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SoPHIA
Social Platform
for Holistic Heritage
Impact Assessment

THE ATHENS VIRTUAL WORKSHOP, 25 June & 2 July 2020

"Towards a Holistic Heritage Impact Assessment Model"

D4.3 PROCEEDINGS

PUBLIC

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DEC	Websites, patents filing, press & media actions, videos etc.	
OTHER	Software, technical diagram, etc.	
Dissemination level		
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INTRODUCTION

SoPHIA´s newly formed community of practice was convened for the first time at the Athens Virtual Workshop (AVW): around 50 professionals representing a wide range of organisations, members of the Consortium and of the Advisory Board as well as stakeholders, met for a general introduction to the project and to exchange knowledge and expertise regarding the issue of impact assessment of heritage interventions.

SoPHIA is currently closing its first phase, during which it has collected and analysed the literature and policies related to heritage impact assessment models and methods, and will soon start its second phase that foresees the design of an impact assessment model to be tested in selected cultural heritage sites. The Athens Virtual Workshop was thus an opportunity to bridge the first theoretical phase with the second which will be more practical; in this context, the input from AB members and stakeholders has been crucial to direct the coming steps.

At the AVW, Erminia Sciacchitano, former Scientific Advisor on Cultural Heritage at the European Commission DG Culture and Education, Michela Marchiori, Roma Tre University and Coordinator of the project, set the context for SoPHIA. Nicholas Anastasopoulos, NTUA, leader of the first work package and host of the AVW, presented the workshop agenda and acted as main moderator throughout the two days. A series of keynote speeches provided elements to discuss the basis for a theoretical framework: Annalisa Cicerchia, Roma Tre University, on “Impact Assessment Methods” and Beatriz García, University of Liverpool, on “Why do present Impact Assessment Models prove inadequate”. The gaps and opportunities identified as a result of the project’s initial work on heritage impact assessment models were also presented, with a summary of the existing EU guidelines and programmes.

The AVW allowed also for debates in small groups that have given precious input for the work to follow that will lead to the drafting of a first draft of a holistic impact assessment model for heritage interventions.

This document summarizes the contributions made during the Athens Virtual Workshop as well as the outcomes of the discussion groups. All the relevant material will be made public on the SoPHIA website.

BACKGROUND, ASSUMPTIONS AND QUESTIONS[1]

In the last twenty years a series of policy provisions have framed the issue of heritage conservation: the European Landscape Convention (2000) and the Faro Convention (2005) are among the key documents that have inspired EU-funded interventions and, in 2018, the European Year of Cultural Heritage provided for a **consensus approach to cultural heritage** (CH) on which to base EU-related policy documents. Finally, in 2019 the "European Framework for Action on Cultural Heritage" identified a set of priorities among which the importance of raising the quality of interventions as regards European cultural heritage (Cluster 8).

The guiding principles set out in these documents are the following:

- ✓ CH encompasses tangible, intangible and digital heritage, without distinction.
- ✓ CH is a cross-cutting policy area, related to environment, research, education, citizenship, etc.
- ✓ CH is to be understood as a common resource for which there is to be a shared responsibility, especially as regards its conservation for future generations.
- ✓ Interventions on CH must put the focus on two main concepts: "people" and "values".
- ✓ Engaging in processes as many stakeholders as possible, also through a "bottom-up" approach.
- ✓ CH-related policies must be directed towards a clear objective and must produce "benefits", understood also in terms of an added value to the territories concerned.
- ✓ Culture, and CH, is a pillar of sustainable development, alongside the environmental, social and economic.

The following, more recent documents, should also be taken into consideration:

- ➢ The 2020 *EU investments in cultural sites: a topic that deserves more focus and coordination*" special report by the European Court of Auditors draws attention towards the need to:
  - Improve the strategic framework for culture within the remit of the Treaties, since the Agenda for Culture is not given the relevance it deserves from other policy areas.
  - Encourage the use of private funds to safeguard Europe´s cultural heritage, with a framework of objectives and indicators to assess these investments
  - Strengthen the financial sustainability of cultural heritage sites funded by the European Regional Development Fund - ERDF.
  - Take more specific action to preserve heritage sites.

[1] See Annex II, *Introduction* by Erminia Sciacchitano; Annex II, *Welcome and* Opening by Michela Marchiori, and Annex III, *Assessing the impact of Cultural Heritage: Assumptions, Choices and Questions*, by Annalisa Cicerchia.

- The *Open Micro-business models of family owned heritage houses* survey provides for a description and analysis of the impact of private investments in family owned heritage houses.

The main question stemming from these guiding principles is that there clearly is a need to define what kind of impact is sought from interventions in cultural heritage. Does conservation aim only at the idea of a legacy for future generations or is it rather of importance not only *per se* but also because of its intrinsic relation with other policy areas? This means that it is also necessary to define **a common understanding** as to the requirements necessary to provide for **quality** restoration in European CH and shared standards for a **holistic impact assessment**.

Consequently, the need to **(re)define impact** has taken shape and grown in importance. Indeed, the merely conservative approach has given way to a multidimensional and holistic perspective, as has been stressed also by ICOMOS in its "*European Quality Principles for EU-funded Interventions with Potential Impact Upon Cultural Heritage*". There is a need to guide policymakers through more complex processes by which decisions are not exclusively taken by experts but require the input from a diverse set of stakeholders, including citizens, in view of achieving the highest possible quality as the result of shared responsibility that relies on cooperation and participation. Moreover, interventions should be constantly monitored in order to ensure that desired or expected impacts are achieved, not only during the intervention but also *ex ante* and *ex post*.

The main assumption is that any intervention on CH produces impacts. Indeed, when positive, the reality is that interventions spur sustainable growth, also as regards cultural tourism, and foster social cohesion as well as a sense of well-being by local communities. On the other hand, when negative, these engender a negative perception from both experts and citizens, and damage irreplaceable historical elements, their environment and related intangible heritage, identities and social practices. Indeed, interventions in CH must consider the fact that **subjectivity** plays an important role, both from the perspective of those that design the intervention as of the end users.

Regarding the relations between CH stakeholders and institutions, decision makers, funders, journalists, among others, an added complexity is entailed by the fact that first tend to provide complex and in-depth analyses, tentative explanations, nuanced responses whereas the second often demand only simple and clear-cut self-explanatory interpretations. Still, it has to be accepted that when assessing CH interventions it cannot only be about their immediate cost-effectiveness because indeed some of the expected effects will become evident only over time, with other unexpected ones: in this regards, it is moreover crucial to establish the relation of **casualty** between the transformation observed and the cultural project or activity being assessed.

It is also important to understand that every assessment involves not only an "it" – that which is assessed – but also a "who" – the one who assesses, the **assessor**. The assessor is never neutral, and the **reason for assessment** dictates **what** must be assessed and **how** as well as **for whom**. Moreover, it responds to questions such as **who** is the change

brought about by CH interventions **for** (the visitors, the public, the local community, etc.), **what needs** are to be met, is the change **undesirable or harmful** to anyone and do the beneficiaries from the change have an active part in the decision making and implementation, etc. Indeed, a range of questions should be clarified before initiating an impact assessment process: what, why, how, who for, by whom, when, how long and how much.

Finally, among the many purposes dictating the carrying out of CH impact assessments, the following stand out:

- **Monitoring**: collecting and analysing factual quantitative data makes funders and policy makers more accountable.
- **Evaluation**: using appropriate methods to research CH interventions and the responses of those involved in them.
- **Advocacy**: the process of improving understanding of and debates about CH and its place in society.
- **Advancing knowledge**: the areas of potential CH Impacts are still largely unexplored.

GAPS[2]

This section presents the results of the literature review on CH impact assessment models from four different dimensions: **cultural, economic, environmental and social**.

As regards the **cultural dimension**, over the last 20 years research has considered **heritage** to be dynamic and the basis on which to build the **memory**, **identity** and **history of a given community**, as well as an asset by which to convey concrete values. Therefore, all these elements are usually considered when assessing the impact of an intervention in CH.

Nevertheless, there are other aspects which should be taken into account and are not. For instance, interventions in CH should give due consideration to the reality that communities can have **conflicting interpretations** as regards their history, identity and memory. Indeed, the sensitive nature of the relationships between local cultures is important as it leads to the fact that, in many cases, there are only "authorized heritage discourses". Finally, issues such as globalization, migration and populism are not duly addressed by impact assessment models.

Having said this, CH is increasingly considered as a **cross-cutting policy field**, with impact in other fields and closely related to issues such as sustainability, intercultural dialogue or the wellbeing of peoples. Also, although cultural statistics are increasingly important it is still impossible to compare the data because of the multiple varieties in approaches and methods. Finally, **participation** should be given its rightful importance when addressing CH interventions.

[2] Based on the presentations of *main gaps identified in the cultural, economic, social and environmental domains,* by EDUCULT, IADT, Roma Tre University, IRMO and NTUA, Annexes IV, V, VI and VII.

As regards the **economic dimension**, the literature research review on the economic impact of cultural heritage interventions dates back to the 1990s: heritage interventions were considered as investment projects, with a focus on the cost-benefit analysis and an ever increasing importance to this aspect because of the cultural mega events.

Still, the value of CH cannot be measured only in monetary terms and cannot be determined by short-term approaches that underrate the negative and overrate the positive economic impacts of CH interventions.

As regards the **social dimension**, it must be noted that social valorization focuses on the value of cultural heritage both for **societies** and **individuals** with, as direct effects, enhanced p**articipation, sense of belonging, togetherness** as well as (in)formal **learning** and increased personal **competences**.

As already mentioned, the local perspective of **communities** often differs from the viewpoints of **experts** in cultural heritage and impact assessment is a complex process that requires an approach that combines both qualitative and quantitative research data.

Local inhabitants have a primary role in the preservation of their historical urban heritage and their willingness to **preserve** it depends largely on their personal appreciation of its **value**. To overcome the lack of historical information that might contribute to a local sense of belonging, owners could be made to understand the history of their historical environment and they could be given a place and role in this history of their environment.

Indeed, the **public** is rarely present or active in official **decision-making processes** and there is a gap between expert knowledge and people's everyday perspective on local and regional environments. It is therefore necessary to consider how various stakeholders, not least the general public, perceive and value urban and regional environments as cultural heritage from their own perspectives and to ensure that experts and professionals have the capacity and the will to understand and accept the methodologies and viewpoints of others.

Therefore, qualitative and quantitative research should go hand-in-hand and should be repeated systematically throughout a given length of time, with the assurance that proper budgetary resources will be allocated to this end; governance frameworks as well as more flexible regulations should be encouraged; concrete measures should be implemented; **dialogue** between communities and public authorities should be encouraged with a well-organized **consultation process** (Stakeholder Engagement Plan).

As regards the **environmental dimension**, the ***Enviromental Impact Assessments*** (EIA) and the ***Strategic Environmental Assessment*** (SEA) are both well-defined and regulated as regards *landscapes and sites of historical, cultural or archeological significance*. The first is related to projects and the second assesses the cumulative impacts of projects. Both EIA and SEA are structured approaches aimed at more environmentally sensitive decisions and improved integration of projects into their environmental and social settings with increased accountability.

The gaps identified relate to a lack in the definition of quality criteria, in planning and assessment. Also, in most EU Member States public participation is often limited and consensus is not properly sought both in determining and managing CH leading to phenomena of contention and lack of sustainability. From the standpoint of public participation, sustainability is understood as the sense of ownership that communities have with regards to their CH and entails involving them in its governance. This is today largely acknowledged in framework policy documents, with the Faro Convention as the most relevant one. However, there is still work to do in this regard to transpose theory into practice. The need to relate CH interventions with sustainability and public participation has been identified as a gap that needs to be clearly addressed by policies, models and methods of impact assessment.

TOWARDS A HOLISTIC IMPACT ASSESSMENT MODEL[3]

Impact assessments provide intelligence to guide decision-making. It is therefore important to define whether the assessment only aims at "observing" or, rather, aims at contributing to change. There is not an ultimate and perfect model for impact assessment; there are, in fact, a number of different approaches that provide for multiple options.

In general terms, all the methodologies apply the following: a) benchmark indicators; b) secondary data analysis; c) contextual data collection and analysis; d) continuous knowledge exchange with key stakeholders, time consuming but necessary for the ownership and others. The methodology designed by ***Impact '08*** to assess the impact of Liverpool European Capital of Culture, incorporated a series of other elements that have proven extremely important: the **longitudinal** element or on how to assess through time; the s**elf-reflective** element that addresses the **process** as well as the **outcome;** the **holistic approach to impact that takes into account its multiple** dimensions, positive as well as negative; the **collaborative** element that foresees cooperation in research by different and complementary institutions.

This approach implies duly addressing the challenges that the methodology requires:

- The **multiple impact approach** is not a given nor is it obvious for all. It requires simultaneous funding for diverse methods, a clear balance between dimensions, beyond dominance of economic rationale and should foresee delays in time because of the need to triangulate data, beyond quick statistics.

- The **longitudinal approach** implies thinking of a timeline that spans beyond an initial 5 years. It requires stakeholder commitment over a long period of time, sustaining a single framework, beyond set funding cycles, and careful

[3] Based on Annex IX, presentation *Moving towards a holistic impact assessment model; an analysis among goals, impacts and assessment*, by Roma Tre University, and the Annex X, Keynote speech *Why impact assessment models prove inadequate,* by Beatriz Garcia.

consideration over ethics clearance, for the storing of data to be accessed over time.

- The **collaborative approach** requires that participating institutions commit to a shared calendar of activities, varied channels and styles of communication, and time and careful mediation.

Moreover, there is the need to consider that impact assessment is also a multilevel exercise, with a macrolevel involving intergovernmental institutions; a meso-level involving states and a micro-level involving lower-tier public administrations.

As regards this latter aspect, SoPHIA has introduced a further option: the contribution by a **social platforms** to promote new objectives and raise the attention of policy makers.

In its analytical concept SoPHIA proposes a new approach to impact assessment that must include gathering opinions, suggestions and information. The approach is based on three axes, also relevant in EU policy documents:

1. **People**, encompass persons, organizations, communities or groups of people with direct or indirect interest in cultural interventions. Their expectations and their needs matter.
2. **Domains**, encompass the economic, social, environmental and cultural elements that a holistic and multidimensional approach should consider when measuring impact.
3. **Time,** must cover the necessary span in order to cover the expected impacts but also the ex-post and also unexpected impacts.

Moreover, SoPHIA´s analytical concept considers a set of key questions when drafting the impact assessment model: Who assesses?; Why?; What kind of impact?; For whom?; How?; When?. Responding the key questions sets the path for clarity.

STAKEHOLDERS´ INPUT[4]

The AVW allowed for small group discussions. The aim was double: a) to involve, as much as possible, stakeholders in the analysis of the needs and gaps to be addressed by SoPHIA in its next phase; and, b) to foster a sense of ownership of the project by the stakeholders with the understanding that their active contribution to the definition of the impact assessment model will ensure that it responds to the needs and gaps identified.

Through the "literature review" conducted during the first phase of SoPHIA three main gaps were identified in the existing Impact Assessment models of cultural heritage interventions or events that manifest in different ways or exist in different degrees in all four domains (social, cultural, environmental, economic):

[4] Based on the Annex VIII, *Moving from AVW I to AVW II, recap of the group discussions*, by NTUA.

- All existing Impact Assessment models have innate weaknesses as, for example, the fact that the quality criteria are not clearly defined, that data is not comparable, that quantitative methods are not sufficient, etc.
- Public consultation is, more often than not, not carried out with citizens not actively involved during the official decision-making process.
- Cultural Heritage is a term that does not have a consensus definition.

On this basis, stakeholders were invited to collectively discuss and exchange thoughts and ideas around the following question: ***have you encountered any of these, or other gaps in your line of work? You may also share your personal experience and suggestions.***

The following conclusions can be drawn from the inputs received as regards:

Defining the notion of (European) Cultural Heritage	Historians, archaeologist, art historians define 'holistic' from the social sciences, with ensuing risks of misinterpretation: a common and shared (European) definition is needed.
	A possible start for a definition: every piece of art, every cultural product should be free to die. But there are some things that, as a community, we decide to pass on to next generations thus reactivating something that had been already created.
	How CH is explained in education is changing all the time. Young peoples should be allowed a blank slate to decide for themselves what is CH although this might lead to choosing contested objects.
	Lifelong models might be important to capture a lifetime of experiences. Maybe CH only starts to make meaning later in life.
	When asked if CH was important in their everyday life, only a low % of people said it was.
	It may not be beneficial to look for a final definition of CH but accepting that is has a public value.
	A new narrative about CH must be determined.
The weaknesses of Impact Assessment (IA) models for Cultural Heritage	As there is a general lack of experience as regards IA processes applied to CH, "holistic" conclusions are not realistic.
	IA for CH must be understood as a tool for policy design and decision-making, and a more flexible dialogic process is needed.
	IA exercises, also for CH, should be carried out over a long period of time and, in any case, over an initial 5-year period.
	Questions as: Who assesses and for whom? Who are the stakeholders engaged?
	IA should implement a value and quality-based approach as well as a people-centered perspective. The impact of culture and of CH

The weaknesses of Impact Assessment (IA) models for Cultural Heritage	interventions cannot be assessed exclusively against quantitative indicators. Qualitative indicators must be included and evaluated also against good and bad practices. Nevertheless, the monitoring of the economic impacts needs to be improved with the introduction of a holistic understanding of 'costs". IA assessment models for CH must include social indicators.
	CH can be dissonant and can divide communities, with a systemic conflict between the notions of development and conservation. It is necessary to connect local CH to wider invention of indicators from city scale to building scale.
The relevance of public consultations as regards IA for CH	Public consultation is often a "tick the box" exercise.
	Participative processes require time and effort; the right language must be used when addressing the general public.
	IA for CH should define who are the right holders in a given community, environment, etc.
	Public intervention must also be local and regional, with coordination needed at the local level.
	Defining and acknowledging power relations is important as is understanding that there are different perceptions between experts and people as regards CH.
	We are missing a proactive engagement.
	Voluntary-based and amateur organisations must be included in IA for CH processes.
	Education is the leverage for social contribution and active participation.
	The digital environment can be also be used as leverage to foster participation.

Further, stakeholders reconvened to debate on another set of questions.

The first addressed the possible common understanding as regards the three axes of people, domains, and time towards a holistic approach in cultural heritage management, assuming that the core of a holistic approach lies in sustainability & resilience that is the crossover of three main axes: i) PEOPLE: the multi-stakeholders perspective; ii) DOMAINS: the inter-dimensional view that takes into account the positive and negative externalities that occur within and between the four domains (culture, social, environmental, economic); iii) TIME: the longitudinal perspective, which takes into account the ex-ante, ex-post impact assessment.

The other questions included:

1. *Considering the issue of "subjectivity of the observer", is the term "holistic" applicable to CH impact assessment?*
2. *How to define a consensus definition for European CH and could it contribute towards promoting social change?*
3. *What does a CH value-based and people -centred impact assessment entail?*
4. *Is CH an asset for conflict resolution or a driver of conflict?*

Some of the reflections discussed during the activity were as follows:

How do you understand the role of the three axes of people, domains and time towards a holistic approach in cultural management?	A holistic IA model for CH should be dynamic.
	The focus should be on breaking down the structure in smaller parts and in cooperative phases.
	It is important to define objectives and how they are connected with the three pillars (people, domains and time).
	IA is a multidimensional process which calls for a dynamic approach, including to time.
	IA must take into account the economic value of CH but also its intrinsic values, with the human being at the center.
	Taking into account people's views is time consuming but it is essential.
	Policy governance and management are different branches of one same tree: IA must be linked to the whole tree and not only to some of its branches.
	Top down vs bottom up IA model.
	The multi-stakeholder perspective important, however, it is difficult to engage people but less difficult to engage organizations and institutions.
	The remit of "people" should be defined when referring to IA or CH.

How do you understand the role of the three axes of people, domains and time towards a holistic approach in cultural management?	What is the aim of engaging people in IA for CH processes? Is it possible to deliver and meet the expectations? Is the process of stakeholder engagement a way to foster ownership/empowerment?
	Experience proves that the necessary resources to carry out IA exercises that take into account longitudinal and long-terms effects are never available. Therefore, there is a need to invest in people and in time.
	A multi-dimensional approach could be more realistic than a holistic approach.
	Not all participation is always beneficial. Including "people" means deciding whom to include.
	Stakeholders could be classified by some parameters (legitimacy, relevance, power…).
	Ex-ante, mid-term and ex-post evaluations are important for there is a need to rely on a good basis of indicators and to monitor activities for an extensive period of time.
	We need to bring together people-domains-time as the only way to capture the dynamic development. Things change and it would be great if we could include this into the indicators.
	Time is of paramount importance: investments in CH need a long-term strategy not rush to immediate results.
Considering the issue of "subjectivity of the observer", is the term "holistic" applicable to CH impact assessment?	Who is doing this exercise, why is it being done, for whom, are we neutral?
	Importance of the various levels of observation: macro, meso- micro-level of observation.
	It is a subjective process that should attract a large community of stakeholders to make it 'their' project and thus to find solutions.
	Differences between generations should be taken in account.
	Transparency is important.
	Applying mixed methods is crucial.
	Relative balance and not a fixed point of view.
	Which data to collect? Data collection takes a stance on research.
	Combining expert knowledge in different domains.
	The challenge of being objective.
	Connection of subjectivity with the three pillars.

How to define a consensus definition for European CH and could it contribute towards promoting social change?	What do we need a consensus definition for? What do we want it for? The objective of a definition is the engagement.
	Specific development processes in local contexts need to be taken into account when considering a consensus perspective.
	The relevance of the definition for stakeholders is important; the challenge is to find a definition that is relevant to different stakeholders.
	The term social change is maybe not helpful, rather social impact; but generally, social change emphasizes the instrumental character of CH.
What does a CH value-based and people - centred impact assessment entail?	Stakeholder theory from a managerial but also social point of view.
	Case of Mertola in Alentejo, Portugal, a high school for restoration of heritage funded by the EU. Mertola gave credit and oppotunities to all the people to renovate the houses. People stopped leaving the town. 20 years have passed by, would they do the same? Projects should be revisited some years later.
	Example of Italy during covid-19, people singing on the balconies, bringing people together to overcome separation, even in hard times.
	The case of regional museums as satellites of the National Gallery as a means to foster tourism in northern Sweden. It has had three different impacts: 1. visitor numbers, economic impact; 2. people are proud; 3. businesses are using museums in their marketing.
Is CH an asset for conflict resolution or a driver of conflict?	The EU underlines the pan-European values, but there are differences from one community to another. Perceptions as regards intangible heritage can vary even more.
	There is a cultural environment that is only focused on what is seen or on what we (are able to) define. It is interesting to think in terms of the cultural landscape.
	Culture is connected to cultural identities.
	There is also conflict between the different domains of interest i.e. the contradictions between economic and environmental aspects.
	CH can be a driver for conflict resolution; it can bring people together.
	Education is the most important item that we should focus on, because the young generation could lose the perception of the meaning of CH. One should be able to understand the history and meaning of the idea that led to the works of art.
	Will the process of encouraging people to participate in decision-making processes respect the majority?, will it give space to the suppressed voices as well?

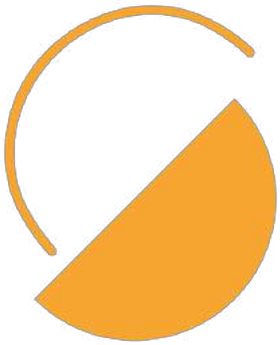
	We need to make people understand CH in a different way: what culture means to our lives; how it is related to our everyday lives.
	Knowledge and education are important, but what would make it more sustainable is feelings and memory.

CONCLUSIONS

SoPHIA´s first phase and the AVW have highlighted a number of issues that are of extreme relevance when addressing impact assessment of CH interventions: the need for a shared definition of CH and for common standards; the need of models that duly address the four dimensions that are fundamental when dealing with heritage interventions, namely the social, economic, cultural and environmental dimensions; the priority given to the economic dimension at the expense of other fundamental dimensions; the lack of consultative and participatory processes that provide for a sense of ownership by the communities; the need for assessment models that take into account the long term impact of interventions, especially after so-called big events, among many others collected and summarized in this document.

At the same time, frameworks, policies and methodologies for cultural heritage impact assessment are not something new. Indeed, the European Union and other organisations have provided different instruments for further research on CH from different angles, thus proving that CH matters to Europe, also in its connotations for identity and memory, and as a cross-cutting policy area related to environment, research, education, citizenship and others.

In the next months, SoPHIA will design an impact assessment model for CH interventions that will serve as a basis for further debates and exchanges with its community of stakeholders. The aim is to come to a final shared model that might serve both relevant institutions as well as practitioners and stakeholders in the work relating to CH interventions.



SoPHIA
Social Platform
for Holistic Heritage
Impact Assessment

The Athens Virtual Workshop
"Towards a Holistic Impact Assessment Model"

June 25th, July 2nd, 2020
10.00 AM – 01.00 PM (CET)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

Dear participant,

You are cordially invited to the Athens Virtual Workshop (AVW) that will take place on June 25th and July 2nd from 10.00 AM to 01.00 PM CET. We would be grateful if you could earmark in your agenda 3 hours for each of the sessions. We will make sure to start and finish on time because we know that time is precious and that online meetings can be demanding.

Guidelines

WHY?

SoPHIA aims at setting up a community of practice to discuss impact assessment models and best practices on impact assessment and quality of interventions in European historical environment and cultural heritage sites at urban level. One of its core missions is to bring together a diverse community of researchers, educators, museum practitioners, cultural managers, entrepreneurs and stakeholders from different fields and disciplines interested in the topics addressed to work together towards the definition of quality standards and guidelines for future policies and programs.

The AVW is the SoPHIA´s first activity to bring together partners, Advisory Board members and stakeholders through a collaborative think tank experience to assess and exchange knowledge and practices.

WHAT?

The AVW will, on the one hand, present SoPHIA and the project´s main findings so far, but also address main topics of interest for its community of practice. On the other hand, through the *Virtual World Cafés,* it will bring participants together to brainstorm and discuss relevant questions for the design of the holistic heritage impact assessment model.

WHO?

Our newly formed community of practice, with members of SoPHIA´s Advisory Board and stakeholders (see the list of participants).

HOW?

The AVW will be hosted on ZOOM. You can access by clicking on the following link: **SoPHIA, Athens Virtual Workshop**. You might be requested to provide the following:

- Meeting ID: 975 1764 7535
- Password: 323625

You can join ZOOM by using your mobile phone or your computer and internet connection (broadband connection). You can start ZOOM from your browser,

although it is better to download the app. Also, we recommend to make use of earphones since this will allow for better isolation.

- Remember to mute your microphone while the others are speaking.
- Sign up with your full name (and the name of your institution, if possible), so other participants can identify you.

VIRTUAL WORLD CAFÉS

Participants will gather in smaller groups, around areas of expertise and ensuring that each breakout room has a diversity of profiles. The discussions will be organized by moderators, and the conclusions presented in the plenary session. Please do not worry, we will drive you to your breakout room at due time.

The current first phase of SoPHIA is being devoted to collect and analyze the existing research literature and policies related to cultural heritage impact assessment. The document can be found attached to the email and it includes an executive summary.

In this sense, the Literature Review of the SoPHIA project has identified three major categories of gaps in the existing Impact Assessment models of cultural heritage interventions or events that manifest in different ways or exist in different degrees in all four domains (social, cultural, environmental, economic):

- Innate weaknesses of Impact Assessment models (for example: quality criteria not being clearly defined, lack of comparability of assessment data, lack of quantitative methods, etc).
- Lack of public consultation (where the public is either not present or not actively involved during the official decision-making process).
- Lack of clear definition of Cultural Heritage

Participants will be invited to collectively discuss and exchange thoughts and ideas around the following question:

Have you encountered any of these, or other gaps in your line of work? You may share your personal experience and suggestions on it.

The inputs gathered during the Virtual World Café for day 1, will produce new topics to be debated on day 2.

BEFORE THE WORKSHOP

We invite you to go through the **introduction by Erminia Sciacchitano**, former officer of the EC Directorate General for Education and Culture, who puts SoPHIA into its wider context within the framework of the EU H2020 research and innovation programme.

As well, for your consideration and as already mentioned above, we attach to this agenda SoPHIA´s first scientific output, the *Review of Research Literature, Policy Programmes and (good and bad) Practices* in regards to heritage impact assessment, describing and analyzing the main findings of the project so far. An executive summary is included.

Agenda

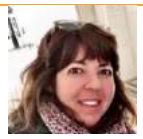
THE ATHENS VIRTUAL WORKSHOP	
"Towards a Holistic Impact Assessment Model"	
Day 1: June 25th 10.00 AM – 01.00 PM	
Evaluating the existing literature	
10:00 – 10:30	• **Welcome and Opening**, Michela Marchiori, Roma Tre University, Coordinator of SoPHIA. • "**The first project phase",** Nicholas Anastasopoulos, NTUA. • "**The social platform**", Mercedes Giovinazzo, Interarts.
10:30 – 10:50	Keynote speech: "**Impact assessment methods**", by Annalisa Cicerchia, Roma Tre University.
10:50 – 11:30	**Presentation of main gaps identified** in relation to heritage impact assessment models: • *Cultural domain*, IADT/EDUCULT • *Economic domain*, Roma Tre University • *Social domain*, IRMO • *Environmental domain*, NTUA
11:30 – 11:40	Coffee break

11:40 – 12:55	**Virtual World Café**, "Are gaps new opportunities?", facilitated by Riva Lava, NTUA, and moderators appointed in each breakout room. - **Introduction** (5´) - **Breakout rooms** (35´) - Preparation time among moderators (10´) - **Plenary session** with presentations by the moderators and facilitated by Riva Lava (25´)
12:55 – 13:00	**Closing**, Michela Marchiori, Nicholas Anastasopoulos.

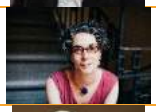
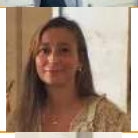
Day 2: July 2nd 10.00 AM – 01.00 PM	
Planning the Impact Assessment Model	
10:00 – 10:15	**Welcome back, first session's outputs recap**, Riva Lava, NTUA.
10:15- 10:30	Presentation**, "Toward a draft model of holistic impact assessment method": discussion on EU and non-EU guidelines and programs' analysis and impact assessment methods,** Paola Demartini & Lucia Marchegiani, Roma Tre University.
10:30 – 10:55	Keynote speech: "**Why do present Impact Assessment Models prove inadequate?",** by Beatriz García, Institute of Cultural Capital, UK, University of Liverpool.
10:55 – 11:10	Coffee break
11:10 - 12:30	**Virtual World Café** • Introduction, Mercedes Giovinazzo, Interarts (15´) • Breakout rooms discussions facilitated by moderators (60´)

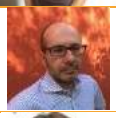
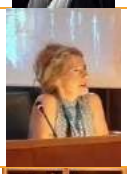
	• Closing, Nicholas Anastasopoulos, NTUA (5´)
12:30 – 12:50	Presentation, **"Next steps towards the SoPHIA impact assessment model"** Aron Weigl, EDUCULT.
12:50 – 13:00	**Closing**, Michela Marchiori, Coordinator of SoPHIA (Roma Tre University), Nicholas Anastasopoulos, NTUA.

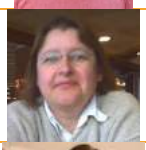
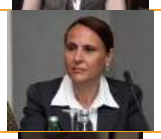
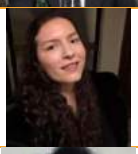
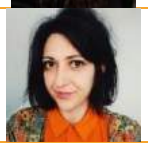
*Note: Please note that the second day workshop schedule may be modified and the final version will be confirmed at least one day ahead of time.

LIST OF PARTICIPANTS (short professional profiles can be found in the website)			
Members of the Advisory Board			
1		Pat Cooke	University College Dublin, Ireland
2		Evinc Dogan	Akdeniz University, Turkey
3		Beatriz García	University of Liverpool, Institute of Cultural Capital, UK
4		Antonio Lampis	Directorate General of Museums, MiBACT, Italy
5		Rob Mark	Pascal Observatory, Learning Cities Network, UK
6		Christine Merkel	UNESCO´s expert on Cultural Governance, Germany

7		Marcello Minuti	Fondazione Scuola dei Beni e delle Attività Culturali, Italy
8		Erminia Sciacchitano	Former EC Directorate General for Education and Culture
Stakeholders			
9		Deborah Agostino	Politecnico di Milano, Italy
10		Aira Andriksone	Latvian Association of Castles, Palaces and Manors
11		Flavia Barca	ACUME Cultural Association, Italy
12		Inês Battencourt da Câmara	Mapa das Ideas, Portugal
13		Marco Biscione	M9 Museum of the 20th Century, Italy
14		Elena Borin	Burgundy School of Business, France
15		Nicholas Clarke	ICOMOS
16			
17		Stefano Consiglio	University of Naples Federico II, Italy
18		Cornelia Dümcke	Culture Concepts, Germany
19		Laura Fornara	Compagnia San Paolo, Italy
20		Dorota Ilczuk	SWPS University of Social Sciences and Humanities, Poland
21		Hanna Lämsä	The Association of Cultural Heritage Education in Finland
22		Alessandro Leon	Center for Research and Studies on Labor Problems, Economy and Development, Italy

23		Florian Meixner	Austrian Commission for UNESCO
24		Gráinne Millar	GM Innovations, Ireland
25		Francesca Nocca	University of Naples Federico II, Italy
26		Maria Panayides	Eleusis 2021, European Capital of Culture, Greece
27		Daniele Previati	Roma Tre University, Italy
28		Giovanni Schiuma	The Arts Business Institute, USA
29		Hanna Szemzö	Metropolitan Research Institute, Hungary
30		Pietro Valentino	Associazione per l´Economia della Cultura, Italy
31		Han Van der Meer	Saxion University / Delft University, Nehterlands
32		Aida Vezic	Balkan Musem Network
33		Andreas Wiesand	European Association of Cultural Researchers
Consortium Partners			
34		Michela Marchiori	Full Professor in Business Organization and Human Resource Management, Roma Tre University, Italy
35		Paola Demartini	Full Professor of Business Administration, Roma Tre University, Italy
36		Lucia Marchegiani	Associate Professor of Business Organization and Human Resources, Roma Tre University, Italy
37		Annalisa Cicerchia	Senior Cultural Economist, Roma Tre University, Italy

38		Flavia Marucci	Research Fellow, Roma Tre University, Italy
39		Mauro Baioni	Urban Planner, Roma Tre University, Italy
40		Mercedes Giovinazzo	Director, Interarts Foundation, Spain
41		Antonio Gucciardo	General Manager, Interarts Foundation, Spain
42		Alberto Cerezo	Programme Manager, Interarts Foundation, Spain
43		Henrik Zipsane	Managing Director, EMA, Netherlands
44		Elia Vlachou	Museum and Cultural Management Consultant, EMA, Greece
45		Emek Yilmaz	Communication and Special Projects, EMA, Turkey
46		Aron Weigl	Executive Director, Research, EDUCULT, Austria
47		Angela Wieser	Research, EDUCULT, Austria
48		Nicholas Anastasopoulos	Assistant Professor, School of Architecture, NTUA, Greece
49		Riva Lava	Assistant Professor, School of Architecture, NTUA, Greece

50		Leonidas Koutsoumpos	Assistant Professor, School of Architecture, NTUA, Greece
51		Olga Ioannou	Arquitect, Researcher, NTUA, Greece
52		Hariklia Hari	Arquitect, Researcher, NTUA, Greece
53		Paraic Mc Quaid	Lecturer, Researcher, Artist, IADT, Ireland
54		Christine Horn	Lecturer, Researcher, IADT, Ireland
55		Tiziana Soverino	Research Assistant, IADT, Ireland
56		Aleksandra Uzelac	Head of Culture and Communication Department, Research Advisor, IRMO, Croatia
57		Sanja Tisma	Director, IRMO, Croatia
58		Suncana Franic	Expert Associate, IRMO, Croatia
59		Barbara Lovrinic	Research Assistant, IRMO, Croatia

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Welcome to the Athens' Virtual Workshop

Opening by Michela Marchiori

Roma TRE

June 25th, 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

SoPHIA
Social Platform for Holistic Heritage Impact Assessment

H2020 TRANSFORMATION CALL

H2020 - TRANSFORMATIONS-16-2019: Social platform on the impact assessment and the quality of interventions in European historical environment and cultural heritage sites

H2020 represents the completion of policies on cultural interventions developed within the last three European programming cycles.

- 2000-2006
- 2007-2013
- 2014-2020

PILLARS

Pillars (goals / themes) that should lead the EU-funded interventions on cultural heritage have been developed in the last 20 years.

- 2000 European Landscape Convention
- 2005 Faro Convention
- 2018 European Year of Cultural Heritage
- 2019 European Framework for Actions on Cultural Heritage

From pillars to actions

In order to put into practice those pillars, a change was needed:

1. A NEW MEANING OF IMPACT
2. NEW WAYS TO ASSESS THE IMPACT OF INTERVENTIONS ON CULTURAL HERITAGE

European Framework for Action on Cultural Heritage

Cluster 8: Raising the quality of interventions in the European historical environment on cultural heritage sites

1. IMPACT

A shift in the meaning of impact has occurred, from a “conservation” approach to a more inclusive definition of impact that underlines **the multidimensional and holistic perspective**.

ICOMOS stresses the importance of the quality of intervention. Not only quality of restoration but also the requirements needed to produce effective outcomes.

2. IMPACT ASSESSMENT

Interventions should be **constantly monitored** in order to ensure that desired or expected impacts are achieved.

Need for new approaches, tools and guidelines to evaluate multidimensional and holistic impacts

→ H2020 Coordination Support Action → SoPHIA project

SoPHIA'S CONSORTIUM

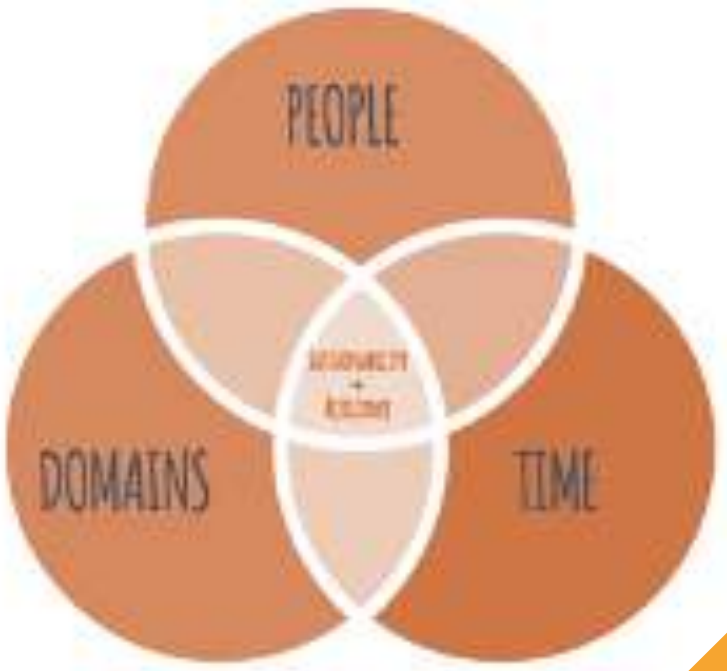
1	UNIROMA3	UNIVERSITA DEGLI STUDI ROMA TRE	IT
2	INTERARTS	FUNDACIO INTERARTS PER A LA COOPERACIO CULTURAL INTERNACIONAL	ES
3	EMA	STICHTING EUROPEAN MUSEUM ACADEMY	NL
4	EDUCULT	EDUCULT - DENKEN UND HANDELN IN KULTUR UND BILDUNG	AT
5	NTUA	NATIONAL TECHNICAL UNIVERSITY OF ATHENS - NTUA	EL
6	IADT	DUN LAOGHAIRE INSTITUTE OF ART, DESIGN & TECHNOLOGY	IE
7	IRMO	INSTITUT ZA RAZVOJ I MEDUNARODNE ODNOSE	HR

SoPHIA'S ANALYTICAL CONCEPT

SoPHIA presents a **new approach to reason about impact assessment**.

Our approach is based on three axes coherent with some of the pillars promoted by EU policy documents:

1. People (= multi-stakeholder),
2. Domains (= holistic / multidimensional),
3. Time (= longitudinal).



SoPHIA SOCIAL PLATFORM

The platform should bring together the research communities, heritage professionals, public and private actors and policy makers at local, regional, national and international levels concerned with the impact assessment and quality of interventions in historical environment and cultural heritage sites in Europe. (H2020 transformation call)

Thank you!

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SoPHIA

Assessing the impact of Cultural Heritage:

Assumptions, Choices and Questions.

ROMATRE/Annalisa Cicerchia

25 June 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

SoPHIA
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for Holistic Heritage
Impact Assessment

Summary

- SoPHIA's Assumptions about CH Impacts (CHIs)
- Assessment: a subtle art
- Who assesses CHIs?
- Why assess CHIs?
- For whom?

SoPHIA's Assumptions about CHIs/1

1. Intervention on CH have Impact(s) (CHI)(s)
2. CHIs can be investigated in literature, policies, practices and social platforms
3. CHIs are best appreciated in a holistic perspective, including at least 4 domains:
   - 3.1. Cultural,
   - 3.2. Social,
   - 3.3. Economic,
   - 3.4. Environmental

SoPHIA's Assumptions about CHIs/2

4. CHIs (appropriate interventions) include:
   - 4.1. Sustainable growth
   - 4.2. Social cohesion
   - 4.3. Well-being of local communities
   - 4.4. Sustainable cultural tourism
5. CHIs (inappropriate interventions) include:
   - 5.1. Complaints (from experts and citizens)
   - 5.2. Damage of irreplaceable historical elements, their environment and related intangible heritage, identities and social practices.
   - 5.3. Negative citizens' perception of the actions supported by the EU

SoPHIA's Assumptions on CHIs/3

6. **Subjective perspective** deserves a constant attention.

7. **Lack of a common understanding** of the requirements for the **quality** of restoration and other interventions in the historical environment and cultural heritage sites at European level.

8. **Lack of shared standards for the holistic impact assessment** – regulated by the Environmental Impact Assessment and the Strategic Environmental Assessment Directives.

Assessment: a subtle art

"Measurement is a scientific concept that assumes the existence of a fixed scale against which different values (quantities, this time, not goods) can be compared. (….) But because people do not agree about culture, its definition or its good, it seems unlikely that they will be able to agree on a scale against which that good could be measured. (Matarasso, 2012).".

Is it measurement what we have in mind? I rather suggest description, account, appraisal, assessment and evaluation.

What product or output we expect? Data? Indicators? Other evidence?

Institutions, decision makers, funders, journalists, demand fast, simple, striking, clear-cut, linear, self-evident information.

Often what we can offer are complex and in-depth analyses, tentative explanations, nuanced responses. They are ok.

Mean areas of weakness in assessing CHIs

- The **causality links** issue: it is crucial to establish a causal relation between the transformation observed and the cultural project or activity being assessed.
- The **opportunity cost issue**: the onus is on the cultural sector to offer a conclusive evidence that they provide the most cost-effective means to tackling economic/social/cultural/environmental problems.
- The question of **outcome versus outputs**: evaluation usually happens soon after the intervention takes place. Expected effects will take some time to become evident and are likely to be completely missed out in the assessment process.

(Belfiore 2006).

Who assesses?

Assessment involves not only an “it” – something assessed – but also a “who” – the **assessor**.

We have to be clear **who is assessing** and **why**.

The assessor is never neutral, and the **reason for assessment** dictates **what** must be assessed and **how**.

And that also involves questioning **for whom are assessments made**.

Reasons for assessments

Three major **reasons for assessing CHIs** are:

- **Monitoring**,
- **Evaluation**
- **Advocacy**
- **Advancing knowledge**.

They are conceptually, methodologically and politically different activities. Monitoring, evaluation and advocacy depend on the goals set for CH, its policies and interventions.

They are performed by different agents, with different purposes.

(Matarasso 2012)

Reasons for assessment

- **Monitoring:** the collection and analysis of factual quantitative data about CH interventions aiming at enabling funding bodies and policymakers to account better for the outputs of spending.
- **Evaluation:** the use of appropriate methods to research and understand CH interventions and the responses of those involved in them.
- **Advocacy:** the process of improving understanding of and debates about CH and its place in society.
- **Advancing knowledge**: the areas of potential CHIs are still largely unexplored.

Who for?

- **Who** is the change brought about by CH interventions **for**?
- **What needs** are to be met?
- Is the change **undesirable or harmful** to anyone?
- Do those who benefit from the change have an active part in the decision making and implementation?
- …….

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SoPHIA

Main Gaps - Cultural Domain

EDUCULT/EMA/IADT

25.06.2020

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Impact Assessment

Impact of Cultural Heritage on Culture?

Identity Construction, Sense of Place, Historic Memory

- Critical Heritage Studies
- Relevance of Discourses and Narratives
- Importance of Cultural Values
- Participation & Sustainability

Impact of Cultural Heritage on Culture?

Gaps in the Current Level of Impact Assessments

- Consciousness about Conflicting Interpretations
- Exclusion of Themes and Values of Local Population Groups
- Ignorance of Sensitive Nature of the Relationships between Local Cultures
- Considering “Authorized Heritage Discourses”
- Relation to Issues of Globalization, Migration & Populism

Impact of Cultural Heritage on Culture?

Policy Gaps and Opportunities EU, CoE, UNESCO, OECD

- EU Policy goals: **Sustainability, intercultural dialogue, improving peoples lives, common heritage, shared identity, shared responsibility, participatory governance, digital access.**
- **Cultural statistics** are given increasing attention yet lack comparability of assessment data, multiple variations of approach and method.
- Challenge of combining protection V use-valorisation; economic V cultural values. (Also applies to societal, or environmental)
- Challenge of combining diverse and multiple narratives under European dimension
- OECD - Environmental and social considerations need to be mainstreamed into investment decision framework.
- COE – Faro Convention – individual and collective rights
- UNESCO - Integration of Culture in the 2030 SDGs – presents opportunity to develop evidence-based and results-oriented monitoring with the purpose of strengthening sustainable governance systems for culture

Thank you!

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Moving towards the holistic impact assessment: an analysis of the relationship among goals, impacts and assessment

Paola Demartini, Lucia Marchegiani, Michela Marchiori

Roma TRE

July 2nd, 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

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D1.2: a bridge between shortcomings and a draft model

Gaps & shortcomings (§2)

Methods used in each domain (§3.1, §3.2, §3.3, §3.4)

Focus on methods: more than one domain (§3.5) and cross-domains (§3.6)

policy documents

academic and administrative reports

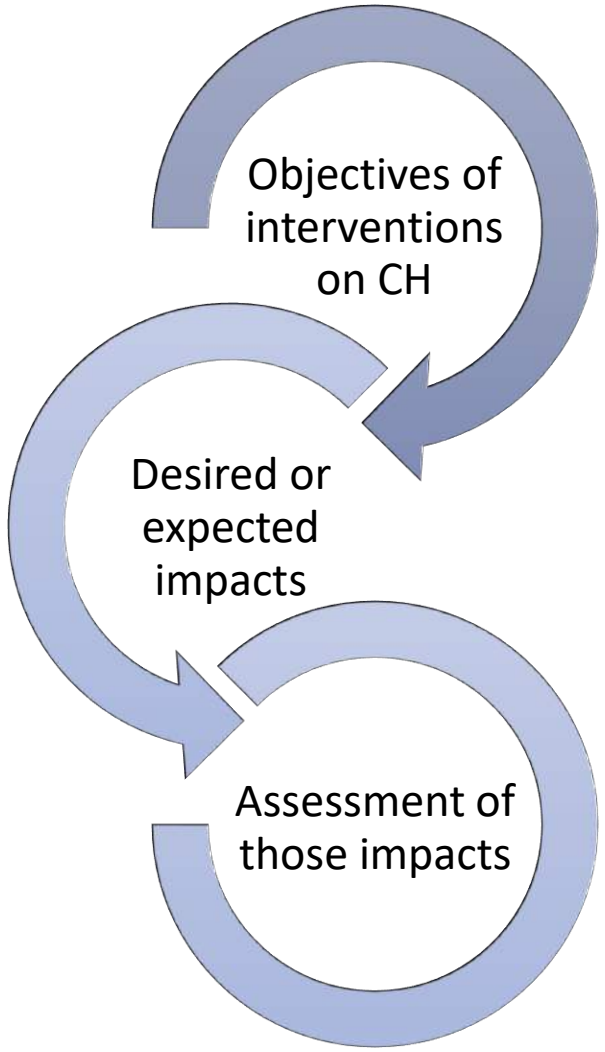
social platforms

Objectives of interventions on CH +
Expected or desired impacts +
Impact assessment of these impacts (§4)

Proposal: a framework for collecting information and useful suggestions to build an impact assessment model (conclusions)

D1.3 Draft version of IA model

Do objectives matter?



Multilayer analysis of IA

1. *Macro level: European/international level Eu and non-EU policy documents* (e.g. European framework for action on CH)
2. *Meso level: national single EU states* (e.g., National Operational Programs)
3. *Micro level: local and regional investment projects on cultural heritage* (e.g., Venaria project)

PON CULTURA E SVILUPPO | FESR 14-20

Policies documents objectives

- Policy documents establish the **strategic framework** for cultural action and the **macro objectives** (or *goals*, *themes, pillars*).

1. **Strategies** (macro level) and **laws on interventions' funds** (meso level) **should be interconnected**

2. **Realistic objectives** should be set

(source: European Court of Auditors, 2020)

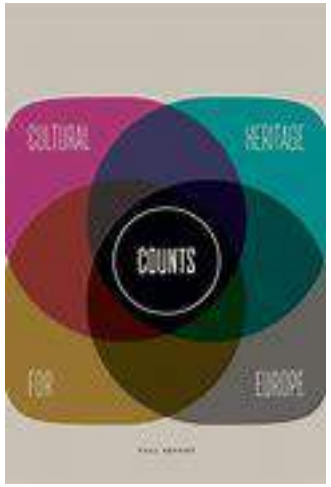
Reports documents objectives

CURIA RATIONUM

EUROPEAN COURT OF AUDITORS

These documents are elaborated by a variety of organizations **with different aims:**

administrative, technical, and scientific research



Objectives are defined by EXPERTS

Social Platforms objectives

NEW

The SoPHIA project has introduced **Social Platforms analysis**

AMERICANS for the ARTS

Social platforms can promote **new objectives** and **raise the attention** of police makers.

Objectives are defined by communities of different types, lobbies, grass-root movements, etc.

SoPHIA's Analytical Concept (1)

SoPHIA presents a **new approach to reason about impact assessment**.

Our approach is based on three axes coherent with some of the pillars promoted by EU policy documents:

1. People (= multi-stakeholder),
2. Domains (= holistic / multidimensional),
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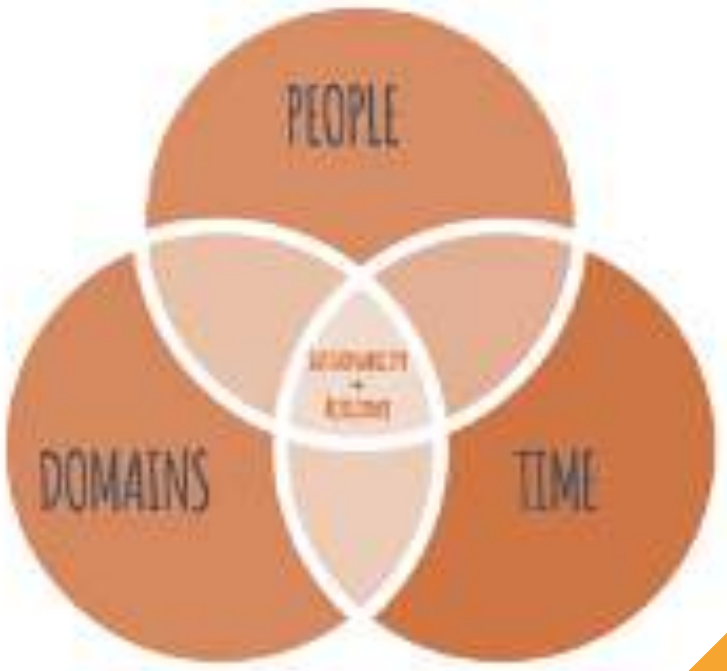
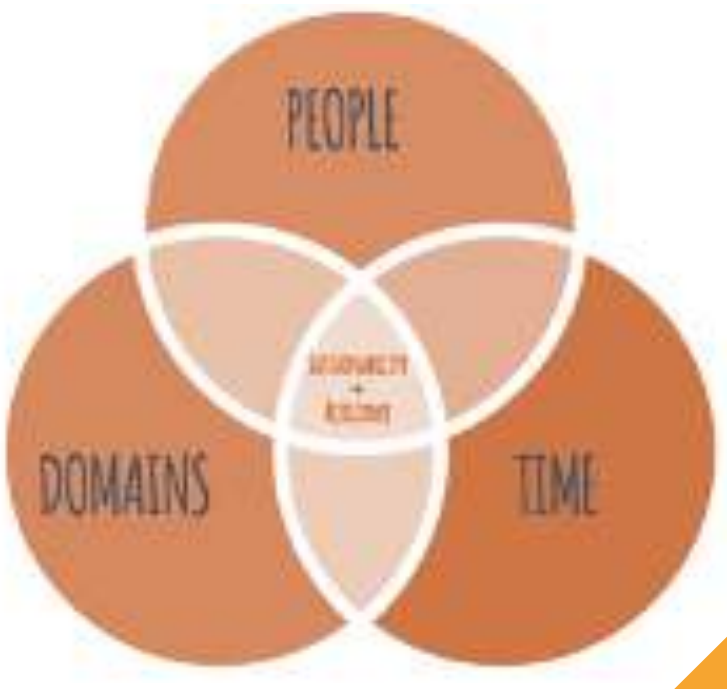


SoPHIA's Analytical Concept (2)

- Who Assesses?
- Why?
- What?
- For Whom?
- How?
- When?



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ECONOMIC DOMAIN MAIN GAPS

ROMA TRE UNIVERSITY

Mauro Baioni, Annalisa Cicerchia, Paola Demartini, Lucia Marchegiani, Michela Marchiori, Flavia Marucci

Athens' Virtual Workshop

25 June 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

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Economic Domain background (1)

Application of established financial methodologies
(Hutter & Rizzo, 1997; Peacock, 1998)

Heritage interventions == investment projects

Investment appraisal methodologies

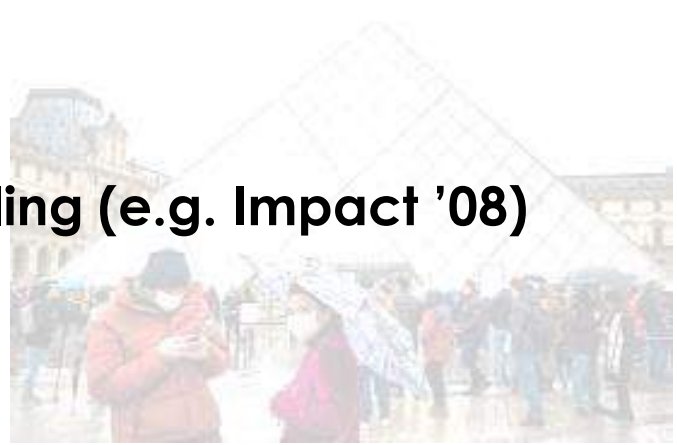
Cost-benefit analysis

Assessment of non-use values

Contingent Valuation Method (CVM)
(Báez and Herrero, 2011)

Economic Domain background (2)

XXI Century I Cultural Mega-Events I Economic Impact Assessment



Relevant advances in economic modelling (e.g. Impact '08)

Economic domain impact assessment main gaps

- CH value not uniquely measurable in monetary terms
- Negative effects tend to be underrated (e.g. Greffe, 2004)
- Positive effects can be overrated (e.g. Gibson et al., 2010)
- No comparability due to the contexts (Bowitz & Ibenholt, 2009)
- Short-termism (Langen and Garcia 2009; Palmer 2004)
- Quantitative vs. qualitative methods
- Prevalence of economic assessment even in multi-domain methods (e.g. Gomes & Librero-Cano, 2018)

Thank you!

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WP1-Survey of existing research and related policies

Social domain – Main gaps

IRMO/Sunčana Franić

24 June 2020

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870954

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Social Platform for Holistic Heritage Impact Assessment

Cultural Heritage

- The EC considers heritage to be an important resource for **social innovation and sustainable and inclusive growth**
- Therefore, it is important that heritage resources adapt to the contemporary social needs and expectations through **new management schemes and innovative business models**
- Cultural heritage must be handled in a **holistic manner**, one that involves a **wide group of stakeholders** for the process of valorization and preservation
- **Community** needs to have a primary role in the preservation of historic urban heritage

Social Impact Valorization

- **Social impact** is the effect of an activity on the social fabric of the community and **well-being** of the individuals and families
- **Social valorization** focuses on the **value** of cultural heritage both for societies and individuals.
- Direct **effects** include:

- participation in cultural heritage related activities

- the sense of belonging to a place (e. g. an urban quarter)

- togetherness

- (in)formal learning, enhancing personal competences

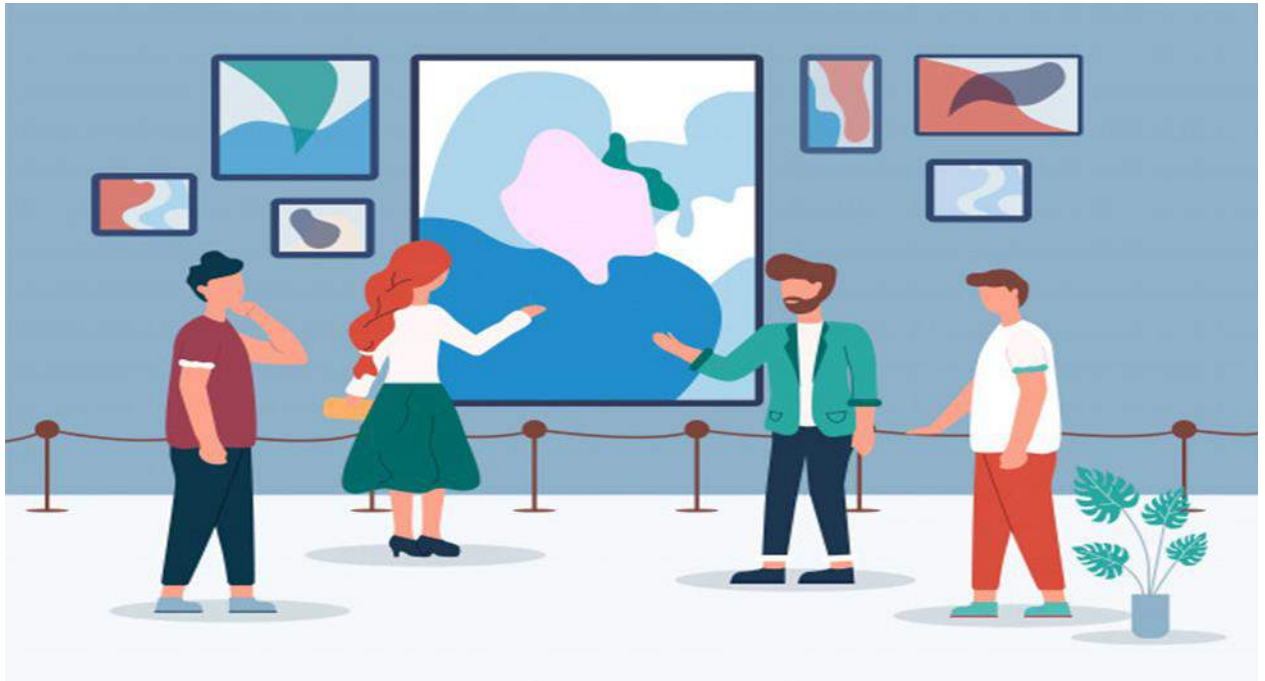
- **Participation** might also generate ownership and contribute to breaking down the barriers to appropriate the cultural heritage by all layers of the population.

The Complexity of Measuring Social Impact

- The community should **be better acquainted** with the cultural heritage that surrounds it
- However, one should be aware that **the local perspective** often differs from the **viewpoints of experts** on cultural heritage
- Thus, measuring the social impact of cultural heritage is a **complex process**
- It requires an approach that combines both **qualitative and quantitative** research data

Local Community

- **Local inhabitants** have a primary role in the preservation of historical urban heritage: they are the **first caretakers of heritage**
- Their willingness to preserve it, however, depends largely on their **personal appreciation of its value**
- There is a lack of historical information that would contribute to a **local sense of belonging**
- One of the solutions would be enabling the owners to get acquainted with the **history of their buildings** and giving them a **place and role** in the history of their environment



Gaps and Opportunities

- Common gap between **expert values and knowledge**, and **peoples' everyday perspective** on local and regional environments
- Need to consider how **various stakeholders**, not least the general public, **perceive and value** urban and regional environments as **cultural heritage** from their own perspectives
- Making sure the diversity of tools match the **diversity of values** that have been identified
- Choosing experts and professionals with a capacity to **understand and accept** the methodologies and viewpoints of others

General Recommendations

- Complementing **qualitative and quantitative** research
- Making the process of assessment **repetitively**, to the extent allowed by budget and resources
- Starting **broadly**, then adjust to more **specific tools**
- Encouraging **dialogue** between the community and the governmental agencies

The identified **gaps and inconsistencies** in the field of social impact assessment therefore concern:

-incomplete governance frameworks

-inflexible rules for protection

-insufficient capacity building

-a deficit in data and

-a lack of concrete measures.

On the other hand, it is believed that **positive social outcomes** can be produced by valorization activities such as:

-engagement and action

-learning

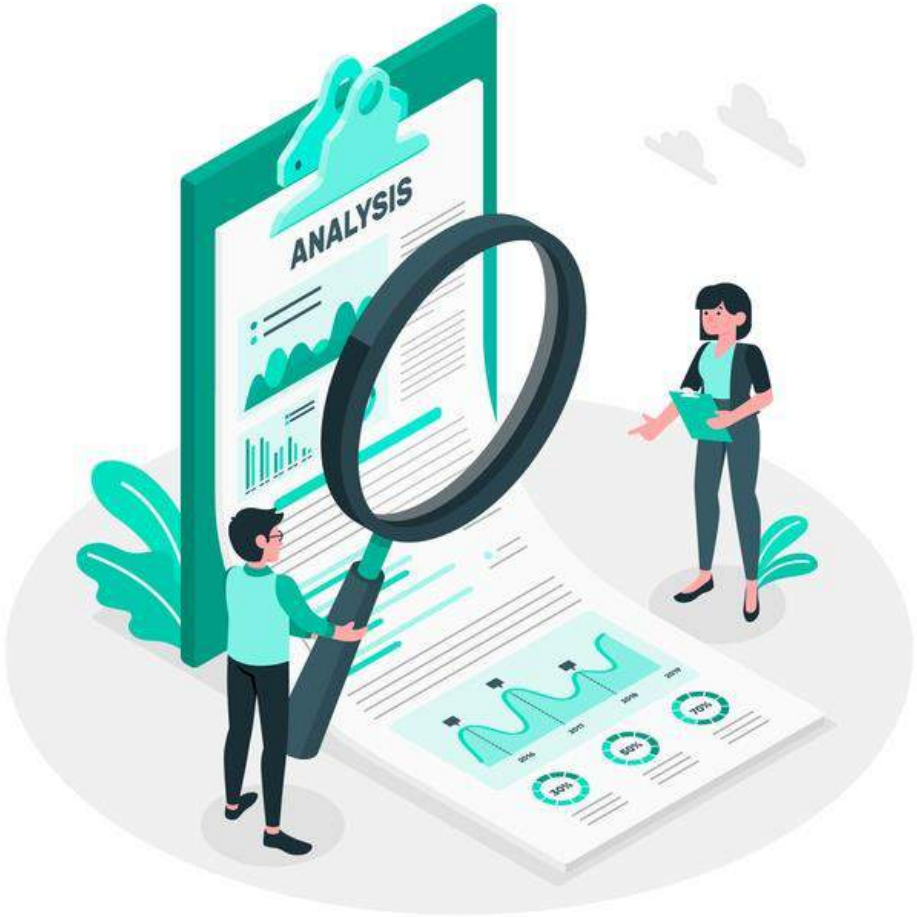
-protecting

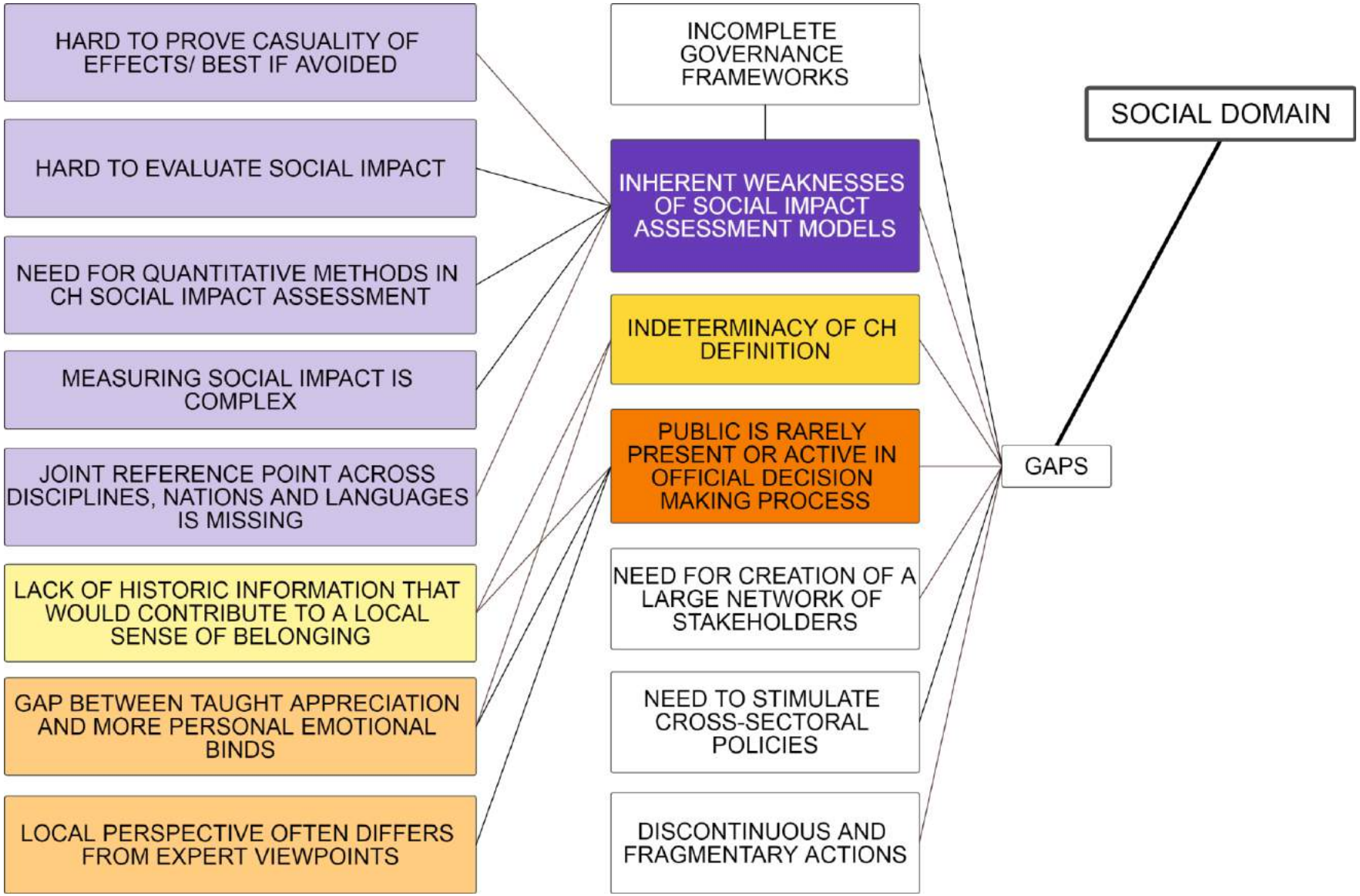
-sharing

-dialogue.

IA Methods

- Around 25 IA methods/tools in the social domain
- Challenging to distil the most convenient ones
- Method to be singled out is **Social impact assessment (SIA)**
- An **umbrella of overarching evaluation framework**
- Main characteristic of SIA : addresses all aspects associated with **managing social issues**
- A **well-organized consultation process** is the key to the methods's success (Stakeholder Engagement Plan)





Social Platform for Holistic Heritage Impact Assessment (SoPHIA). (2020). *Review of Research Literature, Policy Programmes and (good and bad) Practices*.

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Environmental Domain Impact Assessment Gaps

Research by:

NTUA (Academic Sources; Social Platforms)

Nicholas Anastasopoulos, Hariklia Haris, Olga Ioannou, Leonidas Koutsoumpos, Riva Lava

IADT (Policies)

Paraic McQuaid, Christine Horn, Tiziana Soverino

25 June 2020

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EIA & SEA Directives

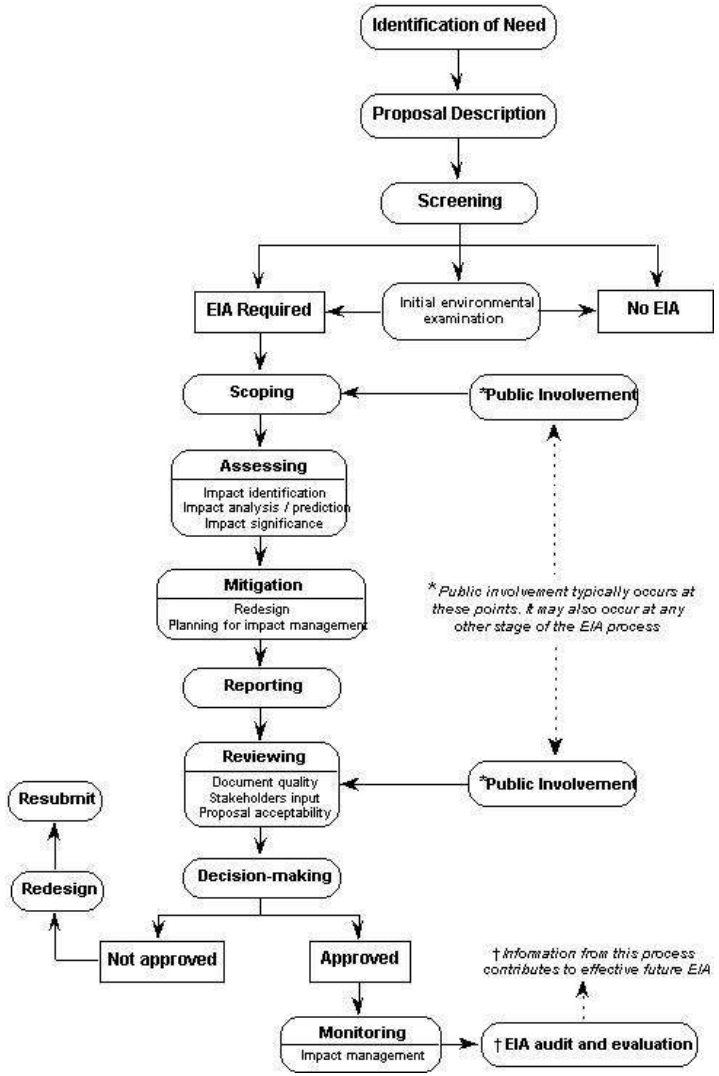


Image retrieved @ https://watergis.wordpress.com/2012/03/20/environmental-impact-assessment-eia/

Environmental Impact Assessments (EIAs) in Europe are regulated by EU directives (EU2011; EU2014). They apply to projects and focus on the effects of a particular proposal improving the breadth and depth of the information available to proponents and decision-makers.

The **Strategic Environmental Assessment (SEA)** Directive was later established (2001) to capture the cumulative impacts of multiple actions that can have adverse effects on the environment following a process very similar to EIA. SEA complements EIA and supports participation and consultation of relevant public authorities as well as all levels of society, therefore strengthening cooperation, increasing transparency in decision making and ensuring coherence between different policies.

EIA and SEA are multistage processes: they usually include screening; scoping; alternatives; baseline conditions; EIS preparation; review and monitoring

Both EIA and SEA are structured approaches aimed at more environmentally sensitive decisions and improved integration of projects into their environmental and social setting with increased accountability.

The role of Cultural Heritage in EIA & SEA

2. **Location of projects**

The environmental sensitivity of geographical areas likely to be affected by projects must be considered, with particular regard to:

(a) the existing and approved land use;

(b) the relative abundance, availability, quality and regenerative capacity of natural resources (including soil, land, water and biodiversity) in the area and its underground;

(c) the absorption capacity of the natural environment, paying particular attention to the following areas:

(i) wetlands, riparian areas, river mouths;

(ii) coastal zones and the marine environment;

(iii) mountain and forest areas;

(iv) nature reserves and parks;

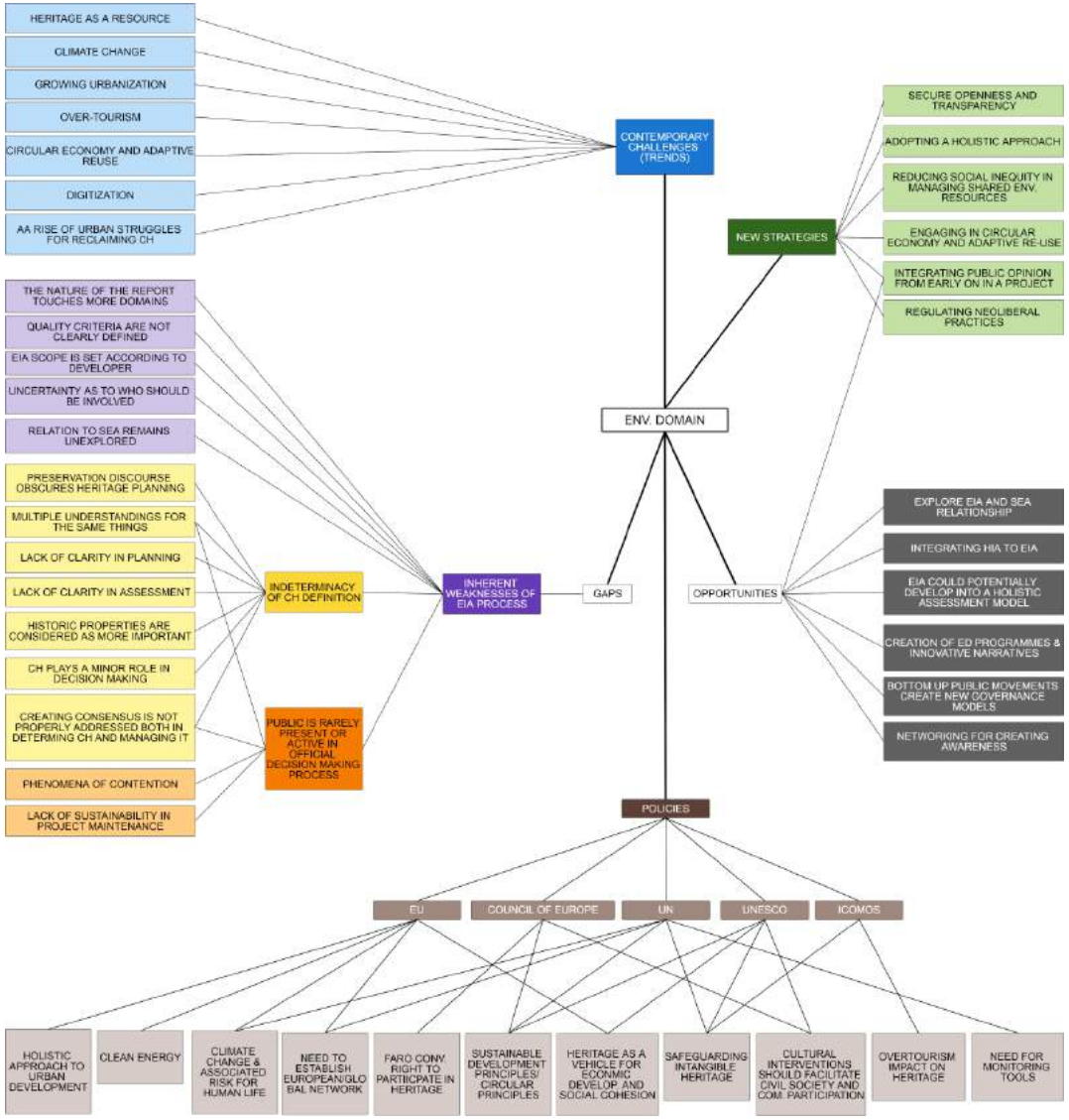
(v) areas classified or protected under national legislation; Natura 2000 areas designated by Member States pursuant to Directive 92/43/EEC and Directive 2009/147/EC;

(vi) areas in which there has already been a failure to meet the environmental quality standards, laid down in Union legislation and relevant to the project, or in which it is considered that there is such a failure;

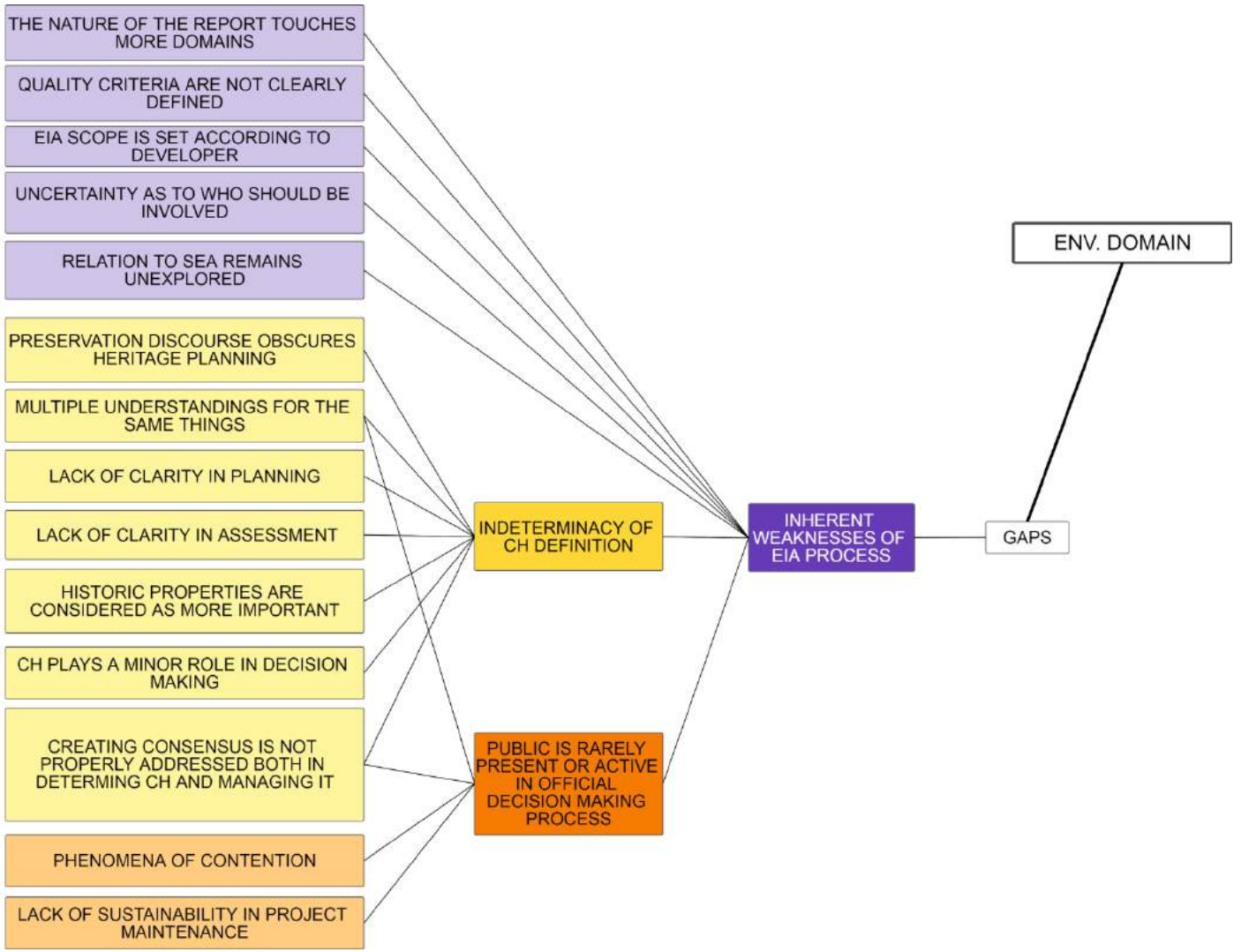
(vii) densely populated areas;

(viii) landscapes and sites of historical, cultural or archaeological significance.

Environmental Domain Impact Assessment Research



Environmental Domain Impact Assessment Gaps



Environmental Domain Impact Assessment Gaps

Gaps related to innate EIA weaknesses

- Quality criteria are not clearly defined
- EIA scope is set according to the developer
- There is uncertainty as to who should be involved
- The nature of the report touches more domains
- Relation to SEA remains unexplored

Environmental Domain Impact Assessment Gaps

Gaps related to the lack of a clear definition of what Cultural Heritage is

- Preservation discourse obscures heritage planning
- Historic properties are considered as more important
- There exist multiple understandings for the same things
- Lack of clarity in planning
- Lack of clarity in assessment
- Ultimately, CH ends up playing a minor role in decision-making

Environmental Domain Impact Assessment Gaps

Gaps related to lack of public consultation

- In most Member States public participation is mandated at specific stages, but there exist cases where "the potential for public mobilization, discursive engagement and action may be very limited“
- Creating consensus is not properly addressed both in determining CH and in managing it
- Lack of public participation may lead to phenomena of contention
- Lack of public participation may lead to lack of sustainability

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From AVW I to AVW II

NTUA/Riva Lava
02/07/2020

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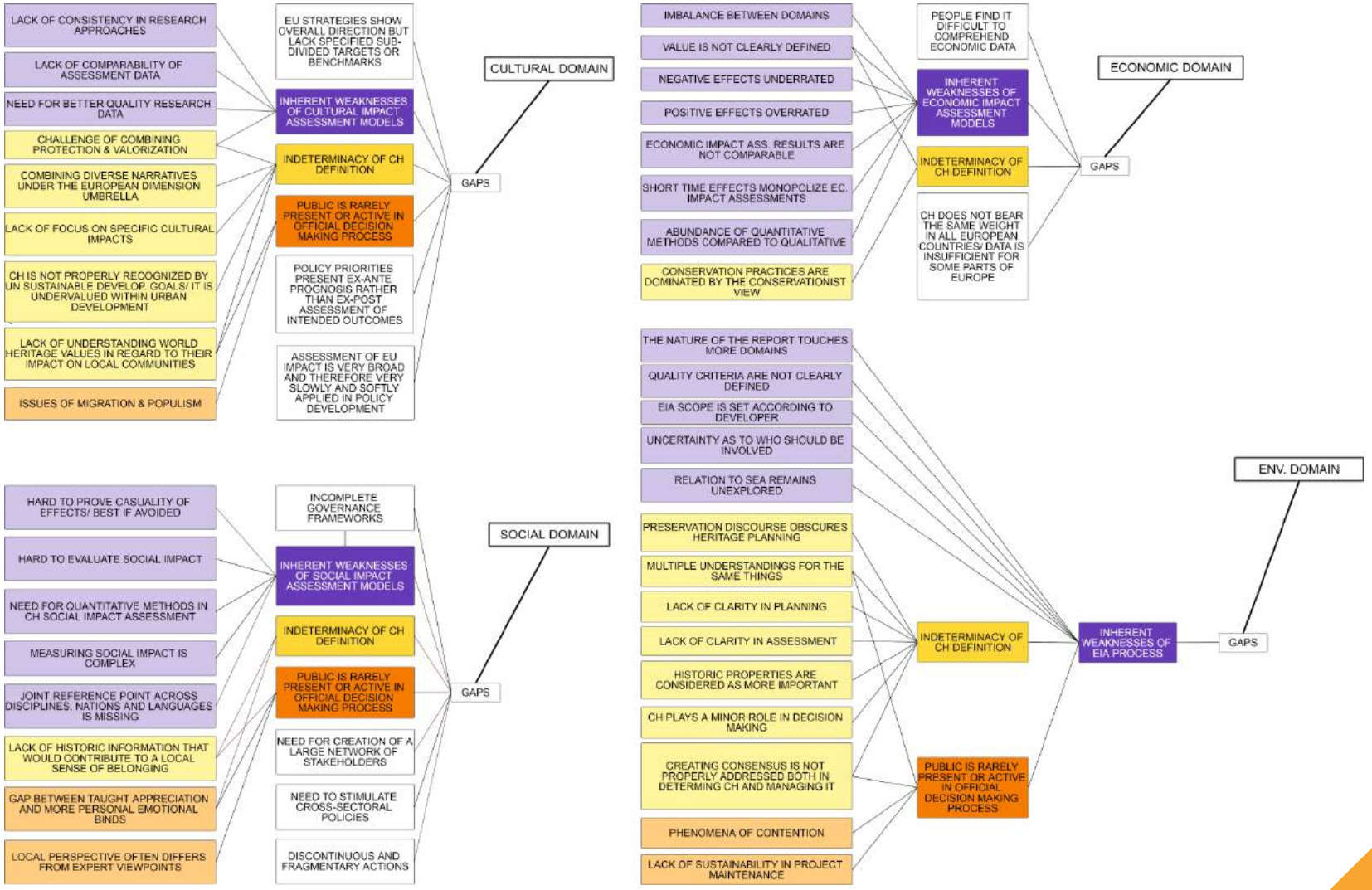
Are gaps new opportunities?



Are gaps new opportunities?

The Literature Review of the SoPHIA project has identified three major categories of gaps in the existing Impact Assessment models of cultural heritage interventions or events that manifest in different ways or exist in different degrees in all four domains (social, cultural, environmental, economic):

- Innate weaknesses of Impact Assessment models (for example: quality criteria not being clearly defined, lack of comparability of assessment data, lack of quantitative methods, etc).
- Lack of public consultation (where the public is either not present or not actively involved during the official decision-making process).
- Lack of clear definition of Cultural Heritage

Questions/ Themes per room

- What are the components of participatory governance of CH and who are the CH rights-holders? (P. Mc Quaid)
- Considering the issue of the "subjectivity of the observer" is the term "holistic" applicable to CH impact assessment? (L. Koutsoumpos)
- How to define a consensus definition for European CH and could it contribute towards promoting social change? (A. Wieser)
- What does a CH value-based and people-centred impact assessment entail? (Lucia Marchegiani)
- Is CH an asset for conflict resolution or a driver of conflict? (O.Ioannou)
- How to communicate about (and around) CH in the Western digitalized world? (A. Gucciardo)

What are the components of participatory governance of CH and who are the CH rights-holders? (P. Mc Quaid)

- Who assesses? For who is the IA? Who are the stakeholders engaged in assessment? Who has the power?
- Rights-holders are often not included in final decision making
- More decentralized, the more social groups to be listened to
- Limited to ticking boxes, we need more public participation
- The right timing for consultation
- Use the right language for the general public
- We need a wider group of people informing quality to provide an equal partnership – Should not just be decided by professionals
- Defining and acknowledging the power relations is important
- Education as the backbone of social contribution
- The level of political intervention must also be local and regional. Coordination is also needed at the local level
- Most crucial is the different perception between experts and people. Power? We are missing a proactive engagement
- Combine participation with expert knowledge

Considering the issue of the "subjectivity of the observer" is the term "holistic" applicable to CH impact assessment? (L. Koutsoumpos)

- A European definition is needed
- How CH is understood in education is changing all the time
- Allowing young people a blank slate to decide for themselves. They chose quite contested objects in terms of what is defined as heritage
- Lifelong models might be important to capture peoples whole lifetimes experience. Maybe CH only starts to make meaning later in life
- Lack of CH understanding – monuments are always related to their environment and therefore entwined
- New discourse and narrative about heritage
- Experts (history, archaeology, arts) employ social sciences to define 'holistic' and this yields dangers of misinterpretation

How to define a consensus definition for European CH and could it contribute towards promoting social change? (A. Wieser)

- A European definition is needed
- Anglo-saxon tradition overpowers the CH IA process, people left out do not see themselves as agents of change
- CH coming from national institutions can be very contested in certain communities
- How CH is understood in education is changing all the time
- Lifelong models might be important to capture peoples whole lifetimes experience. Maybe CH only starts to make meaning later in life
- The social aspect is important. CH has public value
- New discourse and narrative about heritage

What does a CH value-based and people-centred impact assessment entail? (Lucia Marchegiani)

- A looser dialogic process is needed for CH evaluation
- Long-termism should be incorporated in IA
- Move away from impact-driven assessment and focus more on value-based and people-centered, quality based assessment
- Cultural assessment is not like any other assessment. It is the space between things – more like a bridge – a relationship.
- Difficulties to balance protection and social effects
- Participation takes time and effort
- Need indicators about social categories
- Importance of empirical evidence
- Need qualitative indicators
- Not focus only on economical values and indicators

Is CH an asset for conflict resolution or a driver of conflict? (O.Ioannou)

- CH coming from NI very contested in certain communities
- It may not be beneficial to try to define a full clear final definition of cultural heritage
- The social aspect is important. CH has public value
- A holistic conclusion is a non-realistic expectation
- CH can be dissonant and split communities, i.a. conflict between development and conservation
- How we can recognize voluntary and amateur bodies as players in the process and be legitimate contributors to this discussion?

How to communicate about (and around) CH in the Western digitalized world? (A. Gucciardo)

- Difficulty of turning a physical community to an online community
- Need for database of case studies (good and bad)
- Difficulties in showing the value of our CH IA work, position ourselves in policy terms.
- More space inside the Sophia Platform for intangible assets

More Talking Points

- (ES) A definition that might be helpful: every piece of art, every cultural production should be free to die. But there are some things that we as a community decide to pass on to next generations and start reactivating something that was already created - and that is CH
- Lack of participation in existing assessment has to do with education and also politics because **CH highly political**
- It hard to retain content with vertical split organization, should explore areas where matters interact in a more significant way
- How to make the distinction between output and outcome?
- Lack of experience in IA processes
- Culture sustainability Agenda 2030 – lack of indicators related to CH on national as well as UNESCO level
- Connect local CH to **wider invention of indicators** from city scale to building scale
- We need to improve the monitoring of economic impacts - The cultural sector cost 5 billions per year. There are only two people for evaluation (MM)
- **The holistic understanding of 'costs' needs to be strengthened**

Indicative Examples

- Good example:

Birmingham, multi stakeholder partnership for 2016 opening a policy based on consultation

Involvement of neighborhoods

Citizens can vote

Integration of face to face level of interaction and virtual participation

- The case of Mertola taught us: School for heritage + house for citizens
- Interested in local governance (open heritage) https://openheritage.eu/
- Example of Liverpool
- Dublin/Glasgow/Belfast – Experience - advisory board of Sophia – education background – environmental studies and education training – learning cities international project – age friendly approaches to learning
- Example about a project for visitors' centres at National Parks in Ireland
- [Finland] Asked if CH was important to their everyday life – a low % of people said it was relevant

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Why do present impact assessment models prove inadequate?

Dr Beatriz Garcia

University of Liverpool

Researching the long term impact of major events

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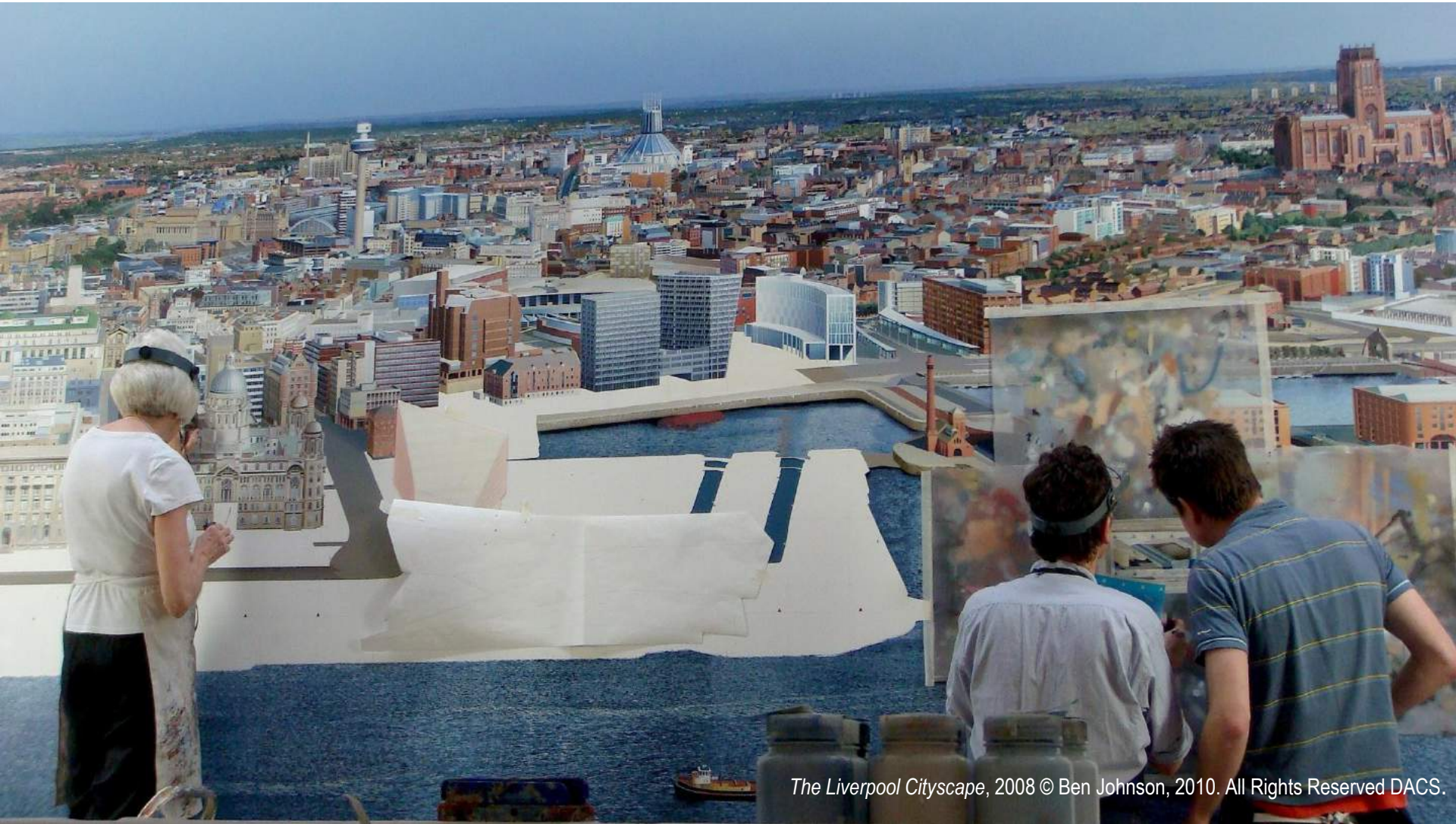
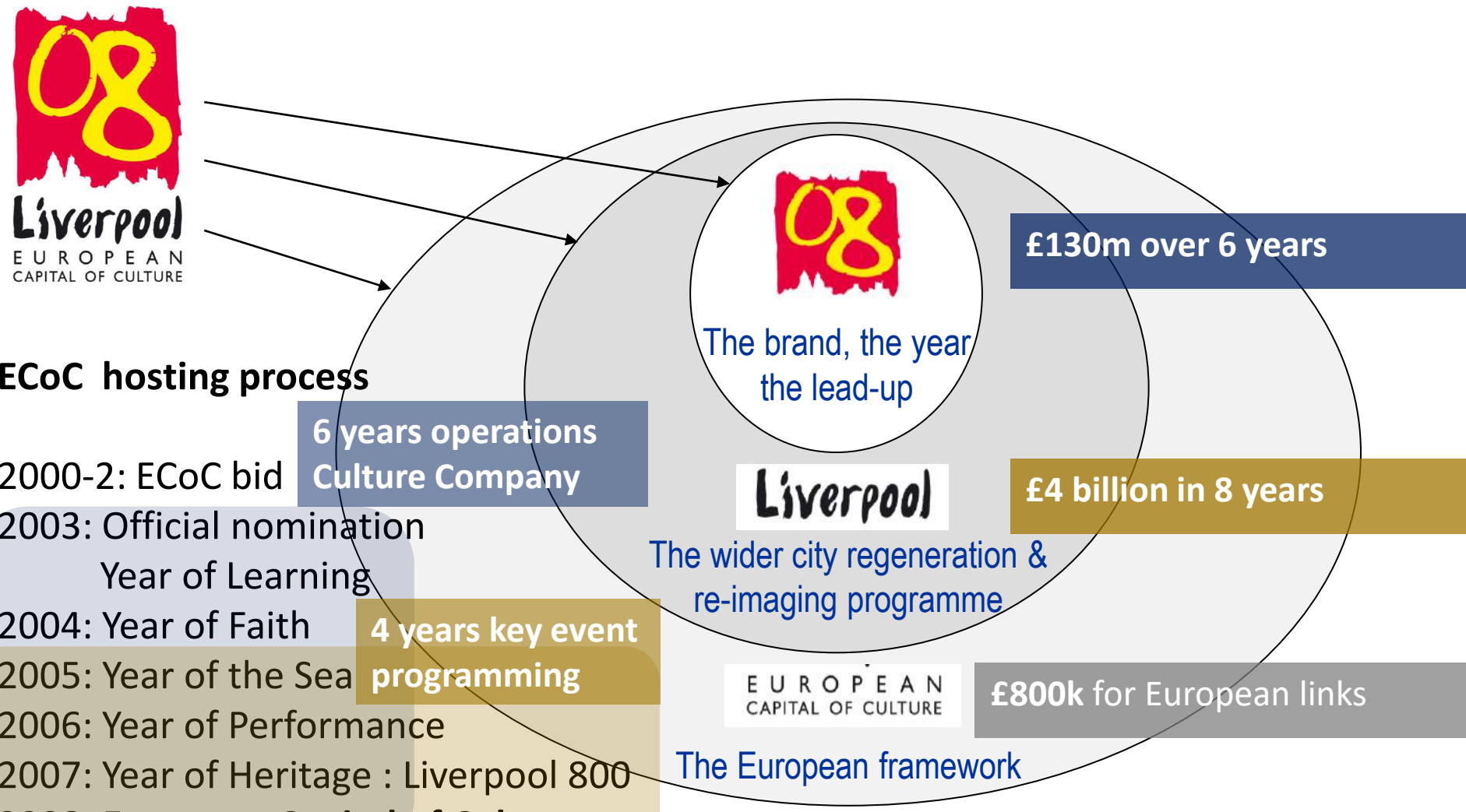
Impact Research Frameworks

Liverpool 2008 | European Capital of Culture



The Liverpool Cityscape, 2008 © Ben Johnson, 2010. All Rights Reserved DACS.

Liverpool as European Capital of Culture



ECoC hosting process

2000-2: ECoC bid
2003: Official nomination
Year of Learning
2004: Year of Faith
2005: Year of the Sea
2006: Year of Performance
2007: Year of Heritage : Liverpool 800
2008: European Capital of Culture

2009: Year of the Environment
2010: Year of Health, Well-Being and Innovation

Impacts 08 | Research framework

Longitudinal : [2000-2003] 2005 – 2010 [2015-2018]
Self-reflective : analyses process as well as outcome
Holistic : multiple dimensions of impact; positive as well as negative
Collaborative : Research & arts council match funds, data sharing univ/ gov / industry

Impacts 08 | Vision & Objectives

- **Recognising the diversity of areas of Impact**:
  - holistic model
  - inter-related themes
- **Exploring processes as well as outcomes**:
  - contextualising impact data with surrounding narratives
- **Longitudinal approach**
  - five years onwards

- **Enhanced evidence base** for the multiple **impacts of culture upon regeneration**,
  - assisting local & regional planning
  - informing the UK national debate
- **Provision of intelligence to guide decision-making**
  - event teams; marketing team
  - tourism & culture agencies
- **Transferable research framework**
  - beyond Liverpool and 2008

Impacts 08 | Main methodologies

- Benchmark indicators
  - Identification of clusters of key performance indicators for each ‘theme’
  - Across the four dimensions of impact, from baselines in 2000 to 2010

- Secondary data analysis
  - Identifying, gathering and analysing relevant datasets, including:
  - In-house and external evaluations of specific elements of the ECoC programme
  - General local, regional and national data (tourism, economic, cultural development)

- Contextual data collection and analysis
  - Filling relevant data ‘gaps’ and explaining indicator and wider dataset mapping
  - Over 25 primary data projects, both qualitative and quantitative

- Continuous knowledge exchange with key partners

Impacts 08 | Main projects

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Over 25 new primary data projects covering the following topics

Area	Project title Research Period	2006	2007	2008	2009	2010
Indicators	**Indicator data across all themes**	x	x	x	x	x
Economic growth	Business impact & engagement	x	x	x		
	Economic Impact of 08 Events		x	x		
	Impact of 08 on visitor numbers		x	x		
Cultural vibrancy	**Creative industries sustainability**	x	x	x	x	
	Arts Sector sustainability & Artists experience			x	x	
Access and participation	**Local Area Studies - social impacts across city**		x	x	x	
	Impact of volunteering on cultural engagement		x	x	x	
	Impact of culture on Quality of Life toolkit			x	x	
	AHRC/ ACE Workshops | quality of experiences				x	
Image & identity	**Media impact– press, broadcast, online**	x	x	x	x	
	AHRC/ESRC- Impact on local identity			x	x	
	World Class programme/event			x		
Physical impact	**Experience of the public realm**			x		
Management	**Stakeholder interviews and observations**	x	x	x	x	
The Liverpool Model	Overview of methods, key findings, recommendations **Liverpool, other UK, other Europe, International** Cultural strat, UK Cap Cult, ECoC, Expo, Olympics				x	x

European Capitals of Culture | 30 Years

European Parliament | ECoC review (1985-2019)

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Study objectives

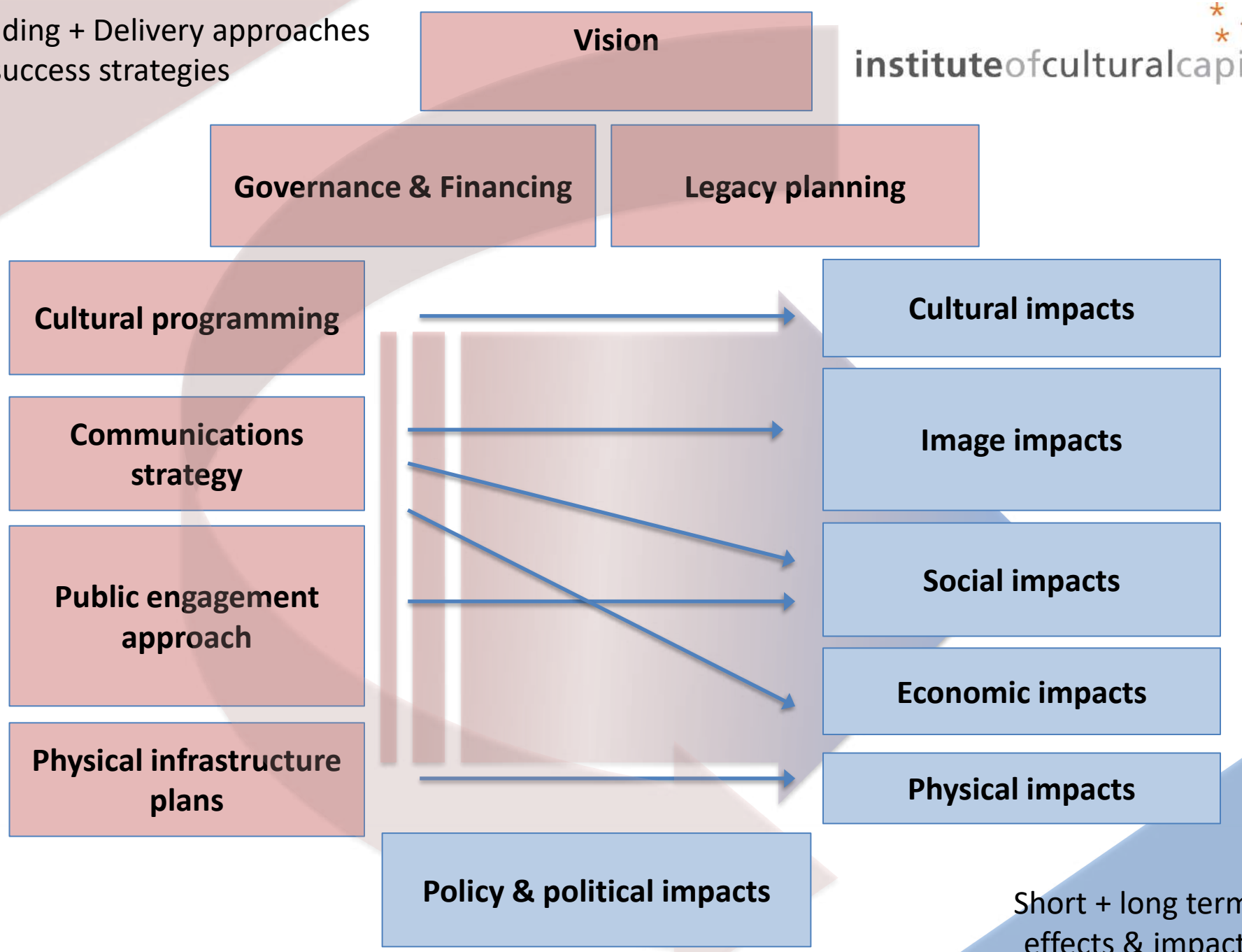
- To examine and interrogate the wealth of published material produced about respective ECoC hosts cities, in order to:
  - identify the most common strategies for success;
  - collate and review evidence of impacts and long-term effects from a cultural, economic, social and policy point of view;
  - understand the main recurrent challenges.

Study chapters

- History and development
- Bidding approaches
- Delivery approaches and success strategies
- Short- and long-term effects
- Challenges and areas of opportunity
- Conclusions and recommendations

Study : Garcia, B. & Cox, T. (2013) ***European Capitals of Culture. Success Strategies & Long Term Effects.*** European Parliament

Bidding + Delivery approaches
& success strategies



instituteofculturalcapital

Short + long term
effects & impacts

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Knowledge Transfer

Adapting the model | Liverpool 2008

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access & participation

cultural vibrancy

image & identity

economy & tourism

governance & delivery

IMPACTS 08

European Capital of Culture Research Programme

Adapting the model | London 2012

audience participation

artistic excellence

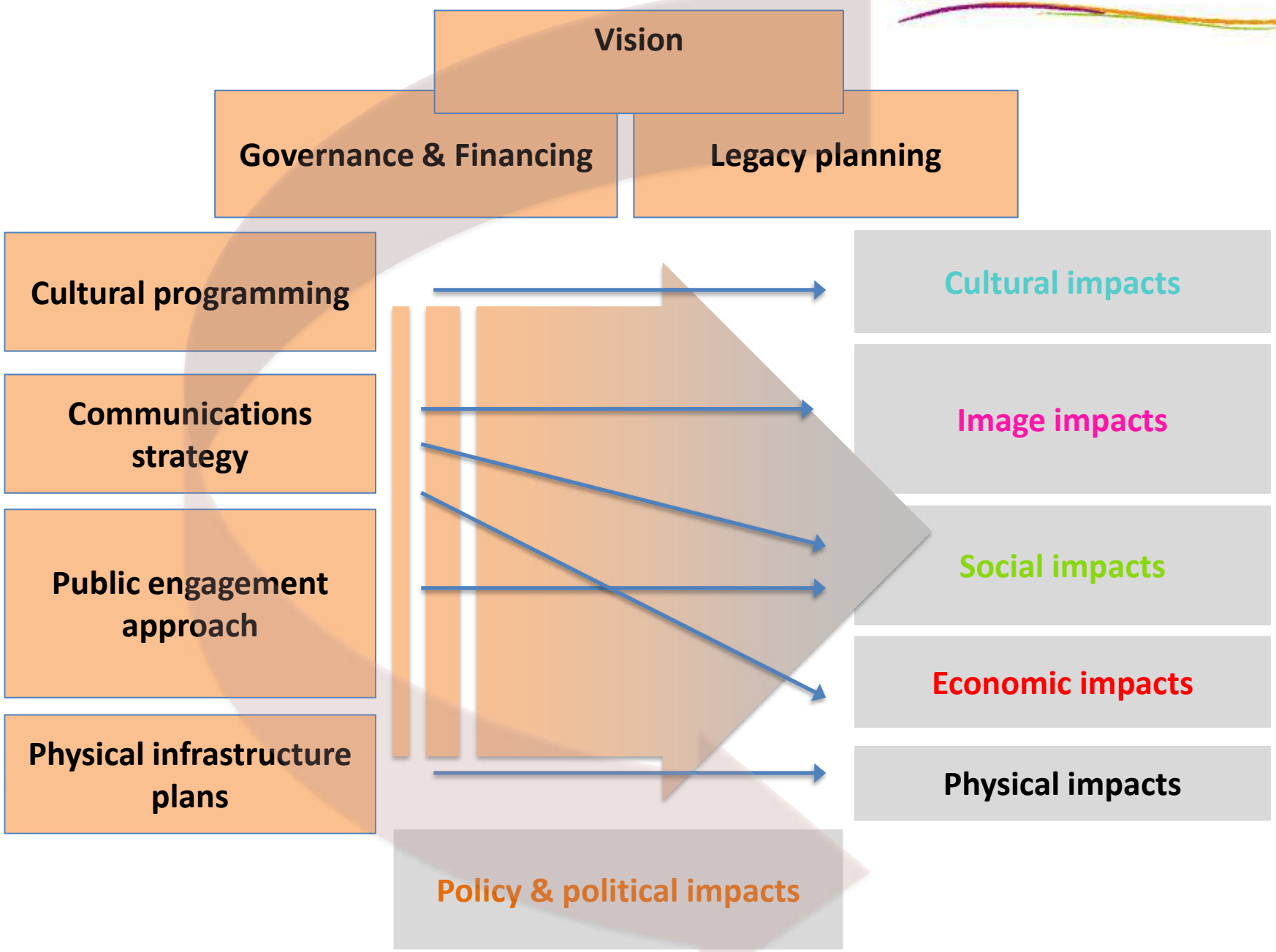
Olympic & Paralympic values

economic value

legacy & sustainability

Cultural Olympiad

Extending the model | Europe



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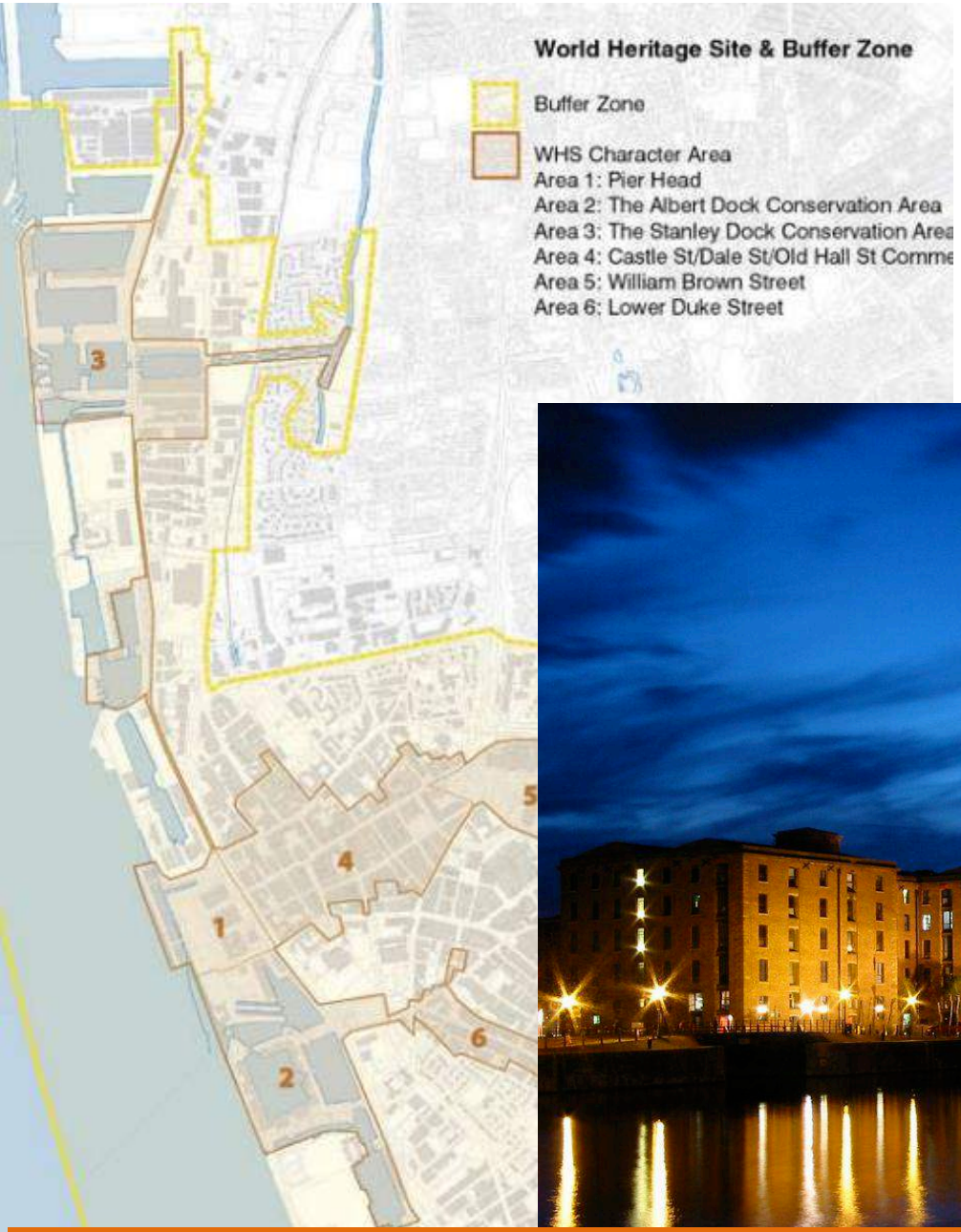
Case Study
Heritage, Pride and Place



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Liverpool Maritime Mercantile City
UNESCO World Heritage Site

Full report : **Heritage, Pride & Place. Exploring the contribution of World Heritage Site status to a city's sense of place and development**

Liverpool | World Heritage Site

- **Liverpool was awarded the World Heritage Site (WHS) title by UNESCO in 2004**, one of 17 properties in England

- In 2008, the city became European Capital of Culture, an accolade that started a remarkable image renaissance for the city, resulting in a booming tourism industry and clear positioning as a major UK's cultural and creative destination

- **By 2012, however, Liverpool was included in UNESCO's 'World Heritage in Danger' list**

- Being part of the 'In Danger' list has reignited debate around the value of protecting heritage vis-à-vis the interest in ongoing urban development to ensure a city's future

Full report : Heritage, Pride & Place. Exploring the contribution of World Heritage Site status to a city's sense of place and development

The Study | Heritage, Pride & Place

Given the ‘Heritage In Danger’ placement, the Institute of Cultural Capital embarked in an investigation to assess:

- Does the Liverpool’s WHS contribute to the **sense of pride** that local people and communities feel for their city?
- What are the **cultural, economic and image impacts** of the Liverpool WHS?
- What more could be done to **capitalise on WHS** status?
- What **risks** are posed by the potential loss of WHS status?

Full report : Heritage, Pride & Place. Exploring the contribution of World Heritage Site status to a city’s sense of place and development

Economic & image impacts

- World Heritage status is perceived by local people to have **improved the city's image** in the UK and internationally, and to have raised public awareness of the city's historical significance.

- The designation had a **modest positive impact on the city's image nationally**, which was beneficial in the lead up to 2008. However, the designation has **not been fully capitalised upon in terms of its image and place-making possibilities**

- Despite a widespread sense of pride in the WHS, **few people believe that retaining the title should take precedence over attracting and securing investment** from city developers, particularly since the city's success as European Capital of Culture.

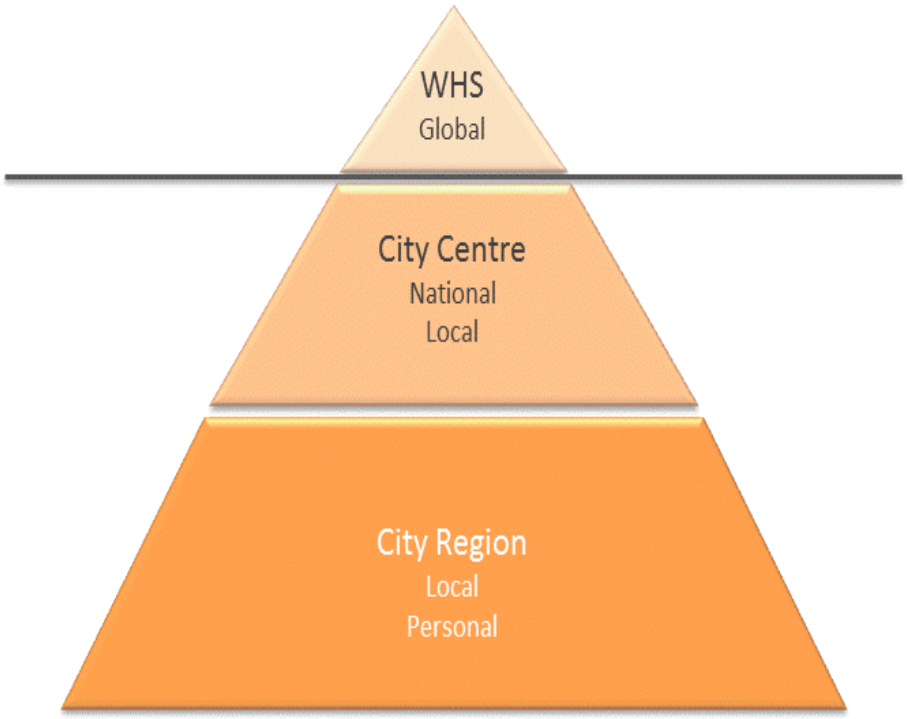
- Overall, lack of knowledge about what the WHS actually entails does not prevent local pride, but diminishes the title's credibility as an economic asset for the city

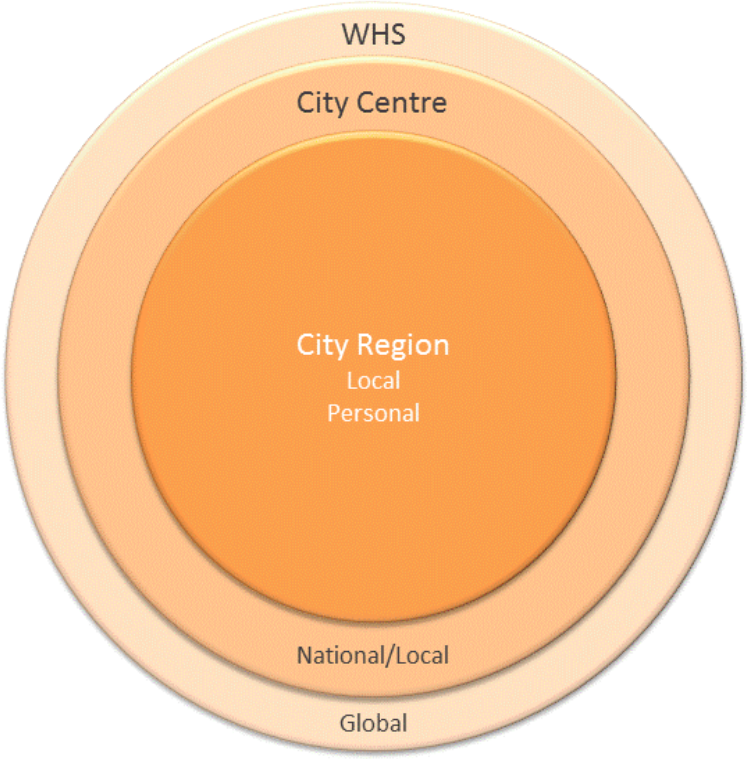
- In Liverpool, thus, the main challenge to the image and economic benefits of becoming WHS is lack of awareness of what the title actually is ('WHS literacy') and how it relates to local heritage

Capitalising on WHS status

- A **revised impact assessment framework** would ideally reflect the acknowledgement of the social, cultural and educational values of the WHS, and mark a departure from the current preoccupation with socio-economic indicators alone.
  - The assessment framework for the WHS must not rely solely on 'hard' statistical indicators but also use 'soft' contextual research to complement and enrich research findings.
- The '**democratisation' of heritage is essential to the future sustainability of urban heritage sites such as Liverpool.**
  - The Liverpool WHS has failed to capture local people's imaginations and be fully appropriated by communities– particularly in deprived areas.
  - The extension of the geographic scope of the WHS, coupled with a more democratic managerial framework for the site, could help to promote the engagement of local communities beyond the city centre, whilst at the same time achieving a number of other goals.

Visualising alternatives to current heritage strategies





Current: **Heritage 'Iceberg'**, disconnects the WHS from wider heritage & identity assets in the city region

Alternative: '**Heritage wrapper**', would position major heritage assets *around* local & personal heritage, while remaining first point of contact for external parties.

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Ways Forward
Lessons for Holistic Impact Research

Challenges

- Multiple impact approach
  - Requires simultaneous funding for diverse methods
  - Requires clear balance between dimensions (beyond dominance of economic rationale)
  - Must accept time delays to triangulate data (beyond quick statistics)

- Longitudinal approach (beyond 5 years)
  - Requires stakeholder commitment over a long period of time
  - Requires sustaining a single framework (beyond set funding cycles)
  - Requires careful consideration over ethics clearance (who owns the data)

- Collaborative approach
  - Needs to overcome conflicting agendas (policy, academic, practitioner)
  - Requires varied channels & styles of communication
  - Requires time and careful **mediation**

Key lessons

- Impact takes many forms. Explore **economic** but also **social** and **cultural** dimensions simultaneously
- Don't just look at impact: **understand process**
- Document impact **over time**: some effects take years to show
- Do not believe approrpriate frameworks can always be scaled down – holistic impact assessment cannot be conducted in certain conditions.
  - It is advisable / more effective to slow down the process if this enables you to build better on your collaborators / existing resources.
  - Do not abide to the constant pressure for immediate deliverables – it leads to inflation of claims and unrealistic / untenable expectations for evaluation

- **Always Collaborate**, share, compare
- Take time to triangulate data & understand potentially conflicting agendas
- **Allocate time for transfer and exchange knowledge**

Thank You

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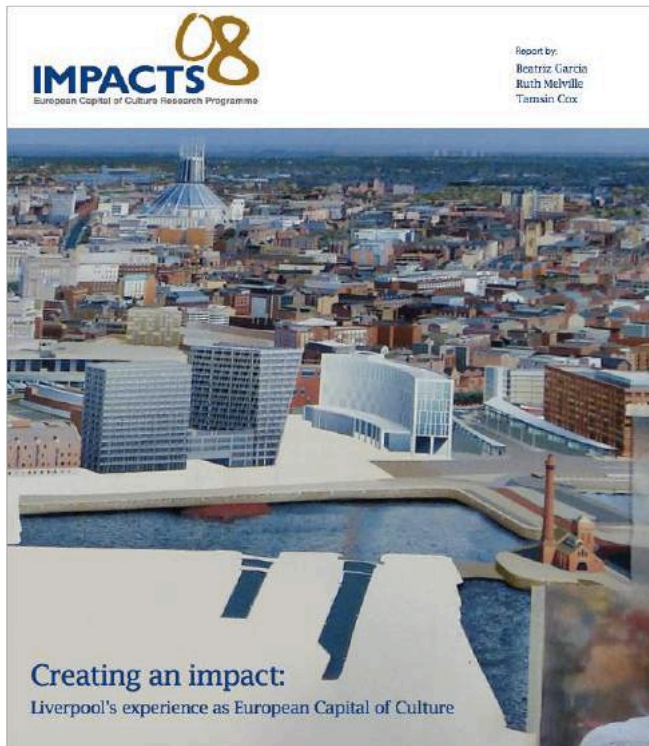

Impacts 08 reports

Programme overview

- Impacts 08 Baseline Findings 2006-2007 (2007)
- Impacts 08: Methodological framework (2010)
- **[Final Report] Creating an Impact (2010)**

Cultural Access and Participation

- Volunteering for Culture (2010)
- Neighbourhood Watch (2010)
- Impacts of Culture on Quality of Life (2010)

Cultural Vibrancy and Sustainability

- Liverpool's Creative Industries (2009)
- Liverpool's Arts Sector (2009)

Image and Perceptions

- Media Impact Assessment (Part I) (2006)
- Re-telling the City: exploring local narratives (2007)
- Liverpool 08 Centre of the Online Universe (2009)
- The Look of the City (2010)
- Media Impact Assessment (Part II) (2010)

Economy and Tourism

- Doing Business in the ECoC (Part I): (2007)
- Doing Business in the ECoC (Part II): (2008)
- ECoC and Liverpool's Developer Market: (2008)
- Tourism and the Business of Culture (2010)
- Economic Impact of Visits Influenced by the ECoC

Economy & tourism background papers

- Estimating Economic Benefits of Event Tourism
- Economic Impacts of the Liverpool ECoC (2008)
- Methodology for Measuring the Economic Impact of Visits Influenced by the Liverpool ECoC (2009)

Governance and Delivery Process

- Who Pays the Piper? (2008)
- Liverpool on the map again (2010)

All reports available at:
www.impacts08.net

Heritage, Pride & Place. Exploring the contribution of World Heritage Site status to a city's sense of place and development

institute of cultural capital

Heritage, Pride and Place

Exploring the contribution of World Heritage Site status to Liverpool's sense of place and future development

Final Report

inter
arts