that renovated it and reopened it with a set of social and community activities. With the municipality's Regulation of civic use of the commons, this occupation was legalised along with a number of other spaces in Naples. The Ex OPG works closely with the neighbourhood, by providing various services including a kindergarten, a gym, a theatre, music and after-school programmes, a radio station, a media centre, a library room, a soccer field, an outpatient clinic and a gynaecologist service to offer ultrasound scans. A counselling service with psychologists and psychiatrists maintain the organisation's legacy with the history of the built structure.

Largo Residencias

9) HERITAGE AND SKILLS (S7 + S8)
How can we build on our heritage of skills?

Besides physical spaces, heritage sites are also repositories of forgotten **skills**. *The abandoned machinery of industrial spaces or the furniture of abandoned mansions all bear witness to the customs and know-how of past generations. Reviving the knowledge of workers of a former factory or farm, for instance, can help new generations understand better how heritage sites were used previously and create stronger intergenerational connections. On the other hand, with the help of new skills acquired during the renovation, management, governance and protection of heritage spaces, activists gradually become professionals themselves.*

Officine Zero was an artisan workshop born in 2012 following the bankruptcy of a company renovating sleeping train wagons. Located near Rome's Tiburtina station, the premises of Officine Zero were occupied by the company's dismissed workers with support of associations. The reappropriation of the spaces and the equipment left behind by the company has fuelled a process of revaluation of the space, based on the skills of former employees of the company who turned their know-how into a collaborative economic system. For over 5 years, Officine Zero was made up of diverse working realities like workshops and co-working spaces, actively cooperating for the upkeep of common areas through the organisation of several workshops, initiatives and social events.

Csepel Művek is a large industrial area in Southern Budapest. Following the privatisation of the formerly coherent industrial site in the early 1990s, it was turned into a fragmented area with many different owners. In recent years, the KÉK–Hungarian Contemporary Architecture Centre has worked in the area to bring together local partners to map and discuss the joint development opportunities and spatial development models. The project examines whether it is possible to develop a common, cohesive image and branding strategy with the participating companies, which, based on the historical legacy of Csepel Works, supports the long-term, mutually reinforcing, innovative development of the companies operating there.

Officine Zero   Csepel Művek

10 HERITAGE AND IDENTITY (S3)
How can we discover our shared identities through heritage?

*Heritage reveals more similarities than differences between European countries. If managed through communities, participation and inclusion, our heritage assets will be the foundation for multiple, shared **identities**. Classical theatres, a succession of castles along a river that flows through several countries, or modernist architecture across Europe all correspond to identities where differences are less important than what connects us.*

DANURB is a regional network to strengthen the Danube's regional cultural identity and to create a common brand by fostering transnational cultural ties between the cities and towns along the Danube. The Danube Cultural Promenade connects various communities along the river, exploring their unused or hidden cultural and social resources and linking them in thematic routes.

Othernity is a research project and exhibition to rethink the heritage of architectural modernism in Central and Eastern Europe. Departing from the widespread rejection of the architecture of post-war modernism in the region, Othernity aims at rediscovering the ideals, values and strengths of public architecture belonging to this era and style, using it as a shared resource to build on.

SELF-EVALUATION QUESTIONS MODULE 2 "SOCIAL COHESION COMPONENT OF STRATEGY 21"

EVALUATION QUESTIONS	REMARKS
What tools can we use to create better awareness of heritage sites?	Awareness begins with better knowledge of a heritage site: mapping the heritage assets and values of a site together with local communities can help to increase the visibility of the site. Discovery visits and public events of all kinds can create a stronger involvement of interested groups.
How do we define heritage communities? Are they restricted to regular users of a heritage site?	Heritage communities can include everyday users of a site as well as a broader group of supporters or "followers" who have a specific, often symbolic interest in the given heritage site. For instance, religious sites or iconic subcultural venues can play an important role in the imagination of many people beyond the regular users and visitors.
When it comes to the creation of more resilient adaptive heritage reuse projects, what can be the advantage of partnerships and participatory governance arrangements compared to top-down initiatives?	"Two heads are better than one" – this proverb is valid also for heritage reuse projects. More partners involved and engaged for the success of a heritage reuse project can mobilise more experiences, different sets of knowledge and a variety of communities (or markets) so that they do not depend on a unique funding source or client.
Is gentrification and commercialisation inevitable in heritage regeneration projects?	In the past years, there have been many experiments with new ownership and governance models that pre-define the uses and beneficiaries of heritage sites. For instance, specific ownership models can help exclude the resale of a property, thereby shifting the focus of a site from its exchange value to its use value. Similarly, inclusive governance models can guarantee that more marginalised groups also have access to the site and its services.
What are the advantages of the mixed-use regeneration of heritage sites as opposed to mono-functional developments?	In the last decades, we have learnt a lot from the mistakes of the Modern Movement in urban planning. The notion of separating different functions like home, work and leisure in the city led to dormitory districts with no services and business districts with safety issues after working hours. A healthy area accommodates housing as well as working and leisure opportunities, thus limiting commuting times and creating a complementary diversity of uses. In heritage redevelopment projects, where the focus is often on housing or representative functions, it is important to allow for mixed-use development as well.
How can we use intangible heritage in the form of knowledge and skills as a means to redevelop a heritage site?	In a similar way to buildings, knowledge is a form of heritage that can be rooted in specific areas. Saving a heritage space can be accompanied by protecting the skills and knowledge that were developed and matured in them, as a way to better understand the potential of a site and to better connect to communities with a history connected to the space.