



**CULTURE**  
for Cities and Regions

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## Study visit report

Study Visit  
Regensburg, 08.-10.06.2016



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# 1. Executive Summary

The objectives of the study visit can be summarized in two main aspects:

- i) Monitoring of the articulation process of the UNESCO World Heritage Site Management Plan from the participatory point of view, and analysis of the models used to communicate about heritage. The first day focused on how to communicate the goals of the Integrated Management Plan for the UNESCO World Heritage Site "Old Town of Regensburg with Stadtamhof", as well as its contents and structure and its development through a participatory process. To explore the different ways in which World Heritage can be communicated, the participants in the study visit were taken to the World Heritage Visitor Centre, where they learnt about its specific functions and the development of the concept by a multidisciplinary team coordinated by the city authority.
- ii) An attempt to connect the dynamics generated since the declaration of the site as World Heritage with the development of the cultural and creative industries in the context of a local economy with growth rates higher than the rest of the Bavarian region and Germany as a whole.

From the point of view of the challenges in Regensburg are how to capitalise on a unique historical centre recognised by UNESCO as a World Heritage Site, despite the fact that the city is already experiencing an excellent economic dynamic explained by the strong momentum of industrial production. Heritage is not an essential resource but an added opportunity. The ultimate goal is to achieve an "integrated revitalisation to balance/adapt the uses/functions of the historic urban landscape to the different stakeholder needs".

From the second day, the visit focused on the analysis of the various projects and the possibilities attempting to connect memory, represented by the management of the historical centre, with other activities linked to innovation and related to the cultural and creative sectors. The aim, and also the main challenge, is preserving the multifunctional dimension (commerce, tourism, business activities linked to the cultural and creative sectors, residential areas and spaces dedicated to university life) of the city's historical centre.

Local authorities have made remarkable efforts to integrate and connect all these dimensions through the establishment of an office dedicated to manage a cluster of cultural and creative industries and the creation of a management figure (position of Cluster manager for CCI) under the city's economic promotion delegation whose specific functions include mediation and business advice. In this context, it is also worth highlighting the promotion and development of DEGGINGER, a key meeting point for the cultural and creative industries. This space, located in the historical centre, acts as a platform for industry-specific exchanges, joint presentations, trade shows, networking events, lectures and discussion forums, coaching, workshops and seminars as well as temporary studios, shops and workshops. The cooperation among the players enables exchanges, networking and experimentation with new ways of working, product and business ideas, as well as the emergence of cross-industry synergies. Industry and academia representatives are brought in through collaborations and events, facilitating market access and strengthening visibility.

The presentation given by Dr Olaf Krenz revealed many strengths (fast and steady development since the 1980s; growth rates above the regional and national average; high gross value added per capita; growth based on high tech manufacturing industries; clusters in Biotechnology, Electrical Engineering, Machine Tool, ICT, Energy-Technology, Automotive; subsidiaries of large corporations but also strong "Mittelstand"; strong presence of Start-Ups - Business Incubators and Start-Up Centres ; University and Technical College with more than 30,000 Students; good infrastructure and commercial areas in the hinterland; attractive location for new companies or business settlements) but it also pointed out some of the problems related to the creative sectors. In comparison with the rest of the German regions, there is a weaker presence of "creative services" and intensive services within the economy. In addition, the proportion of employment in the design sector is low and the design industry underperforms, with negative growth rates.

During the last day of the visit, special attention was paid to projects and players in World Heritage and CCI context. Short introductory presentations were given about single projects (Pecha Kucha style), followed by parallel discussions about the projects. Aspects worth highlighting include the enormous potential of the connection between heritage and ICT. Here, heritage is seen as input of other creative processes or economic projects. The digitalisation of heritage spaces through the use of 3D technology (*Scanning the World Heritage*) can become an important input for urban planning, the creation of videogames, museography or even the creation of brands linked to the city as a whole or to specific local business initiatives. Heritage space can also be considered as a context for other activities. In this sense, it was interesting to study experiences such as film screenings on city walls (*Wall is a screen*) or the use of the heritage context as a stage for dramatized tourist visits (*Bringing a historic city to life*).

## 2. Programme

Tuesday June 7th (Day 0)	
18.00-21.00	<p>"Traditional" guided city tour</p> <p>Nicole Litzel, City of Regensburg, Department for Economic and Research Affairs</p> <p>Informal Dinner</p>

Wednesday June 8th (Day 1)	
09.00-11.00	Ice-breaking session. Welcome session to set the scene, present the agenda and allow guests to familiarise themselves with the Regensburg context. All guests are invited to introduce themselves in the following manner: "picture yourself in 2 minutes"
11.45-12.15	World Heritage Visitor Centre, Regensburg. Tour and presentation: Matthias Ripp (City of Regensburg, Senior Heritage Manager - World Heritage Coordinator)
12:15-13:15	Lunch: Historische Wurstkuchl
13.30-14.00	Reception. Mayor Jürgen Huber
14:00-16:00	<p>World Heritage Management Plan Regensburg</p> <p>Matthias Ripp (City of Regensburg, Senior Heritage Manager - World Heritage Coordinator)</p> <p>Presentation by Nils Scheffler:</p> <p>Involvement of stakeholders / citizens in the elaboration of the management plan of the UNESCO World Heritage Site "Old Town of Regensburg with Stadtamhof"</p>
16.30-18.30	<p>Guided city tour</p> <ul style="list-style-type: none"> <li>• Restoration and preservation versus modern living and habitat</li> </ul> <p>Which decisions regarding urban development had which impact? What influence have these developments had on today's life in the World Heritage site?</p> <p>(Guides: Joachim Buck, Matthias Freitag)</p>
19.00-21:00	<p>KunstvereinGRAZ , dinner and talk</p> <ul style="list-style-type: none"> <li>• short introduction and presentation of KunstvereinGRAZ, Albert Blank</li> <li>• get-together with local CCI players and world heritage representatives</li> </ul>

Thursday June 9th	
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09.00-10.30	<p>CCI in Regensburg. Sebastian Knopp (City of Regensburg, Cluster manager for CCI)</p> <p>The World Heritage - an urban space for young creative minds? Is the World Heritage ready to process the energy being offered by CCI players?</p> <p>Olaf Kranz, University of Regensburg, economic sciences</p> <p>DEG GINGER, Wahlen straÙe 17</p>
10.30-11.30	<p>Q &amp; A on CCI in Regensburg. Discussion on questions such as: • Influence of CCI on World heritage and vice versa? • Which USP with potential for innovation could be developed regarding one's history and tradition? • In the context of preservation, how can a city like Regensburg become attractive for young minds and students? • Why would creative minds come to Regensburg?</p>
12.00-12.45	<p>Lunch</p> <p>Hauser's Kochlust</p> <p>Urban soul kitchen in a backyard atmosphere close to World Heritage and CCI</p>
13.00-14.45	<p>Involvement of CCI stakeholders in the political, social, cultural and economic context of Regensburg</p> <p>A self-presentation of KreativForum: projects, self-concept, roll in the context of the cluster and politics, organisational structures. Followed by a discussion on bottom up - top down policy regarding the plans to implement a CCI space.</p>
15.00-15.45	<p>Reception</p> <p>Lord Mayor Joachim Wolbergs</p> <p>Official reception with our Lord Mayor Joachim Wolbergs at the Old Rathaus, the place where the Eternal Diet of Regensburg took place in the Middle Ages.</p>
16.30-18.30	<p>- Option 1: Industrial Design in World Heritage</p> <p>Matthew Burger, Technical University of Applied Sciences, Industrial Design</p> <p>Industrial Design in Regensburg</p> <p>Matthew Burger co-founded the ID programme at OTH with Prof. Jakob Timpe ID in Regensburg in 2011. ID creates sensual symbols, images, shapes and solutions. Embedded in the Faculty of Architecture and Mechanical engineering, ID puts concepts, objects and products in a cultural context.</p> <p>- Option 2: Tourism in World Heritage.</p> <p>Tourism in and with UNESCO World Heritage. How does it work? What are the characteristics in Regensburg? The Regensburg Tourismus GmbH (100% affiliate of the city municipality) and Stadtmarketing Regensburg GmbH present themselves and their work, providing an insight of the touristic marketing of Regensburg.</p>
19:00	<p>Dinner: Hofbräuhaus</p>

Friday June 10th

8.50-9.20	Pecha Kucha presentations of projects and players in the World Heritage and CCI context followed by 30 minutes workshops : "High class food and design meets high class World Heritage"; "Sharing Heritage - World Heritage as a regional and international opportunity"; "Scanning the World Heritage; "Wall is a screen"; "Bringing a historic city to life"
9:20-9:50	Discussions with presenters
10:10:30	Discussions with presenters
11:00-13:00	<p>Final workshop: Main topics and transferability analysis.</p> <ul style="list-style-type: none"> <li>• First phase. Three working groups. Ideas or concepts to transfer (conducted by Pau Rausell)</li> <li>• Second phase. General discussion based on the conclusions of each group (moderated by Nils Scheffler)</li> </ul>

### 3. Methodology and tools used

#### Presentations with Q & A

- a) Presentations about the integrated Management Plan UNESCO World Heritage Site “Old Town of Regensburg with Stadtamhof” and the involvement of stakeholders in the development process of the Management Plan, followed by Q&A sessions
- b) Presentation of the KreativForum

#### Short introduction presentations of 3 min. with open discussion afterwards

Different projects in the world heritage and CCI context were briefly introduced (3 min. each project), followed by 20 min parallel discussions that could be joined freely by participants.

#### Guided city tour

Thematic visit to the Old Town: Restoration and preservation versus modern living and habitat.

#### Site visit

Visit to the World Heritage Visitor Centre.

#### Dinner & Talk

Visit to the KusntvereinGRAZ, meeting local artists and visiting their ateliers while dining.

#### Short academic style formal presentations

- a) Presentation by Sebastian Knopp, who provided data and facts concerning CCI in Regensburg as well as the Bavarian context and introduced concrete projects such as DEGGINGER, a creative space in the city centre, as well as the kreativForum.
- b) Presentation by Dr. Olaf Kranz (Universität Regensburg, Faculty of Business Studies, Chair for Leadership and Organisation)
- c) Presentation by Prof. Matthew Burger (OTH), Industrial Design in Regensburg

#### Final Workshop

Main topics and transferability analysis.

- First phase. Three working groups. Three ideas or concepts that could be transferred and one to avoid (conducted by Pau Rausell)
- Second phase. General discussion based on the conclusions of each group (moderated by Nils Scheffler)



## 4. Key topics presented and learning points

The main topics that we collectively considered to be worth transferring are:

- One aspect that the participants of the study visit found particularly interesting was the design of citizen participation in the Integrated Management Plan of the UNESCO World Heritage Site "Old Town of Regensburg with Stadtamhof", as well as the articulation of the KreativForum and its participation model. Thus, we can conclude that even though the models to enable the participation of stakeholders and especially citizens can be diverse and are naturally determined by different dynamics in each of the territories and the unique circumstances surrounding each one of the projects, it is abundantly clear that the governance model and the inclusion of participation are key factors for success.
- From the point of view of the processes, participants stressed excellence as a product of the document of the [Management Plan](#)
- Another element that stood out was the World Heritage Visitor Centre. What makes it most attractive is its open configuration, the intelligence with which visitor flows are managed, its capacity to prescribe and its museographic proposal.
- Overall, is also considered a good approach to keep students in the city centre and strengthen collaboration with universities with contests for students or temporary projects to make acceptable new ideas.
- The proposal of the Degginger space is an interesting idea in the sense that creates a meeting and interaction place between agents, stakeholders and citizens and connects the historic centre with the cultural and creative industries. However it is necessary to conduct a proper evaluation of costs and benefits.
- Finally, many of the presented projects highlight the enormous possibilities of connecting the historical heritage with cultural and creative industries.

### Recommendations for Regensburg by the participants

#### World Heritage and public space

- a. Use the public space within the World Heritage Site more intensively to communicate it to residents and visitors. Use digital media to allow a playful inside view of the site (what is happening within the walls of the different buildings) as it is done in the World Heritage Visitor Centre, where you can look through the windows. QR-Codes could be attached to buildings so that visitors could scan them with their smart phones and get access to further information about them, including interesting stories. Also, 3D glasses (available to rent from the tourist office, for example) could be used to provide an inside view or show how a public space or location looked in the past and what happened there.
- b. Provide more public furniture and more temporary greenery.

#### World Heritage, multifunctional use and tourism

- c. Secure the multifunctional use of the Old Town in the long run and prevent it from becoming merely a tourist destination that does not fulfil the needs of the local residents. The new concept of tourism for the area should be developed following a holistic approach. According

to this approach, further tourism development should be embedded into (and limited by) the objective/vision of a multifunctional and vibrant Old Town.

- d. Allow citizens to make their needs known and take them into account for the further development of the Old Town. Consider these needs in the development of strategies, objectives, actions and decision-making processes.
- e. Carry out a critical analysis of the situation of the Old Town (limited affordable housing, loss of rental space for residential purposes and student life) and find sustainable solutions.

#### Development of the Cultural and Creative Industry

- f. Develop a participatory vision/strategy for the CCI in Regensburg, engaging public, private and intermediate stakeholders related to CCI in the discussion about what they mean for the city and how they can support its economic, social, environmental and cultural development.
- g. Parallel to the development of a vision, use temporary projects to promote and foster the CCI sector; link such projects to the development process of the CCI vision for Regensburg.
- h. "Upgrade" the KreativForum, getting more people involved and bringing in academic institutions (particularly for the provision of evidence of impacts)
- i. Support the internationalisation of the graphic and design sectors. Bologna's "Incredibol" project could be a good example to follow. Regensburg's partner cities could be used to promote exchanges of CCI professionals. CCI professionals born in Regensburg who work internationally could also be good "ambassadors" of the city.
- j. Instead of buying locations / premises for CCI, help businesses and initiatives within these sectors to find and manage their own spaces.
- k. Do not use CCI to attract further tourism; use them to make Regensburg a vibrant city.
- l. Monitor / evaluate activities to be able to provide evidence of their (positive) impacts.

## 5. Initiatives presented

Title	World Heritage Visitor Centre
Description, including <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul>	<p>Built in 1616-1620 ?? in the old Salt Barn, next to the famous Stone Bridge, the World Heritage Visitor Centre of Regensburg acts as a starting point, providing guidance to those who wish to explore the World Heritage Site. It highlights certain aspects of the site and points visitors towards the locations within the Old Town where they can be further explored.</p> <p>The World Heritage Centre is open every day from 10-19 h. On the first floor, there is a permanent exhibition that introduces the site using five main themes. Each theme is also represented by an iconic element to facilitate visual memorisation. In addition, there are media installations and smaller elements that act like a zoom. Take-away maps show the locations where more elements related to each theme can be found in the Old Town (zoom-link).</p> <p>The ground floor is a non-permanent exhibition space. Here, civil society organisations can showcase works related to Regensburg's cultural heritage. The World Heritage Unit has an annual budget of 5,000 € to support such exhibitions.</p> <p>The concept for the Visitor Centre was developed over the course of three years by a multidisciplinary team moderated by the city authority. First, an architectural competition took place to establish the office that would act as the base of the design process. The task for the architects was to demonstrate how the Salt Barn could be used as a visitor centre and what would be the estimated cost. From the very beginning, the aim was to create a modern design within the historic barn. Following the architectural competition, a second competition took place to define the concept of the Visitor Centre. The final exhibition concept was developed by a team of different stakeholders.</p> <p>The total investment was € 2.4 million, €1.3 million for rehabilitation and technical infrastructure and €1.1 million for exhibition components. The running costs (rent, electricity, cleaning, maintenance, personnel, etc.) amount to about €300,000 /year.</p> <p>The permanent exhibition is managed by a city-owned tourism company, while the non-permanent exhibition space is run by the World Heritage Unit.</p> <p>Further information: <i>Matthias Ripp</i>, <a href="mailto:ripp.matthias@regensburg.de">ripp.matthias@regensburg.de</a></p> <p><a href="http://urbact.eu/hero-case-study-visitor-centre-world-heritage-regensburg">http://urbact.eu/hero-case-study-visitor-centre-world-heritage-regensburg</a>  <a href="http://www.berman-project.eu/outcomes/other-documents.html?file=files/publisher/downloads_with_login/Visitor%20Centre%20Regensburg.pdf">http://www.berman-project.eu/outcomes/other-documents.html?file=files/publisher/downloads_with_login/Visitor%20Centre%20Regensburg.pdf</a></p>

Results	Since its inauguration in May 2012, the centre has attracted more than 1.7 million visitors. Today, the centre receives an average of 300,000 visitors per year. It is estimated that a third of Regensburg's population has visited the centre.
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Title	Integrated Management Plan for the UNESCO World Heritage Site "Old Town of Regensburg with Stadtamhof"
Description, including	<p>To ensure the balance between the safeguarding of the cultural heritage and further development of the Old Town, Regensburg's city council decided to develop an integrated management plan for the UNESCO World Heritage Site "Old Town of Regensburg with Stadtamhof".</p> <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul> <p>With this management plan, the city wanted to provide a foundation upon which the World Heritage asset could be preserved and have its uniqueness safeguarded. Equally important was to combine this with an integrated development strategy to maintain the vibrancy and multifunctional quality of the Old Town for residents, visitors and the business community. The Management Plan, which included a vision, guidelines, targets and actions for the UNESCO World Heritage Site, was developed through a three-year participatory process.</p> <p>To develop the management plan, the city created a working group with members drawn from both public and private organisations and institutions. The group met ten times in two years. The meetings, structured as half-day workshops, were facilitated by a professional moderator. A "World Heritage Dialogue" was organised to involve local residents. This consisted of a two-day weekend workshop in which the citizens shared their ideas for the safeguarding and further development of the World Heritage Site and put forward their recommendations for action. The participatory approach was the foundation of the successful development of the integrated management plan.</p> <p>Further information: <i>Matthias Ripp</i>, <a href="mailto:ripp.matthias@regensburg.de">ripp.matthias@regensburg.de</a>;  <i>Nils Scheffler</i>, <a href="mailto:scheffler@urbanexpert.net">scheffler@urbanexpert.net</a></p> <p><a href="https://www.regensburg.de/sixcms/media.php/280/STADT_RGBG_MANAGEMENTPLAN_WELTERBE_GB_screen.pdf">https://www.regensburg.de/sixcms/media.php/280/STADT_RGBG_MANAGEMENTPLAN_WELTERBE_GB_screen.pdf</a>  <a href="https://proprojekt.de/files/qualitaetssicherung_und_konfliktmanagement.pdf">https://proprojekt.de/files/qualitaetssicherung_und_konfliktmanagement.pdf</a> (p. 100)</p>
Results	<p>Through the management plan, the city of Regensburg developed a work programme that took into account both the preservation and the sustainable future development of the Old town of Regensburg with Stadtamhof.</p> <p>The development of the integrated management plan was perceived as a success in Regensburg. It brought together relevant stakeholders and articulated a common, feasible strategy for the preservation of the Old Town.</p>

	<p>Three years after the management plan was adopted by the planning committee of the city council of Regensburg, one third of the actions have already been implemented or are ongoing, a third are currently being implemented and a third are in preparation.</p> <p>Regarding transferability, the participatory and integrated approach of the management plan seems to be successful. The World Heritage Coordinator of Regensburg has received several inquiries about the management plan from cities that seem to have been inspired by the Regensburg approach.</p>
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Title	CCI Cluster Manager and the DEGGINGER space
Description, including	<p>In a relatively innovative move, Regensburg's city authority created the position of CCI Cluster Manager. Similar figures were created for clusters such as the energy cluster or the electrical engineering cluster with the aim of promoting direct contact among all the members of the creative and cultural community in Regensburg in the context of its economic activity, mediating and moderating their interactions.</p> <p>The role of the Cluster Manager includes:</p> <ul style="list-style-type: none"> <li>o Counselling and assistance to start-ups and expansion of self-employment and business activity</li> <li>o Mediation of network contacts, cooperation with and advice to partners</li> <li>o Deals and advice on training, networking and financing</li> <li>o Initiation of project cooperation of the cluster with classic economy and crafts</li> <li>o Coordination and development of premises and events in DEGGINGER</li> <li>o Promotion of networking events</li> <li>o Assistance in cultural and creative industries projects</li> </ul> <p>In order to define the governance model in the management of local policies aimed at the cultural and creative sectors, it is essential to talk about the Degginger Space and the KreativForum.</p> <p>The DEGGINGER recently opened as a subsidized space for cultural and creative industries located in the centre of Regensburg. It has become a physical point of contact for relevant stakeholders. It is divided into the following spaces:</p> <ul style="list-style-type: none"> <li>- Function room: designed to host a variety of event formats, including lectures, symposia, workshops, product presentations, (small) festival openings, film screenings, concerts and readings.</li> <li>- Coffee bar culture: A key space that promotes discussion and networking through gastronomy and the bar culture.</li> <li>-The pop-up space is designed as a walk-through showcase space and a place to carry out temporary experiments. It hosts an array of presentations, shops and workshop formats and facilitates exchanges among the members of Regensburg creative community and other stakeholders</li> </ul>
- Context	
- Objectives	
- Implementation	
- Key actors involved	
- Budget	

	<p>-The seminar and workshop space: this is a space for concentrated exchanges between creative businesses, interest groups and working groups from the CCIs. The room is equipped with video projector, blackboard and magnetic walls and can accommodate meetings, conferences, lectures and workshops.</p> <p>Degginger is a space that promotes cooperation, exchange, networking and experimenting with new ways of working, product and business ideas. It creates favourable conditions for the emergence of cross-industry synergies that can be transferred. Collaboration with members of the industry and academia facilitate market access and strengthen visibility.</p>
Results	<p>As the project is still a work in progress, it is probably too early to measure its impacts and effects.</p> <p>This is a relatively risky strategy, because it is based on a somewhat bottom-up model and its success will depend on how cultural stakeholders take ownership of the spaces and how they understand the mediatory role of the "cluster manager".</p>

Title	<b>KreativForum Regensburg</b>
Description, including <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul>	<p>If Degginger is the space where encounters occur, KreativForum is the articulated lobby of the cultural and creative sectors (4,100 workers FTE and 11% of local production) organised in 12 areas: architecture, publishing, graphic design, audiovisual, industrial design, visual arts, performing arts, music, press, radio, videogames and advertising. Each of these areas chooses their representatives through relatively formal processes. Its main objective is to establish a legitimised dialogue space for creative agents, activating and stimulating interactions among them.</p>
Results	<p>KreativForum members are the voices of culture and creative industries sector to decision-makers.</p> <p>The KreativForum intends to foster collaboration between the various cultural and creative industries stakeholders. An example of such collaboration is for instance the "<a href="#">Regensburg Reads a Book</a>" project.</p>

Title	<b>KunstvereinGRAZ</b>
Description, including <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> </ul>	<p>The KunstvereinGRAZ e.V. in Regensburg is an association with art, about art and for art's sake. It was created by artists and friends of culture and the arts. The KunstvereinGRAZ hosts exhibitions, concerts, lectures, film evenings, symposia and other performative events.</p> <p>The KunstvereinGRAZ is a crossover of different art forms: graphic design,</p>

<ul style="list-style-type: none"> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul>	<p>fine arts, video, literature, natural art, pop, field recording, music, theatre and sometimes puppetry. An essential role in respect to the implementation of the concepts is given to quality, innovation and simply pleasure, passion and love for the arts. International artists are frequent guests at the KunstvereinGRAZ.</p> <p>The KunstvereinGRAZ is funded by its members. The programming and organisation of the GRAZ art association is coordinated by twelve active GRAZ members. The minimum sponsorship fee is 60 €/a.</p> <p>Further information: <a href="http://www.kunstverein graz.de">www.kunstverein graz.de</a></p>
<p>Results</p>	<p><i>No information available</i></p>

<p>Title</p>	<p><b>Stadtmaus</b></p>
<p>Description, including</p> <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul>	<p>“Stadtmaus” (city mouse) are performing walking tours run by a private company that allow visitors to discover the World Heritage Site in a different way.</p> <p>The tours are led by artists dressed up as historical figures, including outlaws, beggars, and prostitutes, who tell visitors interesting facts and stories about their life in Regensburg.</p> <p>To prepare the tours, the company did extensive research on local historical figures and their stories.</p> <p>Further information: Matthias Werner <a href="mailto:matthias.werner@stadtmaus.de">matthias.werner@stadtmaus.de</a>  <a href="https://stadtmaus.de/english-program.html">https://stadtmaus.de/english-program.html</a></p>
<p>Results</p>	<p>For these tours to succeed, it was important to find aspects of the “daily life” in the old Regensburg to which visitors could relate on an emotional level</p>

<p>Title</p>	<p><b>Architecture and School</b></p>
<p>Description, including</p> <ul style="list-style-type: none"> <li>- Context</li> <li>- Objectives</li> <li>- Implementation</li> <li>- Key actors involved</li> <li>- Budget</li> </ul>	<p>The objective of the organisation “Architecture and School” is to enable young people to gain architectural competences outside the classroom, as well as an understanding of cultural heritage. During the Biennale Urbana 2016, pupils from Bavaria, partners from Venice and Italian students designed temporary uses for public spaces and abandoned sites in Lido. The intention was to visualise the problems of negative structural developments and involve local residents in the process.</p> <p>The organisation is financed by the Bavarian Ministry for Education.</p> <p>Further information: Stephanie Reiterer, <a href="mailto:stephanie.reiterer@architektur-und-schule.org">stephanie.reiterer@architektur-und-schule.org</a>; <a href="http://www.architektur-und-schule.org">www.architektur-und-schule.org</a></p>

Results

*Several hands-on activities with young people in the field of architecture.*



## 6. Lessons learnt

### *Visiting Cities\Regions*

This part was prepared on the basis of 16 evaluation forms received after the visit from 10 participating cities and regions.

Participants	Lessons learnt in Regensburg	How will you use the new ideas and knowledge gained to improve your working and organisational methods?
Bologna	<p>The Management Plan for the UNESCO World Heritage Site "Old Town Regensburg with Stadtamhof" was successively defined through a process of direct dialogue between the various parties. In Bologna we're going to structure the Management Plan for the nomination of the porticoes as UNESCO World Heritage Site, so all the knowledge and information gained in Regensburg related to their experience are extremely useful.</p> <p>The involvement of stakeholders and citizens in the elaboration of the management plan was in-depth and well managed, as well the articulation of skills and responsibilities into the city administration were well focused and structured.</p> <p>The approach of the administration towards the creative cluster of the city is innovative, dialoguing and open-minded. The effort to have a representativeness of the creative cluster able to express their needs is interesting and helpful for the growth of the sector.</p> <p>Regensburg and Bologna starting points are at the opposite: Regensburg is an UNESCO site city which is trying to involve the creative industries with the purpose to become a "creative city" (in a general way); Bologna is a creative city (and an UNESCO Creative City of Music from 2006) that is trying to become an UNESCO World Heritage City for the "porticoes".</p>	<p>The strong involvement of stakeholders and the well-focused internal structure of the team are two main models which I'll keep in mind while developing the Management Plan for the nomination of the porticoes as UNESCO World Heritage Site.</p> <p>The involvement of the creative sector in the UNESCO nomination process could bring innovative contents, methodologies and solutions, and this could become a strategic factor of sustainable development as regards economic, social, cultural and environmental aspects.</p> <p>In Bologna a structure similar to Creative Forum exists, made by independent video makers (Kinodromo). I want to investigate about it to understand if it is possible to implement it also for others sectors.</p>

	<p>Looking at the good work of Regensburg, Bologna needs to work on the Management Plan (measurements, stakeholders, citizens, etc.)</p> <p>The Creative Forum structure is interesting and smart. But I have doubts about how it could be possible to replicate it in Bologna because of the fragmentation of the sector.</p>	
Colchester	<p>Different approaches from across European countries to the question of cultural industries support</p> <p>How World Heritage Site status was being used in Regensburg as a catalyst for other changes</p> <p>Different approaches to governance/stakeholder participation</p>	<p>Advocating for greater citizen/stakeholder participation within cultural planning through having new case studies to demonstrate successful approaches</p> <p>Public realm design in the heritage setting - using case study to demonstrate alternative approaches</p>
Gaziantep	<p>First of all, I'd like to emphasize the fact that if all the cities are not facing similar challenges and difficulties, they are all thinking about improving the daily life of their citizens through culture. Of course, possibilities to implement cultural activities and projects are not the same as well as the approaches.</p> <p>Beyond the fact that Regensburg bears an exceptional cultural heritage, the city can remain authentic with a modern life and through a very living centre; thanks to the numerous activities that the city organize all the time and its policy based on creative industries. The support given by the Regensburg's municipality and its mayor to projects as the "Degginger" is quite admirable.</p> <p style="text-align: center;">***</p> <p>That we have to involve a lot of people in the creative industries sector (politics and civil society).</p> <p>That an efficient management plan takes time and patience and should take in consideration the voices of all.</p> <p>That Regensburg's management plan is an example of successful urban management and is unique as the same</p>	<p>Concerning Gaziantep and in my position, there are more limited ways to create a city planning as in Regensburg. But as we have two archaeological sites on the UNESCO World Heritage Tentative List (Zeugma and Yesemek), the management plan "Old Town of Regensburg with Stadtamhof" is an impressive example of the way to think the management plan, even of course if all cities are different.</p> <p>I found the ideas of integration of contemporary architecture, urban repair and design in the city extremely successful and inspiring and a key for improving the quality of the public spaces (notably the concept of the "Art in open space" with the synagogue).</p> <p>I wish to call for a meeting with my colleagues and the other departments of my municipality to brief them about what I learnt in Regensburg, notably on the necessity we are to work and understand each other to get things done well. The implementation in Regensburg of the management plan with an interdisciplinary working group and the respect of the city of the opinions and ideas presented by the citizens is a very transferable GP.</p> <p style="text-align: center;">***</p> <p>Maybe start working more with volunteers</p>

	time (difficultly transferable).	and the other departments of the municipality. And more effort from us in general for providing awareness on cultural heritage and its preservation.
<b>Kalamata</b>	<p>Good management plan and good touristic plan</p> <p>The way that the management plan was created (inclusive, participatory, bottom-up approach)</p> <p>Very interesting project with virtual reality that it also uses cultural buildings of the city!</p> <p>Very inclusive, innovative and imaginary approach to motivate children to participate in community projects. It is easy, nice and transferable.</p> <p>Combine your history with your future, your traditions with your innovations, ancient with modern. It is a city that combines all of them and it is a lesson learnt from this study visit how to do and manage so.</p>	<p>Create a touristic plan and use ideas and methods learnt from the touristic plan that Regensburg has (e.g. green card, funding method, flyers used etc.)</p> <p>Create a visitor centre for tourists and citizens. It was a really nice idea and easy transferable. It could also include the 3D virtual reality project - create a game for the visit centre.</p> <p>Create a hub and co-working space like the one that has been created in Regensburg. Foster CCl's to come to Kalamata and have their business there.</p> <p>Create common projects with other countries for cultural heritage, especially with Regensburg and especially during the 2018 that is the year of European Cultural heritage (e.g. mobility project with children etc.)</p>
<b>Lublin</b>	<p>The most important function of a city is to be lively and comfortable for the residents. The old city cannot only be a tourist attraction. The city is a living organism and it cannot limit its functions to the roles of a museum. The main question is how to accommodate historical space to modern living conditions.</p> <p>We tend to perceive the city as something immutable, while the city is constantly changing and adapts to the needs of residents. Therefore, we need to open the city to creative industries, because, on the one hand they express the feelings of contemporary artists, on the other hand they answer to the needs of young consumers of art. How to introduce modern elements of civilisation into historical area.</p> <p>I got to know the benefits and problems that a city has when on the UNESCO world heritage list.</p> <p>How to deal with the problem of public transport in historical city.</p>	<p>I will use Regensburg as a example of good management of the old town, which is a UNESCO World Heritage Site</p> <p>I have already shared my experience and knowledge with my boss and my colleagues. Everywhere I am in charge I am going to use the new ideas I learnt during my study visit</p>

<p><b>Nice</b></p>	<p>I learnt a lot about how a Management Plan can be made, with a full commitment of every stakeholder.</p> <p>I was also very interested by the way the visitors centre was conceived, and by the results it shows today.</p> <p>And at last, it was interesting to see also that all these efforts can be jeopardized very easily by one of the strong stakeholders, which means that the surveillance and the evaluation has to be constant.</p> <p style="text-align: center;">***</p> <p>The exhibition content of the visitor centre was very well thought. The visit should not be thought as in a history museum.</p> <p>The work between the Faculty of Design and the city of Regensburg to give opportunity for students to install temporary furniture in public space is exceptional. The temporary experiences increase understanding of the local authorities.</p> <p>Financial partners (arts patrons) should be the actors of the creative process at the beginning.</p>	<p>For my current mission, but also for any other project in the future, these lessons can have a direct impact on the way I prepare any meeting, any partnership or the management plan of an urban area, a building, etc.</p> <p>I will try to focus my view on the heritage not on the history</p>
<p><b>Porto</b></p>	<p>Very interesting presentation of the project of the World Heritage Visitor Centre, with its goals and its contents in order to present the territory and its dynamics of the past - it is not a museum, but an informal service of easily understandable information for everyone - from children to experts...</p> <p>Also important was to learn about the model of development of the Management Plan and its own strategies of partnership with a set of other entities and citizens. More than heritage protection we should give priority to its sustainability; the duality of the main advantage vs the set of small forces for the daily life of this kind of urban territories. The Management Plan as a tool and not a goal in itself.</p>	<p>As we are reviewing our Management Plan of the Historical Centre of Porto, the issue of the participation of the other institutions and their maintenance in the process of implementation of the strategy is crucial. In other hand, it's also important to structure a strong and multi-disciplinary team for the management of the Management Plan, but in this case, a team more autonomous than the team of Regensburg.</p> <p style="text-align: center;">***</p> <p>The management plan of Regensburg is going to be of great help to us for the revision of our own management plan for the Historic Centre of Porto. We shall analyse its structure, objectives and the interventions proposed in their own plan.</p> <p>The interventions applied to the context of tourism and the development of creative industries in Regensburg is seemingly good</p>

	<p>And the originality of some CCI projects installed in the Historical Centre - "Sharing Heritage" and "Bringing a historic city to live" which we can replicate in other contexts or thematic areas.</p> <p style="text-align: center;">***</p> <p>It was important to me to know the management plan of the city. The presentation allowed us to understand in detail the document elaborated for UNESCO.</p> <p>Also, the presentation of the "Tourism in World Heritage" was very interesting and quite useful. To know in detail how the Tourismus GmbH understand how and which kind of support is being put available for that specific service and finally the discussions that were being generated by the participating guests about the negative impacts of an excessive presence of tourists on the future of the city were great information.</p> <p>The visits were successfully organised, of course it allowed us to visit the beautiful Historic Centre, including its wonderful rehabilitated buildings, attractive public spaces and to see its nice quality of life. Visiting the Historic Centre made us understand that it was, of course a patrimonial heritage, but also an urban space where there are residents, local employment, quality services and shops, and where tourism is well oriented and very much so desired.</p>	<p>practices that may be applicable to our city.</p>
<p><b>Three Sisters</b></p>	<p>Similar challenges in heritage management regardless of scale</p> <p>Concept of Visitor Centre vs Museum</p> <p>Need for data- Evidence based decision</p> <p>Shared space/street</p> <p>That while problems are different in scale the solutions can be relevant.</p> <p>That there are many ways/differing</p>	<p>Shared space concept worth exploring</p> <p>Visitor Centre concept to orientate visitors</p> <p>EU element to proposed Design Summit with Design Council utilising linkages made on visit</p> <p>Work and network exchanges with specific groups of our size, scale and type.</p> <p>Organise small study visits of our own.</p> <p>Set up networks within our county and region for culture and innovation.</p>

	<p>solutions across Europe.</p> <p>That networking can help to solve problems</p>	
Visby	<p>It was really interesting to get the knowledge that the conditions are so very different between the participant countries in terms of economic resources as well as in how the politicians are viewing the importance of culture.</p> <p>Very important to get good arguments and examples of how Regensburg had built their organisations to be able to achieve both the visitors centre and the location for creative meetings such as Degginger.</p> <p>Interesting to see how Regensburg built the organisation for the process of producing a management plan for the world heritage.</p> <p style="text-align: center;">***</p> <p>The visit provided for a good exchange between the host and Visby, lessons were learnt from World Heritage Management plan, visitor centre, overall management and urban development as well as CCI projects/strategy</p>	<p>I think it's very important to try to keep the contacts updated and keep interacting, asking, discuss matters with the other participants.</p> <p style="text-align: center;">***</p> <p>We will integrate Regensburg as an example in our World Heritage management plan prosecco in relation to planning, visitor centre, participatory approach and combination potential of world heritage and CCI strategy</p>

## 7. Conclusions

Undoubtedly, Regensburg is a special case in terms of the role that heritage and CCI can play in urban development. It is obvious that it is not a case of using culture to promote economic development, since this is a territory with very high growth rates linked to the strong momentum of industrial activity. Heritage is presented as an opportunity to maintain multifunctional and diversified activities in the historical centre and as an intrinsic means to satisfy citizens' cultural rights and turn Regensburg into a vibrant city, not only for its visitors but especially for its residents.

In addition, there is no doubt that the design model of the Integrated Management Plan of the historical centre has been developed with a high degree of excellence. Both the participation model and the concretion of the "visitor centre" are quite remarkable. However, there is still a need to define the desirable touristic model and the city's "storytelling" from a more general discursive point of view.

The recent urban policy strategy that connects the context of the historical urban heritage with the development of cultural and creative activities is both very interesting and appropriate. The chosen model, which includes a) the creation of the figure of the CCI Cluster Manager as a link between the city and the sector's key stakeholders b) the promotion of a physical meeting space such as the Degginger in the historical centre and c) the articulation of a lobby/discussion forum - KreativForum, is still too recent to evaluate the success of its impacts. However, it lays very good foundations for the implementation of future plans to search for new spaces and models to develop cultural and creative activities. In this sense, it is expected that key stakeholders will seek greater autonomy to generate a more bottom-up definition of the development strategies for the CCI sectors.

What is apparent in this case is the enormous potential of heritage as a driver of CCI activities. During this study visit, we have been introduced to a wide range of uses of heritage, be it as an input (3D digitalisation for videogames, augmented reality for touristic, communication and advertising purposes) or as a context (dramatized visits, cinema on the walls, educational experimentation with architecture, design of urban furniture adapted to the needs of protected spaces...).

## Annex 1: List of participants

Name	City/Region	Position
Luigi Virgolin	Bologna	Urban Marketing and Tourism Office, City of Bologna
Silvia Porretta	Bologna	Urban Marketing and Tourism Office, City of Bologna
Hana Loftus	Colchester	Creative Colchester Partnership Board
Sylvie FONTANA YILMAZ	Gaziantep	Project expert, representative for UNESCO Creative Cities
Ökkes AYTEKIN	Gaziantep	Foreign Affairs expert
Ektor Tsatsoulis	Kalamata	Executive Director, KALAMATA:21 - Candidacy Office (European Capital of Culture Candidate City)
Georgia Giannakea	Kalamata	Communication and International Relations Officer, KALAMATA:21 - Candidacy Office
Piotr Mazur	Lublin	Head of Division of Inspection of Monuments, City of Lublin
Magdalena Wójtowicz	Lublin	Officer, City of Lublin, Department of Culture
Julie REYNES	Nice	Deputy director "Mission Promenade", City of Nice
Aymeric JEUDY	Nice	Project officer, City of Nice
Margarida Guimaraes	Porto	Porto Vivo
Paulo Valença	Porto	Director of Planning and Operational Managing, Porto Vivo, SRU (Society for Urban Regeneration)
Catherine COUTANT	Reims	Municipal councillor in charge of cultural heritage (intangible and UNESCO heritage)
Deborah Copen	Reims	Director of the Culture Department, Municipality of Reims
Colette Byrne	Three Sisters	Chief Executive, Kilkenny County Council
John Carley	Three Sisters	Director of Services, Wexford County Council
Elene Negussie	Visby	World Heritage Site Manager, Hanseatic Town of Visby, Region Gotland
Christian Hegardt	Visby	City Architect
Catrine Wikström	Visby	Regional Culture Strategist, Region Gotland/Office of Culture & Leisure

### The team in Regensburg

#### Sebastian Knopp

Cluster Culture and Creative Industries Manager

Department for Economic and Research Affairs, City of Regensburg

#### Christina Ostrower

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#### Laura Steinbauer



Cluster Culture and Creative Industries Officer

Department for Economic and Research Affairs, City of Regensburg

**Experts**

**Pau Rausell-Köster (University of Valencia, Spain)**

*Role during the visit: Lead expert*

**Nils Scheffler - Urban expert**

*Role during the visit: External expert*

**Support**

**Cécile Houpert (EUROCITIES)**

Project support officer - Culture for cities and regions

## Annex 2: Presentations

Presentations and supporting documents can be found here:

<http://www.cultureforcitiesandregions.eu/culture/resources/Study-visit-14-Regensburg-8-10-June-2016-WSWE-AAFC4V>

Further exchanges between participants have been made on the Culture for cities and regions online forum.

Pictures of the visit:

<https://www.flickr.com/photos/135418594@N05/albums>