ChIMERA PLUS

process and methodology for the growth of regional CCI subsectors promoting the sustainable urban development.

Interreg Mediterranean
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ChIMERA PLUS

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WP3 – Studying
WP3.6 | Developing common strategies to foster the role of CCIs for urban Sustainability

Policy Makers Guidelines

ChIMERA+, focusing on the capitalisation's transferring principle that represents the identity of the Interreg MED Programme, want to assure a better transnational cooperation governance and institutional capacity enhancement of public authorities in MED territories in dealing with the common challenges tackled in New Green Deal strategy and in the New European Bauhaus initiative that aims to make the New Green Deal a cultural, human centred and tangible experience, integrating sustainability, quality of experience and inclusion. In this way ChIMERA+ contributes to the achievement of the Interreg MED programme main aim, let say to strengthen transnational and regional intervention strategies in fields of Mediterranean importance, as urban sustainable development, where cooperation can contribute to improve regional and territorial urban regeneration practices.

In this perspective, urban regeneration processes and practices must be harmonised and integrated with compatible and mutually reinforcing urban sustainability objectives, involving with a participatory and inclusive approach, citizenship, residents associations and the cultural and creative realities and resources present in the concerned territories of the MED area.

These Policy Makers Guidelines to support CCI sector and its role in achieving EU green deal objectives and urban sustainability are structured in the following sections:

I.   The participatory approach respectful of the "genius loci" and the role of Local Working Groups

II.   Targeted recognition of the local CCIs and experiences of participation by art, culture and citizens in urban planning and urban regeneration

III. Identification of needs related to CCIs and citizens

IV.   Integration and Harmonisation of CCIS-led urban regeneration processes with the urban sustainability objectives

V.   The set-up of suitable Policies for sustainable Urban Regeneration

The participatory approach respectful of the "genius loci" and the role of Local Working Groups

Main points

CCIs-led urban regeneration and urban development have, in a recent past, been considered kind of "fix for all". After years spent on the sidelines, several critical voices have finally been raised against the excesses and illusions of CCIs led urban regeneration, ready to acknowledge the groundlessness of certain forecasts and the inadequacy of some logical formats, crowded out and swept away by the harshness of economic recession and pandemic impact.

A design of CCIS driven city/district developments policies participated by residents could help to avoid some potential downsides (social, economic and cultural). Collaboration with local institutions and stakeholders, cultural and creative industries and institutions is fundamental to generate positive impact.

Economic Downsides
- Short term tourist boom (festivals, fairs and temporary exhibitions mainly)
- City overbranding
- Real estate boom: rising apartments costs, increasingly trendy commercial spaces and cafés
- Displacement of original setters / imported star artists, curators, architects
- Educated glossy consumers become more important stakeholders than creative producers
- CCIS tend to be even more elitist in employment terms than industries in general

    (e.g. London Ethnic Minorities population = 40%, E.Ms employed in cultural industries =11%)

Social Downsides
- Encouraging CCIS can accelerate gentrification
- Exacerbation of social inequalities
- Globalisation of modes of consumption

Cultural Downsides
- Globalisation of modes of consumption: imported cultural paradigms, such as the 'Starbucks' phenomenon, or franchised museums[1]
- Loss of authenticity and creation of 'identikits-portable kits for CCIS districts' (festivals,

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[1] "From Prado to Prada" – Evans 2003 or "the McGuggenheimisahon" – Zukin 1995

contemporary art galleries, alternative museums, promotional advertising etc) – 'what the other cities have, we must have too'.

It is therefore important that these questions are answered at an early stage:
- Who chooses them?
- Whose benefits are taken into account? (e.g.: Cultural producers vs cultural consumers)
- Where does the investment come from?

Recommendations
- To adopt and adapt the Quadruple Helix Model
- To take measures to ensure participation, not expecting residents enter in the participatory process on their own
- To check the actual representativeness of the list of stakeholders and whether there are any categories left out
- To keep local stakeholders informed about policy initiatives and current work in the city/area
- To choose and effectively use the appropriate communication tools to reach the inhabitants
- Make sure you take into consideration the opinions and suggestions of the stakeholders in this area to the extent that you inform them about your work

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Targeted recognition of the local CCIs and experiences of participation by art, culture and citizens in urban planning and urban regeneration

Main points

Arts & Culture involvement in local planning practices and experiences (Tactical Urbanism, Creative Place Making, Cultural Planning, Artists Residencies, etc.) constitute an experiential and knowledge capital that are key elements in the formation of a community of practice that CCSs can help structure and strengthen.

CCIs renovation or construction can stimulate urban regeneration and bring new life into areas losing their social dynamism and traditional economic base.

CCIs can become places where social capital can be built between people of different communities, when many traditional meeting places are disappearing.

Potential outcomes could be:[2]

- International branding and increased territorial attractiveness
- Economic diversification, new jobs and revenues through the development of cultural and creative quarters
- Better quality of life
- Higher level of social capital

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[2] ICOM and OECD, Culture and local development: maximising the impact. Guide for Local Governments, Communities and Museums, 2019

Identification of needs related to CCIs and citizens

Main points

- CCIs can become a pivotal part of urban planning and serve unmet needs. Physical surroundings can become meeting places for residents, internal spaces can accommodate communities' needs.
- CCIs can host community activities such as participatory curating practices or debates around current themes.
- CCIs can support cultural and creative districts enabling use of their collection or spaces[3].
- Collaboration with local institutions and stakeholders, cultural and creative industries and institution is fundamental to generate positive impact.

Recommendations and Guiding Questions

- To assure the equitable participation of local stakehoders to give voice to all components of the local system involved in urban sustainability and urban regeneration

Guiding Questions for Needs Appraisal

	Yes	*No*
Is needed a competition of ideas/hackathon with respect to specific iniatitives to be developed?		
Is there a need to better connect local initiatives that can act as a flywheel (community awareness, commitment, advocacy) to sustain urban policy initiatives?		
Is there a need to employ Facilitators to mediate between the sphere of local politics and the cultural and creative one?		
Is there a need to develop reflection/ advocacy skills with respect to the urban sustainability issues at stake?		
Is there a need for Spaces and Centres for Creativity to create debate (and community) around policy actions/initiatives related to urban		

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[3] A comparable partnership has been developed in Roubaix, France, by the museum La Piscine, located in an old swimming pool institution, which has developed an archive center on textile industry, the Textoteque.

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sustainability/regeneration issues?		
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Integration and Harmonisation of CCIS-led urban regeneration processes with the urban sustainability objectives

Main points

To avoid adverse social and economic effects in urban planning involving CCIs, policymakers should always answer to a list of questions, before tackling a project, to avoid some failures of the last three decades:

- Is it possible to plan a regeneration project without a CCIs feature? Is there an alternative to CCI? Could planners imagine an urban project without CCIs?
- Is it possible to copy the same scheme in different urban contexts?
- What are the impacts of marketing on urban planning practices?
- Could a city's economic activity focus on CCIs only?
- Is the CCIs/cultural/leisure/entertainment city a sustainable city?
- Do large scale amenities really foster creative atmosphere and cultural production?
- Are cultural education and production given enough attention? Are creatives effectively supported?
- Which are the long term consequences of COVID -19 in terms of CCIs settlement strategy? Are cities still attractive after the pandemic?

Recommendations

- Make sure to distinguish between aims and objectives
- The priorities should be connected to the collective issues for the entire urban area not to the priorities of a certain group
- To use ex-ante SROI to choose within different objectives
- After identifying the objectives for the city/area, maximise their dissemination to share them with inhabitants
- CCIs should be a component, necessary but non-sufficient, of a regeneration project
- To be aware of the impact of marketing

The set-up of suitable Policies for sustainable Urban Regeneration

Main points

Cities today use the creative neighbourhood or hub as a panacea for implementing broader urban expansion and regeneration plans, but regenerating requires, as said before, a participatory and inclusive process, not just real estate and construction initiatives but aggregating solutions for the community that is involved[4]. So, It is needed a shift from policies geared toward organizing occasions for 'spectacular' consumption to more refined policies geared toward creating spaces, neighbourhoods, milieus for creativity and cultural production.

In addressing the issue of urban regeneration, the impact of the pandemic that has laid bare the fragile social, economic and spatial structure of our cities cannot be overlooked. There seems to be a need for cities to rethink planning policies, moving from regulating urban uses and spaces to "managing urban life" acting on dynamics of space and time, with the imposition of the theme of geographic proximity as a factor on which to calibrate the spatial reorganization of services, businesses and management of social activities.

The lockdown experience, with its restrictions on urban mobility, has shown us a new importance of the theme of proximity applied to everyday urban life, linked to neighbourhoods and their ability to respond to citizens' needs, prompting us to reflect on a future of cities that do not develop on a center-periphery axis, but on a plurality of centres, respecting the relative specificities of each.

Placemaking aims to promote, inspire and create spaces that are useful to people in carrying out their daily activities and can be seen as an emerging form of spatial policy for the creation of creative places where arts and cultural organizations integrate with place-based development initiatives in the work of community revitalization.

Placemaking can be considered both as a process and as a design philosophy, directing regeneration initiatives through three characteristics:

1. Changing the nature of a place by involving local communities and actors in the process;

2. Embracing multiple goals and activities that intersect with the main functional responsibilities of local government, depending on the particular issues and potential of the area;

3. Develop forms of collaboration among different stakeholders that may vary depending on the areas included in the strategies and the public and private resources brought to bear.

Hierarchical and traditional governance structures can be joined by more informal regulatory mechanisms that adapt to the unique characteristics of the cultural sector.

Instead of focusing on direct modes of intervention, governments and local authorities should enhance

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[4] The experiences of the so-called "community hub" certainly fits into this perspective.

those factors that support experimentation and ensure physical and social space, such as affordable workplaces or housing, diversity of uses, and "third places" nonformalized hybrid places where exchanges of ideas and social interactions take place such as cafes, cultural centers, and other places crucial to stimulate creative production. Starting from this paradigm shift, it is possible to imagine that among city orientations an increasing space could be reserved for experimental measures and pilot actions that redevelop spaces through forms of tactical urbanism and pathways of active citizen participation.

One of the most widespread criticisms of urban regeneration processes through culture is the risk of homogenization and consequently the loss of authenticity of a place. Cities fall into the trap of "serial reproduction" and instead of positioning themselves as 'unique' they end up threatening their own local distinctiveness and diverse cultural identities.

Systematic replication of these kinds of practices thus leads to a risk of homogenization, which, by reducing the distinctiveness of a place, eventually erodes the very competitive advantage so coveted by cities.

To avoid this risk, it is necessary to keep in mind that culture is inextricably linked to local characteristics that help to differentiate one place from another.

Recommendations

- Create spaces for creativity and cultural production
- Move from regulating urban uses and spaces to "managing urban life"
- Re-orient urban planning toward proximity and multi-centrality in urban spaces
- Adopt placemaking
- Implement bottom-up approaches and tactical urban planning solutions
- Avoid serial reproduction