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CULTURAL HERITAGE LEADING URBAN FUTURES
Actions and Innovations from ROCK PROJECT

CPCL SERIES

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ROCK PROJECT

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PROJECT FULL TITLE
Regeneration and Optimization of Cultural heritage in creative and Knowledge cities

PROJECT ACRONYM
ROCK

GRANT AGREEMENT NO.
730280

COORDINATOR
Comune di Bologna

PROJECT START DATE AND DURATION
1st May 2017 – 44 Months

PROJECT WEBSITE
www.rockproject.eu

`FUELLING THE FUTURE OF CITIES' INNOVATION`

`CONCLUSIONS`

The ROCK project sees historic city centres as laboratories to demonstrate how Cultural Heritage can be an engine of regeneration, sustainable development and economic growth. ROCK approach foresees the systemic and flexible application of a series of role-model practices in the testing sites of three Replicator cities, to turn historic city centres afflicted by physical decay, social conflicts and poor life quality into Creative and Sustainable Districts.

This book provides an overview of the project, extracting themes, material and final remarks from the Open Knowledge Week "Cultural Heritage Leading Urban Futures", held on 27-30 October 2020. Over the past three years, ten ROCK cities – Athens, Bologna, Cluj-Napoca, Eindhoven, Lisbon, Liverpool, Lyon, Skopje, Turin, and Vilnius – together with service providers and knowledge brokers have tested and advanced numerous soft and hard tools, collaborative approaches aimed at shaping sustainable, heritage-led urban futures. This book shows their shared results, best practices and lessons learnt from interdisciplinary research, innovative action, dissemination of knowledge and creation of new synergies at European level.

Collaborations and Cultural Heritage

Saveria O.M. Boulanger, University of Bologna
Raffaella Gueze, Municipality of Bologna
Rossella Roversi, University of Bologna
Alessandra Vaccari, University of Bologna

Collaborations: a key aspect in meeting Sustainable Development Goals

Saveria O.M. Boulanger, Rossella Roversi

There is a specific Sustainable Development Goal addressing the issue of collaborations. The number 17, titled "Partnership for the Goal", aims at strengthening "the means of implementation and revitalize the global partnership for sustainable development". It is possible to affirm that this goal is one of the most important, maybe the most important, as meeting ambitious objectives cannot be done if collaboration is absent. The current search of a more sustainable transition requires that multiple public and private actors find collaboration paths, aligning their own agendas and being aware that collaborating often means starting a complex process needing discussions, maybe task forces and probably compromises.

The experience of ROCK taught cities, institutions and citizens a lot about how to create collaborations and about the potential benefits coming from them. The project, in fact, worked a lot on this regard, as a way to manage urban complexity and to achieve objectives. Indeed, dealing with existing urban areas, framed by the presence of tangible and intangible cultural heritage means having the necessity to align multiple drivers, such as for example the following:

- preserving physical cultural heritage (specific buildings and often the entire urban landscape);

- preserving intangible cultural heritage, in terms of cultures, traditional histories, diversity, et cetera;

- making cultural heritage not only a good to be preserved but an engine of life;

- answering to the evolving needs of the society and to the growing challenges;

- considering urban areas as a space that should be made usable from everybody, also in different ways then the traditional ones (not only considering mobility);

- answering to the different necessities of the different categories of people living and working in the areas (residents, workers, traders);

All these aspects, then, need to enter in institutional agendas made of urgencies, emergencies, political goals, pushes from new laws, national and European directives. The ROCK projects identified four core paths for developing collaborations and it worked for making recognisable and sustainable in the long-term perspective.

1. Institution to Institution. This is one of the first collaborations that ROCK promoted, as one of the key aspects for making actions' implementation effective and faster. In particular, each of the three Replicator Cities (Bologna, Lisbon and Skopje) resulted in creating institutionalized forms of collaborations between the local university and the municipality, through agreements or the creation of hinge institutions.

2. Institution to Private sector. This type of collaboration was performed through the definition of specific agreements among municipalities and local actors from the private sector, in relation to specific themes (such as sustainability). These forms were useful for better understanding the necessities and interest of the private sector and to create bridges of a joint effort in meeting common goals. Some of these collaborations involved also creative people, for example through the creation of creative contests for developing new products and services for the city.

3. Institution to Citizens. This collaboration was mainly achieved in ROCK through the setting up of Living labs in the areas and the organization of co-creation and co-design workshops. This process was particularly effective as it allowed citizens to express not only their own opinion but to really contribute as active member of the transformation process through a learning-by-doing approach.

4. Citizens to Citizens. This typology of collaboration is maybe the hardest one to achieve, as it requires the creation of trust among citizens. However, ROCK strengthened some of these partnerships for example fostering the adoption of portion of cities to be managed by people (e.g. the common goods regulations) or through giving

people the space and the moments to collaborate together toward common goals (in this case also through the living labs).

To conclude, the ROCK experience was very interesting and effective in understanding which can be potential paths and instruments of collaborations in complex environments.

Collaborations and Public Private Partnerships

Raffaella Francesca Gueze, Alessandra Vaccari

The issues of responsibility, planning and innovation are central to the new economic model based on sustainability and for this reason public-private partnerships are an important instrument for environmental and social programmes and projects, carried out in synergy between the public, private and civil society.

The definition of what a public-private partnership is and how it works (an issue that can also be partly linked to public procurement legislation) can be found in socio-economic models dealing with the governance of public goods. As early as the late 1990s, the Copenhagen Centre, directed by Simon Zadek (2001; 2017), was the first to define the public-private partnership model: "people and organisations from the public, private and civil society sectors who voluntarily and reciprocally engage in innovative relationships to pursue common goals through the pooling of their resources and expertise".

In the same vein, Edward Freeman (2010), an American philosopher and mathematician, invites all organisations (not just companies) to expand the boundaries of their reporting to align knowledge, so that all the different actors are enabled to fully exercise their role as stakeholders, while Michael Porter (2011) analyses how "companies must create shared social and environmental value. The role of companies today is not just to maximise their profits, but to do so in a way that is also beneficial to society, benefiting communities".

Thus, the need for "New civil governance", i.e. participatory governance involving all the social actors that contribute to the creation of value (the public sector, the business world, organised civil society), stems from the growing complexity of the context in which all the actors find themselves acting, which no longer allows a single actor to develop effective and efficient solutions for the governance of complex situations, such as climate change.

On the one hand, from the awareness of this necessity, comes the importance for the Public Administration to involve businesses in the management and protection of common goods, first and foremost the local environment, through projects that can guarantee greater collaboration between the actors.

On the other hand, for businesses, such a transformation constitutes a new opportunity to base their competitiveness on sustainable innovation and the creation of more effective relationships with their internal and external stakeholders, especially in their local area.

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Bringing together in an innovative way the levers, commitments and knowledge of different actors who can contribute, each in their own way, to the achievement of a common goal is at the heart of the public-private partnership. It is not a matter of sponsorship or the granting of donations exactly because the partnership identifies a common goal, promotes innovative solutions managed by both the public and private sectors, promotes training and the creation of a network, and is not limited to a single intervention but tends towards a common vision.

The public-private partnership model increases the active participation of citizens, guarantees a more coordinated and efficient approach within existing institutions, increases dialogue between institutions, businesses and volunteers, improves transparency and accountability of businesses and public bodies in terms of priorities, investments and results.

In recent years, public-private partnerships on the issue of environmental sustainability have become more widespread, also thanks to European programmes that consider them essential levers for the implementation of funded projects. However, it is with Goal 17 of the UN 2030 Agenda that the importance of partnerships as a fundamental tool for the achievement of the Sustainable Development Goals is sanctioned.

At this stage, partnership implementation practices are spreading and the definition of some "normative" frameworks or guidelines to increase the capacity of PA in the effective and legitimate implementation of projects is important. At present, there are several international ISO standards and UNI guidelines (currently being revised) that represent useful tools for defining requirements for the "grounding" of projects without increasing their "bureaucratic burden".

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Below is a list of the main regulatory references, with specific focus on Italian legislation.

UNI 11500/2013 Safety of the city and the citizen   Public Private partnership

Guidelines for developing partnership agreements which provides a guide for agreements between public and / or private organizations that must coordinate and cooperate to face destabilizing events (natural, technological and human, intentional and involuntary). The document identifies the principles, planning and development of the cooperation agreement with the aim of, ensuring their interoperability, the governance of their actions and compliance with contractual clauses .

ISO 44001/2017 Collaborative business relationship management systems

The document specifies requirements for the effective identification, development and management of collaborative business relationships within or between organizations.

The aim of the document is to establish the requirements of a strategic lifecycle framework to improve collaborative business relationships in and between organizations of all sizes. Collaborative business relationships can be one-to-one relationships or networked relationships involving multiple parties.

ISO 44000/2019 Principles for successful collaborative business relationship management

The document introduces twelve collaborative relationship management principles.

A collaborative relationship can achieve synergies in areas such as reduced risk, improved performance and efficiency, extended product or service capability, product development.

The creation of effective collaborations is an iterative process where these principles will evolve through the life cycle of a relationship.

Bologna case study

ROCK tested a new form of public-private-private partnership where the Public body is the sponsor for the agreement between two or more private companies and/or foundations.

The agreement aims to promote and develop joint activities between the Parties, aimed at increasing the capacity for collaboration in relation to the new goals of sustainability. The overall object of the Partnership is the

Improvement of the livability of the city: citizens' well-being, environmental quality, urban regeneration.

Membership can take place through the signing of a memorandum of understanding, which require parties to:

• share the mission on environmental sustainability

• contribute with ideas and proposals

• co-design of initiatives

The pilot project was the agreement within the Bologna municipality, Unipolis foundation and FIU-Urban Innovation Foundation. The object was the temporary greening of piazza Rossini.

The specific objects of the partnership were:

The Municipality of Bologna	FIU	UNIPOLIS
• promotes the creation of a sustainable network • general coordination of environmental activities; • implementation of green pilot projects;	• Engagement of civil society; • Organization of social initiatives; • Promotion and dissemination of initiatives;	• Contribute through economic support • Animate the green square with cultural events

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