



# SOPHIA

Social Platform  
for Holistic Heritage  
Impact Assessment

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## Case Studies Report

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## Executive Summary

SoPHIA (Social Platform for Holistic Heritage Impact Assessment) aims at developing an impact assessment model that enables to grasp interventions into cultural heritage in a holistic manner. In view of this objective, the SoPHIA consortium has developed a draft impact assessment model (draft SoPHIA model) that has been applied and tested with the help of 12 case studies in the period from October 2020 until March 2021. In the following report, the course of testing and main findings from the case studies are summarized.

[Chapter 1](#) and [chapter 2](#) provide an overview on the draft SoPHIA model and the main methodological framework applied in the case studies conducted. A main criterium in selecting the cases of interventions in cultural heritage analysed here was good access to the case in order to implement a participatory approach of research. This approach builds on the perspectives of people and stakeholders as a central aspect of the SoPHIA model and methodologically implies that the people whose world was being studied, the main parties of the case, were the main partners in all stages of investigation. Due to the participatory approach, it soon became clear that the SoPHIA model should not only aim to support external assessment and research of cases but should also clearly aim at being a supporting model for stakeholders involved in the management of cultural heritage.

[Chapter 3](#) provides an overview of the case studies, including a description of the cases, the relevance of the cases for testing the draft SoPHIA model, and the main findings in terms of the impact of each case. Due to the focus of the SoPHIA case studies on the urban context, many case studies analyzed were cases connected to urban development and regeneration projects. In most of the cases, the primary objectives of the intervention were related to the development of the cultural offer, urban development, tourism development and infrastructure. Here, different objectives and understandings of the notion of (urban) development are portrayed. The cases reveal the complexities of striking a balance between various forms of impact that an intervention might have, such as improving the lives of residents while also becoming an attractive location both for tourists and for entrepreneurs; or acknowledging the different and potentially conflicting narratives of a place in view of potentially contributing to a sense of community and social cohesion in a town.

In detail, examples of the impact of case studies are used to discuss the applicability of the main axes of the SoPHIA draft model in [chapter 4](#). The chapter is thereby divided along the lines of the three main axes of the model, the multi-criteria axis, the multi-stakeholder perspective and the time axis. With regards to the multi-criteria axis, the main themes and sub-themes of the model are discussed in detail, highlighting the following aspects of potential impacts that interventions in cultural heritage can have:

- In terms of the [social capital](#) as a criterion for holistic impact, it is pointed out how access to a site/intervention is a precondition to support any other potential impact. At the same time, the analysis of a range of sites shows that access has many barriers, including the reachability and location of a site as well as participation of different stakeholders in the realization of an intervention.
- With regards to the [sense of place](#) that is achieved via an intervention, the case studies have shown that the plurality of identities and narratives needs to be captured, specifically also with regards to underrepresented positions at a site/intervention. Here, questions between the touristic visibility of a place and its local identity have been pointed out as potentially conflicting with each other.
- Similarly, capturing the impact of a site/intervention in terms of [wellbeing and the quality of life](#) has the potential of grasping the conflicts, while also forming an overlap between the economic and social impact.
- The analysis has also shown that the degree and form of [strong global partnerships](#) established via an intervention depends on the nature of the intervention itself. Interventions aiming at establishing international networks certainly provide more concrete results in comparison to interventions that are implemented on the local level.
- In terms of [prosperity](#) as a mainly economic theme of impact, the analysis has pointed at the need to consider the risks that come with economic development, such as low-quality employment or the process of gentrification.
- The analysis of impact in the area of [knowledge](#) has shown that sharing of experiences and knowledge transfer are crucial in order to make the intervention relevant for the wider public.
- [Innovation](#) as an area of impact, as pointed out in the case studies, is a process which enables various stakeholders to unite and work together towards a common goal. Furthermore, the studies have shown that digitization is understood to form an integral part of innovation processes in cultural heritage.
- With regards to impacts of cultural heritage interventions related to [protection](#), the case study analysis has proven that in cases of interventions connected to green areas, environmental issues and questions of sustainability are very present. However, in cases of interventions that mainly relate to the cultural sphere (such as cultural institutions) issues of sustainability are only considered to a limited degree.
- Finally, the case studies have shown that increasing the [attractiveness](#) of a site/intervention is often an important driver behind the objective of interventions and policies in cultural heritage. Yet, the question for whom a site/intervention is attractive is crucial in grasping its impact.

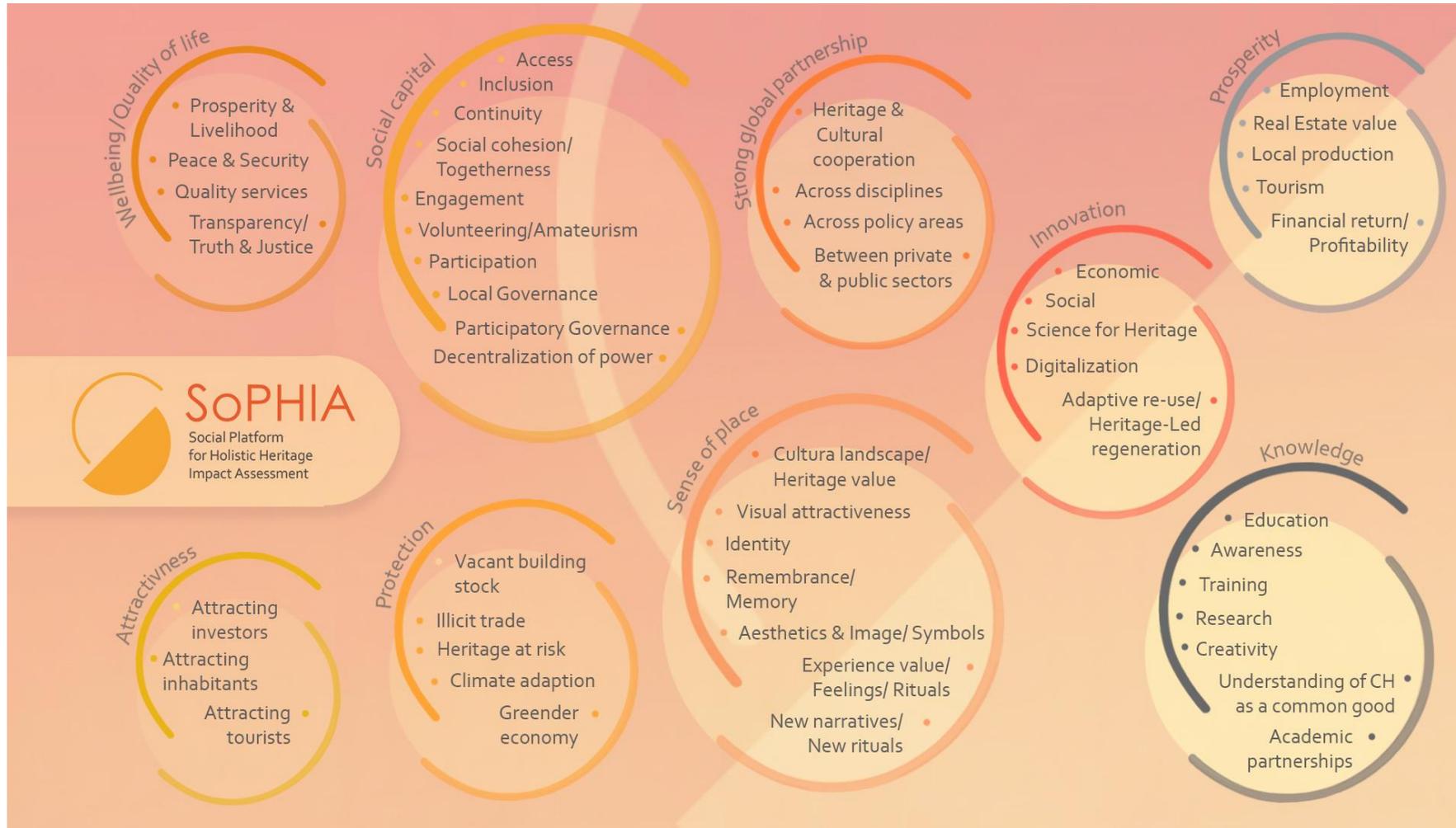
Finally, the discussion of the draft SoPHIA model with examples from case studies also included the reflection on the [multi-stakeholder axis](#) and the [time axis](#) as integral parts of the model. As pointed out above, the impact assessment depends on the perspective one takes towards it. Thereby, the multi-stakeholder perspective has proven to be crucial in analyzing the objectives,

roles and responsibilities of the involved and can therefore also be very helpful in cultural heritage management. However, the multi-stakeholder perspective can only be employed if sufficient resources are available, including access to all relevant stakeholders. Therefore, a primary advantage of continuous monitoring and assessment both during and after an intervention is the possibility to also ensure participation throughout the whole process.

The recommendations from these and other findings are summarized in view of adapting the draft SoPHIA model in [chapter 5](#) of this report. They mainly refer to:

- Reducing repetition in the layers and levels of the draft SoPHIA model.
- Including levels of impact that have not yet been represented sufficiently in the model.
- Refining the layers and levels of the draft SoPHIA model in order to capture cross-cutting issues and counter-effects between various impacts of an intervention.
- Defining the layer and levels of the draft SoPHIA model more concretely in order to enhance the applicability of the model.

# 1. SoPHIA Draft Model



## 2. Methodological Approach

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### 2.1 Research Questions

The main objective of the case studies was the testing of the draft SoPHIA model. The SoPHIA model is based on three axes (domains, people, time). Based on these axes, the following three research questions were defined to lead the case studies:

1. How is the draft impact assessment model applicable and how can specific themes and subthemes be researched?
2. How can the stakeholders' perspective be included and researched in the impact assessment of the case?
3. How can the issue of time and a longitudinal perspective on the impact of a case be included in the assessment?

### 2.2 Participatory Approach

Methodologically, testing the SoPHIA model was done in a participatory approach. In order to implement this approach, the SoPHIA researchers differentiated between the following groups of stakeholders:

1. Main parties to the case study: this were contact persons to the case study that were prepared to co-define the objectives of the impact assessment and reflect on the course of the impact assessment.
2. Other relevant stakeholders to the case studies: stakeholders such as managers, investment advisors and funding representatives of the case, cultural associations/entities/beneficiaries involved in the intervention/programme visitors/attenders, etc.

### 2.3 Sampling of Cases

Considering the theoretical aspects and conclusions that lead to drafting the SoPHIA model, a set of criteria for selecting case studies was defined to ensure the relevance and comparability of the observation units. From a list of potential case studies that was put together by the SoPHIA consortium, 12 cases were selected along the lines of the following criteria:

1. Classification of the municipality: the SoPHIA project specifically aims at developing an impact assessment model for interventions in European historical environment and cultural heritage sites at urban level. Therefore the "urbanity" of the case represented

an important criterion of sampling, differentiating between levels of urbanity from 1 to 3 according to the DEGURBA classification.<sup>1</sup>

2. Access of the researchers to the case: Due to the participatory approach of testing the SoPHIA model, it was necessary to ensure the access of SoPHIA researchers to the case and case study representatives. Therefore, access to the case was also a criterion of sampling, differentiating between 'good', 'probably good' and 'not so good' access to the case.
3. Data availability: A third criterion to select cases was the availability of data on the case that was estimated by the consortium partners along the categories 'good', 'probably good', 'not so good' and 'unknown'.
4. Stage of the case: Considering different stages of impact assessments such as ex-ante and ex-post, while also taking into account the time axe of the draft SoPHIA model, the stage of the case represented a relevant criterion for sampling. The sampling methodology differentiated between cases that have not started yet, ones that are ongoing and ones that are finished.
5. Type of cultural heritage: In order to differentiate between the type of cultural heritage under investigation in the case studies, following forms were defined as criteria: monument/place of remembrance; architectural; archaeological; historic building; museum/documentary; cultural good or object; intangible; project/ programme; landmark.
6. Funding / type of recognition: With regards to the funding of the intervention, the sampling criteria differentiated between funding from the international/global level from the European level, from the national level, from the regional/local level and funding from private sources.
7. Geographic location: the location of the interventions was also considered during the sampling of case studies. Here, it is important to acknowledge that other criteria, such as the type of the intervention and access to the case were prioritized. In terms of location, the sampling grid differentiated between North, West, Central, South, and South-East Europe.
8. Type of initiation: The criterion of who initiated an intervention in cultural heritage was divided into policy-driven, civil society-driven and business-driven cases.
9. Physical dimension: Finally, the physical dimension of cases was also considered, with small (max. 1 building), medium (group of buildings) and large (area) of interventions into cultural heritage.

## 2.4 Methods of Data Collection

Every SoPHIA consortium partner was free to define and apply different forms of reflections on the case and data collection methods, such as:

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<sup>1</sup> <https://ec.europa.eu/eurostat/documents/345175/501971/EU-28-LAU-2019-NUTS-2016.xlsx>

1. Workshops
2. Document analysis (incl. statistical analysis)
3. Qualitative interviews
4. Focus groups
5. Media and/or discourse analysis
6. Surveys, etc.

The exact methods of data collection applied in each case study are described in the case study reports in Annex 1.

### 3. Description of Cases



#### 3.1 BLUEMED

BLUEMED is a European project that works towards the protection and valorisation of the underwater natural and cultural heritage of the Mediterranean Sea. More specifically, it organizes accessible underwater archaeological sites (AUAS) and establishes coastal Knowledge Awareness Centres (KAC) nearby, while ensuring at the same time the protection of the environment and biodiversity of the Mediterranean. In this way, it promotes a sustainable and responsible model for the development of diving tourism. The project involves fourteen partners from five

countries and fosters new models of public-private partnerships at the European, national and regional levels. Its interest resides in the combination of the cultural and environmental aspects, valorised by technological innovations, and taking into account the economic perspective. The Interreg-Mediterranean project is co-funded by the European Regional Development Fund (ERDF) and its total budget is 2.8 million euros.

BLUEMED was selected as a representation of an ex-post case study which had its unique focus on sustainability in underwater cultural heritage. The environmental dimension coupled with technological innovations added value to the model's evaluation exercise. The ERDF, amongst others, is an important EU funding instrument to encourage investment in cultural heritage as part of integrated strategies for sustainable local and regional development. It's financial support to BLUEMED therefore added to the relevance of the case for testing the draft SoPHIA model.

The project represents an interesting example of establishing access to underwater cultural heritage sites since it combines access to AUAS and KACs. In this way, AUAS and KACs operate complementarily in a way that any possible obstacles to the visit of the UAS is compensated by the possibilities offered by the KACs. Additionally, in terms of participatory and local governance, BLUEMED was able to ensure continuous consultations with stakeholders and combines a top-down/bottom-up approach, with the AUAS being under the jurisdiction of Ministries, and specialized diving centres and municipalities involved in the project ensuring safety and access to the AUAS and the KACs. Furthermore, due to its nature as a project of cooperation involving fourteen partners from five countries, it has a great impact in terms of establishing partnerships.

### 3.2 Buzet – Integrated Built Heritage Revitalization Plan of the Historic Town Centre

Buzet, an old settlement located on a hilltop, is one of the largest, and historically most important towns in the region of Central Istria, Croatia. The findings of prehistoric remains of stone objects from caves in the surroundings of Buzet provide archaeological evidence of the area being inhabited since prehistoric times.

In 2015, the city of Buzet prepared the "Development Strategy of the City of Buzet for the 2016 to 2020 period" - an essential strategic and planning document that recognized the quality of life of residents, protection of natural and cultural heritage and increase of competitiveness of the economy as its main principles and values. Based on those values, the City of Buzet established its vision of a modern city of satisfied people, competitive economy, attractive natural and cultural heritage, whose development stems from traditional values and sustainable development. In the process of drafting the above-mentioned development strategy, the local

administration realized the actual development potential of the town - and in 2017 the Integrated Revitalization Plan of the Buzet Historic Town Centre, or IBHRP was drafted for the period 2017-2027.

The IBHRP was the object of testing of the draft SoPHIA model. As a case study it illustrated the interrelation between cultural heritage and sustainable development for an ongoing cultural intervention. Its evaluation via the SoPHIA model allowed for a deeper understanding of the process of stakeholders working towards a common vision to not only improve the lives of its residents, but to make it an attractive location both for tourists and for entrepreneurs. The extensive and broad consultations with stakeholders helped to define the vision for Buzet's development, which was based on two pillars; environmental, social and economic sustainability, and tourist attractiveness, and was planned through the implementation of 18 interconnected programs. Analysis of Buzet as a case study revealed the complexities of striking a balance between developing a site for tourism, while also remaining mindful of it being an 'active' site, where residents live and work, as well as the process of balancing the diverse opinions and objectives of a multitude of stakeholders.

### 3.3 Filopappou Hill

Filopappou Hill lies next to the Acropolis and forms a natural and cultural landmark for the city of Athens. It consists of three distinct bodies including the Hill of the Muses, the Hill of the Nymphs, and the Pnyx, the latter known as the birthplace of the ancestor of what is modern day democracy. Known also for the much-appreciated contemporary landscape interventions, pathways, and resting areas, assemblages of antique marble, debris from the demolitions of neoclassical buildings and cement by architect Dimitris Pikionis. As a lung of oxygen and a swath of nature with rich biodiversity in an otherwise densely built city, it was pronounced by the Council (2015) an archaeological site and a public place of recreation, and "wellbeing", for exercising sports and reflecting upon history and beauty. The challenge today is the management of the diverse cultural heritage with different needs of openness and protection, and the production of a contemporary narrative and vision for the future of the Hill as an integral part of the history, the environment and society of Athens.

The case study proved to be interesting for testing the SoPHIA model as it is an ongoing intervention which is both policy- and civil society-driven in nature. Its position as a landmark of historic importance at the heart of Athens' Acropolis, with varying levels of management and a somewhat complicated relationship between the stakeholders added another dimension, which was valuable to the assessment of the model.

The evaluation of the site via the model allowed for a deeper understanding of the role active citizenship can play to have an impact on policies and interventions. Although there is immense

room for improvement when it comes to aligning synergies between the stakeholders in management of the site, and forming a common vision for the same, it was the activism spearheaded by the Residents of Filopappou Initiative that led to the declaration of the site as a dual function space; both as an archaeological site as well as a green urban park, allowing it to remain an open public space, instead of becoming fenced off and ticketed for access.

### 3.4 Galway – European Capital of Culture 2020

Galway City, located on the west coast of Ireland, was designated European Capital of Culture 2020. Usually, the program of events of the ECOC designations run from 1st of January to 31st December, but due to the coronavirus crisis, the program has been extended until 30th April 2021. Galway has a vibrant contemporary culture, and the original bid emphasized its peripheral landscape and its history of cultural movements as an inspiration for cultural production.

With the title ECOC 2020, Galway would have been expected to have benefited greatly through a greater profile and enhanced image. However, the pandemic has led to challenging times for the ECOC management team as well as arts organization partners.

For testing the draft SoPHIA model, Galway represented an attractive case since ECOC designation comes with a set of conditions, including the requirement of an ex-post evaluation of the intervention. The case study allowed for further exploration of this ECOC evaluation process relative to the SoPHIA holistic IA model. Furthermore, the case of Galway highlights the role cultural heritage can play in connecting centre and periphery, since the programming involved surrounding small towns that were recognised as having an integral relationship with the city through heritage and language as well as social and cultural interdependency. Due to the pandemic, the case of Galway also shows what advantages and disadvantages online engagement, and digitalization might have; it can reach people all over the world, provided they have electricity and a reliable internet connection. On the other hand, there is still a problem of accessibility, and also of a lack of revenue, for most ECOC online events seem to be free. Even in pre-pandemic times, online engagement was a powerful marketing tool.

### 3.5 Ivana's House of Fairy Tales

Ivana's House of Fairy Tales (IKB / IHF) - a public multimedia and interdisciplinary visitor center - was established in 2013 by the City of Ogulin. The basic funding for the project came from the European Regional Development Fund, the Central Finance and Contracting Agency for EU Programs and Projects Zagreb, the Ministry of Culture of Croatia, the City of Ogulin and the Tourist Board of the city of Ogulin. The project sought to strengthen the town branding process as "Ogulin – Homeland of Fairy Tales" and thus position Ogulin on the tourist map as a desirable experience destination; increase profits from the tourism sector while creating a favourable environment for entrepreneurial activities and the development of tourism products as well as

for employment; and increase innovation in brand presentation and the application of business excellence. The visitor centre opened its doors to the public in 2013. Complementing this, the Strategy of the Development of the Centre for the period 2013-2020 was prepared.

The implementation of the strategy was the subject for testing of the SoPHIA draft model as an ex-post evaluation of the implementation of the Strategic Plan of Ivana's House of Fairy Tales. The case study was selected as it is a unique and successful intervention to preserve intangible heritage as a result of a larger strategy to strengthen the region's cultural offer. The establishment of Ivana's House of Fairy Tales has added immensely to the touristic and cultural value of the town of Ogulin, establishing it as a distinct and special cultural tourism destination. It also provided insight into how the project was designed to be successfully integrated into the larger context of the development of Ogulin.

The assessment of Ivana's House of Fairy Tales underlines the role strategically planned cultural interventions can play in contributing to the prosperity of a town and increasing a sense of pride and ownership among the local residents for their heritage.

### 3.6 Jamtli National Museum

The case of Jamtli National Museum is about a joint regional, national, and European investment in establishing a satellite art museum for the Swedish National Gallery. The satellite came to be located in a developing region in Northern Scandinavia in an area with a relatively small population but well known for tourists. The satellite museum is an original collaboration between a state run national museum with world renowned collections, and a regional semi-private museum which is well-known for the pedagogical offers and public popularity. The case is interesting as it is placed within the perspective of different initiatives to stimulate the large government owned institutions – predominantly located in the country's capital Stockholm – to engage and possibly be visible in the whole country. That has been almost impossible for museums because of demands for security, and little has happened. In some respects, the development has evolved in the opposite direction, as security demands and costs since 2010 has even been the main factor for the national museums to offer and arrange temporary exhibitions outside Stockholm.

Jamtli Museum was selected as an ex-post case study where a multitude of stakeholders, including politicians, were involved in a one-of-a-kind collaboration between the National Museum in Stockholm and the Jamtli Museum, nearly 600 kms away, with the motivation to increase access to the country's heritage with a wider audience.

The case study analysis has highlighted how public controversies and discussions on the local and regional political and media level impacted the realization of the intervention. Questioning the necessity for opening a gallery or museum for historical art and design in these preceding

discussions finally also let to lowering expectation of public funding to the project and increasing the work to attract private investments. It was originally planned to have a division of funding for the project to establish the Jamtli National Museum, where the regional and local council would contribute with approximately 30-40% funding and private funding with approximately 10%. This changed after the elections in 2014 to approximately 25% public and 25% private funding. Narrating these changes, the case study illustrates how issues of participation and decision-making have to be considered in preparing an intervention and the need and difficulty to include this element into impact assessments, regardless of the intervention being ex-ante or ex-post.

### 3.7 Jewish Cemetery Währing

The Jewish Cemetery in Währing, in the 18th district of Vienna, was the main Jewish burial Vienna from its establishment in 1784, until 1897 when the Jewish section at the Vienna Central Cemetery was completed. The cemetery was partly destroyed during the Nazi era. But even after it was restored to the Jewish community after the war, a portion of the cemetery was required to be donated to the municipality of Vienna. In 2010, the fund for the Restoration of the Jewish Cemeteries in Austria was established in implementation of Austria's international legal obligation set out in the "Washington Agreement" to restore Jewish cemeteries in Austria. Since then, the fund has been regularly financing restoration work at the Jewish Cemetery in Währing. In addition, since 2010, civil society initiatives are taking steps to restore the cemetery and make it accessible. In the long term, the fund as well as the association coordinating volunteers for the restoration and the Jewish Community Vienna aim at providing more educational activities and potentially the establishment of a museum at the site. In 2020 additional funding by the republic of Austria was provided to support the restoration for the next three years.

For SoPHIA the case study the Jewish Cemetery Währing represents a case that is policy- as well as civil society- driven. Furthermore, it is the only case of intervention at a site of remembrance.

The case study has shown that access to a site of remembrance is the first and primary goal of the intervention, but also a precondition of any other potential impact the intervention might have. In this case, access to the site is also very closely linked to the protection and conservation of cultural heritage. The only way is to ensure that the cemetery, that has been left to decay for a long time, is accessible without danger. Impacts of the restoration work on the cemetery cannot be documented yet, as the work is still ongoing. By these means the SoPHIA draft model rather functions as a tool for the management of the intervention, to consider relevant actions for the envisaged impacts. Potential impacts of establishing access and restoring the built cultural heritage at the site are however manifold, ranging from the conservation and protection of cultural heritage that is a main objective of the intervention, to "secondary"

impacts that lead from offering wellbeing and recreation to, education and alternative narratives as well as potential touristic attractiveness with the eventual opening of the cemetery.

### 3.8 MuseumsQuartier Wien

The MuseumsQuartier in Vienna (MQ) is a district of contemporary arts and culture in the heart of Vienna. Covering an area of 90,000m<sup>2</sup>, it encompasses 60 cultural institutions, renowned museums such as the Museum of Modern Art and the Leopold Museum, as well as a museum and theatre for children and many other institutions and independent cultural initiatives. The MQ is located at the former imperial stables and thereby attempts to connect historic architecture with contemporary design. The planning for the MQ began in the 1970s, and the opening of this urban project took place in 2001.

For the development of the draft SoPHIA model, MQ represents an opportunity to test the model on a case in a very urban area that encompasses interventions in cultural heritage related to the architecture, historic buildings and museums.

As such, the impacts that can be observed with the MQ are manifold. It changed the city's life in social, economic, ecological, and cultural terms and became an attractive touristic spot, with 4,5 million tourists visiting per year. MQ also became an integral part of cultural and recreational time for many Viennese inhabitants. An interesting aspect of impact is the objective of the MQ to serve as a door-opener to cultural life via the public space in front of the museums. The analysis has shown that many issues have to be considered and may also be in conflict with each other. The MQ for instance has been used by many people as a recreational space and offers free cultural program in a public place. The degree to which this translates into visits and use of the cultural offer by the institution at the MQ, however, is difficult to measure. This also relates to the effectiveness of the program, communication and educational measures at the central location of the MQ, and their ability to reach a diverse audience from all parts of the city.

### 3.9 Officine Culturali

Officine Culturali is a small non-profit association of young professionals engaged in the enhancement of a relevant cultural site: the Benedictine Monastery of Catania. The Benedictine Monastery is one of the biggest monasteries in Europe and one of the UNESCO Heritage sites. The cultural relevance of this 17th century monastery has been neglected for years, resulting in a small number of visitors, no tourists, no sense of place and consideration by the youngsters. Nevertheless, in 2013 The University of Catania entrusted Officine Culturali the task of managing the site as a place to be known, visited, and enjoyed. Thanks to those young, passionate, and competent people, the site is now visited by tourists, families, students, and, despite the poor socio-economic context, the inhabitants of the neighbourhood.

Officine Culturali was selected as an on-going cultural intervention which is largely civil society driven. It is a good example of a site that underwent adaptive re-use, and is now thriving as a rich cultural institution. It is a representation of a public-private partnership agreement that has been successful in enhancing the cultural experience of an area for both its residents as well as visitors. It is also an illustration of the role academic institutions can play in supporting research in cultural heritage, and presenting it as knowledge accessible to a wider audience, turning it into an instrument for social entrepreneurship.

### 3.10 Polo del Novocento

Polo del Novocento is a non-profit foundation that brings together 22 historical, cultural, and social institutions dealing with the history of the 20th century, promoted by the municipal administration, the region, and an important bank foundation: Compagnia di San Paolo. The current headquarters of the Polo is a former Military Quarters built between 1718 and 1728 and restored in the late 90s. The institutions are hosted in the Polo and share with the foundation their personnel (staff, management), documents, projects and activities. In less than 3 years since its opening, the Polo promoted a wide range of activities and projects, becoming a landmark of the cultural and social life in Turin.

This ex-post intervention was selected as a case study based on the reactivation of a heritage site, and its multi-level form of management, where the non-profit operates primarily based on partnerships and collaborations. This unconventional management methodology has enabled a large impact, including the valorisation of documentary heritage through integration of libraries and archives and dissemination through reading and research material, and digitization.

The association also provides alternative spaces for education such as laboratories, educational projects for schools, and opportunities for life-long education for adults through its innovative programming. Polo del Novocento has also been successful in building partnerships with its neighbouring communities, city, and regional cultural foundations, establishing itself as a truly people-centred cultural intervention.

### 3.11 Santorini

The insular complex of Santorini presents the case of a tourist destination ranking among the top globally, while at the same time, it is a site of unique natural beauty and geological interest. Santorini features the only volcanic crater which is accessible by sea; it is the most modern land globally, as its last volcanic island emerged in 1950; Santorini has the oldest vineyard on earth, which has given its grapes and wine over the centuries without disruption. Santorini's art of winemaking is in the process of becoming a candidate of the UNESCO list of intangible

heritage (cultural intervention ex-ante). There are also thoughts of initiating this process for the “Caldera” (the wall of the volcano), archaeological sites and medieval castles.

Santorini was selected due to its unique qualities of a natural heritage site that has suffered from over-tourism, as well as from a lack of coordinated action amongst its stakeholders to have its intangible heritage recognized globally, as part of the UNESCO Lists of Intangible Cultural Heritage. The challenges the site faces due to a lack of shared vision and coordination between the wider group of stakeholders of Santorini made it an important case study for the model’s assessment.

This assessment exercise proved to be useful for all stakeholders involved in mapping the cultural field in Santorini today, and identify precise areas where further work and coordination between stakeholders is needed to ensure that Santorini’s unique combination of tangible, intangible and natural heritage continues to thrive. This common and shared recognition of each other fosters a larger society, or a ‘community of inheritance’.

### 3.12 Temple Bar – Regeneration of the historic urban quarter in Dublin

Temple Bar is a 28-acre urban quarter located in the city centre of Dublin. The heritage of the site dates back to the Vikings and includes sections of the walls of the medieval city. The area takes its name from William Temple, a 17th Century Earl of Essex and a Provost of Trinity College, who had his home there. The ‘Bar’ was the name of a walkway by a river (Montgomery, 2010).

In the 1980s, many buildings within the urban area were purchased by the state-owned transport company CIE with the intention of demolishing most of them and building a new transport hub. This led to a fall in property values and subsequent low rents attracting arts and cultural activities took place. A network of organizations successfully lobbied for the halting of the proposed CIE development and for the area to be retained and developed as a cultural quarter. The urban area was strategically regenerated as a cultural quarter during the 1990s and has become internationally well known as an example of culture-led urban regeneration.

For testing the SoPHIA model, Temple Bar was an interesting case because it provides an example of an intervention that, similarly to the MQ, has impacts on economic, social, cultural and environmental dimensions. While acknowledging that the development of Temple Bar as a cultural quarter primarily focused on cultural impact rather than heritage impact, there are many elements of the intervention that instrumentally used heritage towards urban regeneration with innovative architectural planning, which continues to be praised today. Interestingly, an original aim of the project was to protect culture from the processes of gentrification in which it succeeded on multiple levels. The cultural organisations that were newly developed or underwent restoration as part of the project remain in the area and have not been pushed

out through increased rents. These cultural organisations still attract a loyal following from across the whole city of Dublin and gear their programmes towards the people of the city and not tourists. The area still offers some of the most affordable artist studio spaces in Dublin.

## 4. Detailed Discussion on Themes & Axes of the SoPHIA Draft Model

### 4.1 Multi-criteria Axis

#### 4.1.1 Social Capital

- **Prominence of the theme reflects on its actual relevance**

In the draft SoPHIA model, social capital represents the broadest theme, including ten sub-themes. In comparison, other themes of the draft SoPHIA model are, in average, divided into five sub-themes. The case studies show that this prominence of social capital in the draft SoPHIA model is in accordance with the relevance and importance of the theme for the cases. This is illustrated with the example of access to the Jewish cemetery in Währing. The case shows that without enabling access to the site, cultural heritage is isolated from any other potential relevance it may have in social, economic, ecologic, or cultural terms. In the past, the cemetery has been closed and left to decay. It is only with the restoration of the site that access will be ensured, and inhabitants of the surrounding area will be able to use the green space at the cemetery, and tourists will be able to visit this site.

Apart from this example, it has to be acknowledged that interventions into urban cultural heritage are also interventions into urban communities, into the living spaces of work and cohabitation. This is especially obvious in cases of urban regeneration or revitalization such as the Temple Bar Cultural Quarter, the Integrated Revitalization Plan of the Buzet Historic Town Centre (IBHRP) or the MuseumsQuartier in Vienna (MQ). In all three cases, access to the sites is free since they are public spaces in town and there are no entrance tickets or opening hours. Nevertheless, the old town of Buzet is difficult to access for persons with disabilities and even at the MQ, one of the most expensive building public building projects in the cultural field in Austria, barrier-free access was only ensured after the opening and public criticism. In order to assess the impact of these urban regeneration and revitalization projects, the theme of social capital and access to the site therefore remains crucial.

- **Location and Reachability as relevant subtheme**

The case studies have shown that access to the sites crucially depends on the location and reachability via public transport. In the case of the Temple Bar Cultural Quarter, it has been emphasised that the idea of locating so many nationally significant cultural institutions within this urban quarter and not decentralised across the country (or even the city) can be interpreted as problematic in relation to access. At the same time, at a decentralized site such as the Jamtli National Museum, the issue that only about 80 000 people – including the residents in the city – can reach it within an hour of transport by car or bus was highlighted as a challenge

to access. The examples illustrate that there is a need to clearly include this issue into the theme, potentially in a more specific manner than with the subtheme inclusion (geographic and social).

- **Participation in activities and decision-making**

Other important aspects covered in this theme are questions of engagement, participation, local governance and participatory governance. Applying these subthemes allowed to identify a lack of participation and decision-making as well implemented forms of public consultation during the realization of an intervention. For example, in the case of Filappapou Hill, a lack of coordination and inclusion of various stakeholders in decision making, no planning of participatory processes and public consultation, and no representation of citizens was recognized as a concern. On the contrary, in the case of Buzet, the development of the IBHRP plan included, in addition to employees of the town administration, the residents of Buzet – residing both in the old town or in the surrounding settlements. Yet, the case studies also emphasis the repetition of subthemes here, with issues of social cohesion, engagement, participation, (Local/Participatory) Governance (and Networking) overlapping to some extent.

- **Repetition of subthemes**

Repetition and overlapping have been highlighted regarding various social capital subthemes. It has been noted that the sub-themes access and inclusion are remarkably similar. This is reflected in the response by a stakeholder of Polo del Novocento, who refers to the space as one that has made the cultural facility accessible to citizens, while responding to the subtheme of inclusion.

Additionally, the concretization of social cohesion in terms of how (not if) social cohesion is achieved at the site/intervention, may support the differentiation towards the subthemes access and participation. The subtheme continuity has been highlighted as difficult to grasp and may need additional clarification. Furthermore, engagement and participation as well as local governance and participatory governance overlap as subthemes strongly and the clarification of what the subtheme specifically attempts to grasp (potentially in form of the trend) may be helpful to the applicability of the model.

#### 4.1.2 Sense of Place

Closely related to the issue of access, engagement and participation at a site are questions of what identity and values are ascribed to a site, and the kind of reputation and visibility the site experiences, including with regards to tourist rating. The theme sense of place attempts to capture these issues of history and ascriptions of a site. It does this via six sub-themes that take into account the cultural landscape and heritage value, the visibility and reputation of a site, its identity and connection to remembrances and memory as well as new narratives and rituals happening at the site.

- **Difficulty to differentiate identity, memory/remembrance and values/rituals**

If we understand cultural heritage as the understanding one develops of history, a main question on the impact of cultural heritage site/intervention is what narratives are told at the site/intervention and how these influence identity building, memory and remembrance today. This is particularly obvious in cases and places of remembrance. The only such place of remembrance in the SoPHIA case studies was the Jewish Cemetery in Währing. The cemetery, as a place where the former Jewish community of Vienna from 1784 until 1879 was buried may provide insights into the lives and different social groups that Jewish people belonged to, once access to the site is possible. Thereby, it has the potential to illustrate the variety of past Jewish life in Vienna, can contribute to erase prejudices, and enrich Vienna's history with another facet. An example of the importance of narratives of cultural heritage for urban development or cultural events is also the case Galway 2020, where heritage has been a strategically prominent feature of the programme, recognizing the potential benefits of ECOCs in building a sense of community.

By these means, the plurality of identities and narratives, as well as shared/dissonant heritages and perspectives from underrepresented positions at a site/intervention has been highlighted as important aspects in capturing the sense of a place. These aspects of the diversity of narratives in a city and their ability to contribute to a form of community building, however, are yet to form a concrete part of this theme. In order to grasp "authorized" narratives of cultural heritage or the diversity of narrative, as well as counter-effects of memory and identity with regards to social and economic impact, it is therefore necessary to embed the multi-dimensional character of identity, memory and narratives in a clearer manner within the SoPHIA draft model.

Furthermore, case studies pointed out that there is an overlap between the subthemes identity, remembrance/memory as well as experience value/feelings/rituals. Consequently, there is a necessity to define these sub-themes more concretely in order to be able to differentiate them from each other.

- **Potential tensions and counter-effects between touristic visibility and local identity**

The case studies also represent important examples of how local history was able to be generated for the infrastructural and touristic development of a city. A successful example is the visitors centre Ivana's House of Fairy Tales (IHF) in Ogulin. According to the SoPHIA case study the centre rounded up the picture of Ogulin as a fairy tales' town and creates a sense of belonging and identity among its residents, but also increased the attractiveness of the town, both as a dwelling place and as an important destination of cultural tourism. However, utilising the sense of a place for tourist promotion also bears dangers to the "local" sense of a place. This has been highlighted in the case of the Temple Bar Cultural Quarter, where tensions remain between building an authentic and sustainable sense of place for the people of Dublin, and the development of a contrasting branding of place to attract tourists.

#### 4.1.3 Wellbeing / Quality of Life

The case studies highlight that in the view of the stakeholders, such as those from the case of Temple Bar Cultural Quarter, that too often within current impact assessments, health and wellbeing are not given adequate attention. This is something the SoPHIA draft model addresses in its themes.

- **Theme grasps cross-cutting issues and counter-effects of impacts**

Wellbeing/quality of life as a subcategory of the social domain clearly overlaps with the themes of “access” and “sense of place”. In the case study on Buzet, the lack of public transport and parking lots have been highlighted as a challenge to the quality of services at the site. Quality of services is a subtheme of wellbeing/quality of life. Yet, the lack of public transport and parking lots however also relates to issues of access to the site and its touristic attractiveness. Another example overlaps in the theme between social, economic, ecological and cultural impacts of interventions in cultural heritage comes from the subtheme quality of life. Again, as highlighted in the case study on Buzet, quality of life is crucial for Buzet in terms of infrastructural issues. Efforts to improve quality of life through planned infrastructural developments (including renewal of cultural heritage properties through renovations, accommodation facilities for tourists therefore generating income) can also contribute positively to prosperity and livelihoods.

Similarly, in the case of Temple Bar Cultural Quarter, it was emphasised that the assessment process remains straightforward if one only evaluates only the economic impact from visitors, however it becomes complex once other perspectives such as wellbeing impacts on local residents are considered. ‘Wellbeing’ in this regard acts as a crosscutting theme coming from economic and social factors, while at the same time captures the potential danger of economic development for the livelihood of inhabitants.

- **Multi-stakeholder perspective**

Wellbeing and quality of life as a category strongly depends on the perspective one takes, as illustrated in the case of MQ. The MQ has been developed as a public space for everybody with no closing hours and cultural program, including concerts in the yards of the building complex. By these means the MQ offers recreational value to the inhabitants in Vienna as a whole. However, the tenants that are still living at the MQ have another perspective on the issue, with their well-being and quality of life challenged by the volume of the open-air program at the MQ or by (limited) security issues resulting out of the MQ’s role as a space for social gatherings. Additionally, in the Irish case studies it was highlighted that wellbeing can refer to the individual but can also refer to a community, or the cultural sector. Therefore, the relevance of a multi-stakeholder perspective specifically in this theme becomes obvious.

- **Relevance of sub-themes**

As mentioned above, with support of the subthemes, important aspects were able to be grasped in the case study reports, including prosperity and livelihood, peace and security and quality of services. However, there are limitations in terms of how the subtheme transparency/truth and justice was able to be researched. Transparency as a category provide insights and feedback on an intervention in cultural heritage have shown to be relevant to Ivana's House of Fairy Tales (where visitors can leave comments on the website) or Filopappou Hill (where processes of developing the site are not transparent). However, clarification on what the issues truth and justice relate to, may support the applicability of the SoPHIA model. Furthermore, recreation has proven to be an important subtheme of wellbeing/quality of life that may be added to the theme.

#### 4.1.4 Strong Global Partnerships

The theme, strong global partnerships, has been divided into the subthemes heritage and cultural cooperation, across disciplines, across policy areas and between private and public sectors. In the evaluation of the case studies, it has become obvious that the impact of a case in terms of global partnerships depends on the general orientation of a case regarding its internationality and funding of the intervention.

- **Applicability depends on funding and aim of intervention**

By these means, the theme of strong global partnerships has been relevant to all cases that are funded by European funds and thereby, intrinsically aim at establishing a strong link with other European partners. This is the case for BLUEMED, a project funded under the Interreg program with a specific aim to establish a network to support sustainable and responsible tourism development and promote Blue growth in coastal areas and islands of the Mediterranean. Data proving the same was also available in the case of Galway 2020 as ECOC. Additionally, Ivana's House of Fairy Tales has actively been pursuing European cooperation, therefore data was available to measure this impact.

- **Adapt theme to partnerships and networks in general**

For a number of other case studies, the theme was not relevant. This does not imply that there is no heritage and cultural cooperation, or partnerships across disciplines, across policy areas or between private and public sectors in these cases. Instead, these partnerships are mostly local or national. For example, the case study from Croatia highlighted that Buzet has also had partnerships but primarily with Croatian towns. Furthermore, Buzet has been involved in EU projects that have focused on restoration of buildings and has been involved in the 'Town Twinning' project, but no active efforts have been made to engage in global/EU partnerships. The Polo del Novocento case study is another example of a cultural entity that operates in partnership and collaboration with 22 other local organizations.

In the case of the MQ, however, much international cooperation has taken place, not only by the MQ, but also the cultural institutions located within it. Nonetheless, the importance of networks in Vienna and Austria, between the institutions themselves but also across disciplines, cannot be captured by the focus of the theme on international partnerships. Similarly, cooperation between private and public parties is crucial for the Jewish Cemetery in Währing. It is therefore recommended not to limit the theme to international partnerships only.

#### 4.1.5 Prosperity

- **Repetition of prosperity as a (sub)theme**

Upon first glance at the draft SoPHIA model, one has to acknowledge that the issue of prosperity is covered as an individual theme as well as a subtheme of wellbeing / quality of life. Embedding the issue of prosperity in the theme of wellbeing / quality of life does have an advantage, where potential economic impacts are contrasted with potential social impacts such as livelihood. As an individual theme, prosperity is divided into employment, real estate value, local production, tourism, financial return / profitability. The advantage of differentiating prosperity in this way is to enable aspects of a sustainable economic impact to be grasped in more detail.

- **Limited data available**

It has been highlighted in the case study reports that not enough qualitative data was available to estimate the direct impact of the intervention on employment, the real estate value or local production. In the case of MQ, a general positive trend in the economic development of the area surrounding the MQ is recognizable. However, this data cannot be traced back to the relevance of the MQ as an urban development project or as a tourist attraction. There is a need for targeted data, as general economic data often cannot be traced back to specific intervention.

Similarly, in the case of Buzet, growth in employment as well as income has not been monitored separately, therefore adequate data is not available to establish whether prosperity is linked to activities in the old town.

- **Potential counter-effects with regards to other areas of impact**

Furthermore, potential counter-effect or conflicts with other areas of impact have been highlighted in the case studies, with Polo del Novocento serving as an example. As an institution focused on free accessibility, Polo del Novocento cannot be compared to a large festival or an international museum producing a strong economic impact on the territorial context. In order to contrast these counter-effects, description of subthemes in form of trends have proven to be helpful, highlighting for example the danger of low-quality employment and potential promoting decent employment due to the cultural heritage intervention, or contrasting real estate value vis-à-vis processes of gentrification.

#### 4.1.6 Knowledge

This theme explores through its subthemes the role that heritage under assessment is playing in knowledge exchange in a number of ways, including learning programs, research and academic partnerships, ventures to encourage creativity and encouraging the understanding of cultural heritage as a common good.

- **Repetition of subthemes**

Assessing the relevance of the theme of knowledge, the issue of repetition and overlapping of subthemes was underlined. It was noted that knowledge and education are mainly interpreted by the interviewed stakeholders as arts education related activities. The indicators listed in the SoPHIA model for the subtheme of education, however, only indirectly relate to arts education. For this reason, it is recommended to strengthen the aspect of art education in the indicators listed for the subtheme of education.

It was also noted that the subthemes of creativity and education are difficult to differentiate, which is why it is recommended to combine the two subthemes. For the same reason, the subthemes research and academic partnerships are also recommended to be combined.

- **Education and creativity as a relevant subtheme**

Education as a subtheme remained central for many of the case studies, with learning initiatives highlighted such as those at Ivana's House of Fairy Tales, which has seen a rise in the number of students visiting as part of guided tours, and those participating in reading and storytelling, and painting and music workshops. The positive impact of programming focused on knowledge exchange is exhibited in the educational activities of IHF being recognized by the Croatian Ministry of Science and Education as part of the school curriculum.

Recognition of cultural heritage as a common good was also noted as an important factor during the assessment process, particularly for Officine Culturali. Stakeholders from the same recognized the growing understanding of cultural heritage as a common good, particularly for the youth, and the role Officine Culturali has played in this phenomenon.

- **Room for knowledge exchange and knowledge transfer**

The case of Ivana's House of Fairy Tales shows how successful educational activities may be recognized more widely also by other institutions or even in the school curriculum. Research conducted during the testing of this model in other cases at the same time revealed room for improvement in connection with knowledge exchange initiatives taking place at the site. During the assessment of Galway as an ECOC, the concern that there is an inadequate sharing of experiences of failure within the ECOC was brought forth. Sharing of such experiences will undoubtedly benefit future ECOC cities. Knowledge exchange is in a topic that may also be overlap with the theme of partnerships. By emphasising knowledge transfer and knowledge the SoPHIA model might better grasp potential impacts in this very relevant area.

At Filopappou Hill, stakeholders recognized the need for greater efforts in creating innovative and interactive educational materials.

#### 4.1.7 Innovation

- **Innovation from a multi-stakeholder perspective**

A key concern for stakeholders from Ireland is the meaning and use of the word, which is often used as a 'buzzword' as part of cultural interventions and does not allow for uniform advantage and benefit for all stakeholder groups. By these means, the innovation theme and related ideas were often discussed in the context of approaches to multi-stakeholder engagement. This is also the case with Polo del Novocento, which is also understood as an innovation hub, with 22 participating associations / units / partners implementing cultural programming through co-planning and a constant exchange of ideas and skills among them. This represents a clear overlap with regards to the issues of participation. Social innovation as a term might be helpful to be introduced into this theme in order to grasp this overlap more coherently.

- **Diversity in innovation**

Jamtli National Museum is an example of diversity in the application and understanding of innovation as a concept in cultural interventions. The Museum was developed as part of a long-term collaboration on exhibition, access and museum education between a government run national museum, and a regional museum. Additionally, it is an extended financial arrangement and collaboration between the National Museum and the Jamtli Foundation, with the local and regional authorities as founders.

- **'Adaptive re-use' and 'creative economy' subthemes working in synergy**

Within the theme of innovation in the model, adaptive re-use and creative economy as subthemes brought to light the role cultural heritage can play in fostering innovation. Buzet as a case study is an example of adaptive re-use facilitating the creative economy via innovation through cultural heritage. The Entrepreneurial Incubator Verzi, intended for newly established enterprises and crafts workshops, is planned within the confines of the Verzi Palace, and was conceptualized as part of the IBHRP. Its opening will create the space for innovative new firms and start-ups, enabling their networking, development and cooperation. Additionally, the case of the MQW in Vienna is another successful example of adaptive re-use and innovation through a booming creative economy. The premises originally served as the imperial stables until the space was revitalised to operate as a cultural hub. The MQ directorate as well as the numerous organizations that operate from within it employ many people from the creative sector and have created many new jobs in the creative sphere.

- **Digitization as an essential component of site presentation and management**

Analysis of the case studies reveals that digitization was found to be at the core of several of the relatively newer case studies in their programming, making it relevant as a subtheme. The

BLUEMED project fosters the development of ICT tools for the diving industry, along with interesting ICT applications for the Knowledge Application Centres (KACs) and the virtual museum. Furthermore, findings from the underwater archaeological sites have also been digitized.

For the Jewish Cemetery in Währing, digitization is a crucial element, as all data collected from the site is recorded in 3D format and will guide the restoration of the site. This data will be used to narrate the process of restoration in the accompanying museum envisaged for the site.

- **Science in Heritage**

Science as heritage remained a subtheme that was not relevant for many of the case studies. In the case of the Jewish Cemetery of Währing, however, several scientific studies have taken place, and papers published. It is therefore recommended to reconsider the subtheme's presence as well as presentation in the model.

#### 4.1.8 Protection

The predominant observation through the testing of the model via the case study assessments, has revealed the immense relevance of this theme for impact assessments, but requires further work to become an efficient tool within the model. In the case of Croatia, environmental sustainability does not feature as a key focus in the IBHRP plan for the historic town, or for Ivana's House of Fairy tales, even though it is located in a historic castle. The theme is particularly relevant for case studies such as BLUEMED, which recognizes the importance of protecting the underwater archaeological sites that have been made accessible for divers through the project.

- **Environmental issues underrepresented**

The overarching feedback from many stakeholders involved in the case studies has been the underrepresentation of environmental issues within the theme and its subthemes. The subthemes focus primarily on cultural heritage protection, whereas the matter of environmentally sustainable practices in cultural and site management remains insufficiently explored in the model at present. In the case of Filopappou Hill, it was recognised that the site is protected as a cultural area by law, however sustainable practices at the site are needed for environmental protection of the space.

- **Sustainability as a new subtheme**

A key goal of this impact assessment model must be to facilitate ventures in cultural heritage to be assessed through the lens of sustainability, with the aim to reduce their overall carbon footprint. A key challenge for several cultural interventions remains the difficulty in understanding how their impact on the environment can be measured and then mitigated, to ensure

sustainability and long-term continuation of the intervention in question. To facilitate this reflection and action, it is proposed to add the subtheme of ‘sustainability’ under the theme of protection, with well-defined indicators and data collection methodologies.

- **Green Economy: exploring further as a subtheme**

Cultural sites, institutions, and interventions can play an important role in transitioning towards a green economy, which is crucial to address global climate change issues. Representatives from the MQ institutions noted that the matter of utilizing, sharing and recycling resources has not been broached internally within the MQ, or amongst the institutions themselves. Strengthening the indicators for green economy is therefore recommended.

- **‘Protection’ in relation to ‘Sense of Place’**

For the stakeholders from Ireland, protection is a matter closely related to maintaining the space’s ‘sense of place’. This was a consideration while developing the Temple Bar area as a cultural space, where it was important to maintain the fabric and grain of the built form of the area. This close link between the two themes presents itself as a possible challenge while the model is in use, and further clarity in, and differentiation between the two subthemes is recommended.

#### 4.1.9 Attractiveness

The analysis of the model via the case studies has revealed that this was a theme that proved to be difficult to interpret for several stakeholders and requires more clarity in its meaning and presentation in the model.

- **Overlap and repetition of themes**

Attractiveness of a site for investors and tourists was already evaluated as part of the theme ‘prosperity’, which points towards a considerable overlap between the two themes. Additionally, attractiveness for inhabitants had already been assessed as part of the ‘wellbeing’ and ‘livelihood’ theme. These observations indicate that the theme requires a thorough review, and precision in terms of its added value and specific connotations.

- **‘Attractiveness’ drives cultural policy**

The economic impact of attractiveness of a site, primarily for tourists and investors, has emerged as a key motivator for policies driving cultural interventions for the case studies in question. In the case of Jamtli Museum, the need to make Östersund attractive to tourists was the driver behind the initiative to bring collections from the National Museum in Stockholm to this region; this motivation features prominently in the project plan documents. A similar incentive was also observed in the case of Buzet, and BLUEMED and its vision to create new tourist destinations and draw investments to the area.

- **'Attractiveness' – for who?**

A concern that featured frequently in the analysis of the model via the case studies was, for the theme of attractiveness, the importance of recognizing the hierarchy of relevant viewpoints informing the impact assessment with tourists coming first, investors second, and local inhabitant of the area featuring last. For this reason, the theme was met with some scepticism, and further consideration of this hierarchy was recommended, as it is bound to affect data collection and analysis.

As noted in assessment of the Austrian case studies, the added value of this theme remained unclear, particularly since attractiveness for investors and tourists had already been covered in 'prosperity', and attractiveness for inhabitants had been explored as part of the wellbeing and livelihood theme.

- **Mixed use of 'Attractiveness' and 'Sense of Place'**

The assessment of the model revealed the importance of holistic urban planning that combines 'attractiveness' and 'sense of place'. In the case of Dublin city, there is a stated political desire to support more people to live in the city centre, as the number of permanent residents had declined greatly due to sub-letting, leading to decreased civic stewardship, which is crucial to a shared vision for cultural interventions. In the case of Temple Bar 91, initial stakeholders consisted of young business owners, architects and cultural entrepreneurs who held a shared vision for the space. The presence of residents of the area in the early plans is minimal, due to low number of residents in the area. Because there was a dramatic increase in residents through the development, there emerged an accompanying requirement to nurture that vital relationship after the building phase to ensure a shared vision. There are now clear fractions within the shared vision. There is a separation, although not total, of the commercial and cultural stakeholders. There are a number of residents unhappy with noise levels of nighttime activity, however there is no shared vision on how to tackle over-tourism amongst stakeholders.

- **Proposing a new theme**

Stakeholders from Italy noted a recurring theme in the form of distribution or redistribution of public funding among the organisations. An indicator highlighting this aspect is proposed to be added to the model, with the point of view of the beneficiaries, ratio between the total sum of public investments per year, and the number of beneficiaries.

## 4.2 Multi-stakeholder Axis

- **Understand objectives, roles and responsibilities of involved people**

The multi-stakeholder axis underlined the critical role played by the influence and objectives of varying stakeholders on the development of the cultural intervention. The politics of culture are at play, with varying stakeholders working together to govern the role of culture in the daily lives of a myriad of people from all walks of life. A multi-stakeholder perspective in impact

assessments is therefore crucial to understand the role and responsibilities of all engaged at varying stages of a cultural intervention.

In Santorini, there are several distinct cultural bodies, which do not operate together in order to be effective and lobby for a cause they all perceive as important. In that regard, it became clear that the application for enlisting Santorini's heritage of winemaking and wine culture on UNESCO's Lists of Intangible Cultural Heritage, did not have a robust community of inheritance to act in that direction, and lead the comprehensive process.

In the case of the MQ, the interplay of varying stakeholders and their interests came into play once the discussion on the re-use of the former imperial stables was opened to the public, resulting in increased politicization of the project, but also including the wider public in the decision-making process. Similarly, in the case of Buzet, identifying different stakeholders and then working towards a common goal was key to the successful implementation of Buzet's Integrated Revitalization Plan.

- **Various perspectives on impact ensure holistic view**

Assessment of cultural interventions through a multi-stakeholder perspective is also key to ensuring the holistic nature of the model. For Polo de Novocento and Officine Culturali, the draft model proved to be a useful tool for all stakeholders involved to conduct a self-evaluation with respect to their initiatives. It facilitated a reflection upon project design, management, and efficiency of expenditure and subsequently the results achieved. In the case of the Jamtli Museum, the multi-stakeholder perspective aided in accepting the fact that Jamtli Museum has not been as successful as was hoped in keeping up the engagement with local and regional business to the level created during the project period.

- **Multi-perspective as part of cultural heritage management**

The dynamics of how varying perspectives are taken into account, and how they are approached as part of planning and implementation of cultural interventions depends largely upon the objective of the intervention itself. In the case of marketing of the MQ, all efforts are dedicated to reaching Viennese public as well as tourists, where MQ is presented as a public common space. This aspect remains in the foreground, whereas the presence and programming of the cultural institutions located within it remains in the background. Therefore, from the perspective of the cultural institutions, this is not a successful communication strategy. For this reason, it is recommended that clarity in terms of the objective of the assessment, and transparency regarding who has commissioned the assessment, form an integral part of the model.

- **Social media as source of data for multiple perspectives**

This exercise also underscored the need to include social media as a relevant source of data collection and analysis in the model. In the case of Filopappou Hill, analysis of material related to the site on Facebook and Instagram helped to create and then deconstruct a more holistic

profile of the Hill. It proved useful in order to gather information about events, relevant number/profile of visitors, or to estimate the accessibility to the spaces, and the public's responses.

- **Time resources as methodological precondition to assess multi-stakeholder perspectives**

Although the importance of a multi-stakeholder axis was established, there were some limitations in ensuring it, as access to all stakeholders remained a major challenge. In the case of Ireland, the research limitations related mainly to problems of access to stakeholders, due to the limited time frame and resources for this case study. The team encountered difficulty accessing participants who were main parties to Galway ECOC 2020 case. While this was not a challenge experienced for the Temple Bar case, the multi-stakeholder approach completeness was affected by a lack of access to an important stakeholder group: residents of the area. An additional concern was the amount of data that was available; it varied considerably from one stakeholder to another.

### 4.3 Time Axis

- **Added value of assessment as funding requirement**

A continuous assessment and monitoring of an intervention has mainly been witnessed in cases where such reporting was required by the financing authorities. In the case of the Jamtli National Museum, continuous assessments of the intervention and its impact were requested by the investors. The public aspect is represented by the Swedish Agency for Economic and Regional Growth and the private aspect by the Swedish Postcode Lottery Fund. The reports implemented for these financiers were based on predesigned quantitative and qualitative questions that was set out in either the decision about co-financing the project or – to a limited extent – developed during the cause of the project period. Yet, the reports were finished four and nine months respectively after the Jamtli National Museum was opened, and assessment according to the formulated questions was discontinued.

The added value of such requirements has been acknowledged by stakeholders at Jamtli as well as in Galway. However, in the case of Galway it has also been pointed out that projected assumptions about long-term impacts directly after an intervention are meaningless without a legacy plan to sustain the impacts over time and longitudinal assessment plan to measure the real impacts. The sustainment of impacts as well as the longitudinal assessment after an intervention is “finished” also requires further financial resources.

- **Include process preceding an intervention into assessment in form of relevance**

Requirements to assess an intervention by the financing authorities and monitoring and assessment as form of managing an intervention normally begin when the decision for an intervention is taken. This is the earliest moment from which continuous data collection is usually implemented. However, the SoPHIA case studies have shown that the time preceding an intervention is crucial for the understanding of objectives as well as roles various stakeholders take

up. In the case of the MQ, 20 years of public debate and political discussion preceded the decision to establish the MQ in its current form. It was opened to the public in 2001. In order to understand how the intervention was finally realized and how the objectives of the intervention were formulated, as well as the how various stakeholders (museums, cultural initiatives, etc.) at the MQ work together today and to understand how cultural heritage architecture and modern architecture work together, this historical context needs to be considered. “Relevance”, defined as an analytical variable of how an intervention corresponds to the circumstances in takes place in, may be one way of including the historical context into the SoPHIA model.

- **Quality and depth of ex-ante assessments as pre-requisite for interventions.**

Those interviewed about Temple Bar Cultural Quarter suggested that in-depth planning in advance of an intervention, including stakeholder mapping and meaningful stakeholder engagement, should help to decrease the severity of negative impacts. In this regard, one of the interviewees referred to the importance of being aware of potential risks as the best way to avoid them. Therefore, case studies have highlighted the importance of the quality and depth of ex-ante assessment as a prerequisite for intervention.

- **Continuous monitoring as instrument of participation**

Adding to this example, the case study participants from Temple Bar felt that engagement with stakeholders needs to be a continued activity. If a dialogue is opened up, for instance in case of ex-ante assessment, then there is a responsibility to respect that relationship. More often because of a lack of resourcing, engagement remains attentive for a period of time, but eventually declines and disappears. The Temple Bar case provides a clear example of how some stakeholder groups lost out because of a lack of periodic monitoring ex-post. By these means, an interconnection between ensuring a longitudinal perspective on a case and participation of stakeholders can be observed. Regular evaluation or monitoring can help to maintain stakeholder engagement and to re-evaluate risks and balance stakeholder interests.

- **Importance of defining indicators**

In cases where no continuous assessment and monitoring was implemented, collection of data for specific indicators did not take place. As a result, many case studies were challenged by the lack of data that could have been collected over a longer period of time. When observing the aspect of assessment of the SoPHIA draft model through time axes in both Croatian case studies, it could be concluded that while developing future projects and programs of this type, it would be important to clearly accentuate key indicators and the obligation of their regular collecting. Only by means of regular collecting can the sustainability of investment in cultural heritage through time be depicted clearly, regardless of whether it is the matter of ex ante, ex post or the longitudinal dimension.

- **Difficulty of assessing quality social changes**

The difficulty of assessing to what degree people's lives have changed through a cultural intervention is highlighted by the participants of the case study. The draft SoPHIA model seems to be versatile with respect to different depths of evaluation. That is, it sanctions the appreciation of short-time results, while also creating the possibility for deeper reasoning. To enhance this versatility - as an alternative to set different level/versions of the model – the SoPHIA model needs to pay some attention to the process, which can be gathered in the recommendations that will accompany the tool.

## 5. Recommendations

### 5.1 Reduce Repetition in Themes and Subthemes

During the assessment of nearly every theme's process of data collection and analysis, the recurring criticism of the model was the repetition of some indicators, all of which provided the same information. This became a cause for confusion for many of the stakeholders and created uncertainty in analysis. Analysis of the Greek case studies also underlined the concern that such repetition may even discourage stakeholders to continue with the process of the model's application. This can be a huge challenge in the model's usage in the future, where it will most likely be implemented without additional assistance. By these means it is recommended to reduce repetition in the following themes and subthemes:

- Prosperity and attractiveness
- Social capital and wellbeing

### 5.2 Include Missing Issues

The analysis of the SoPHIA model also helped to identify gaps concerning under-represented categories that are to be evaluated. Amongst the 12 case studies, the following gaps were identified:

- The effect of cultural interventions on politics should also be incorporated into the assessment model. In the case of the Jamtli Museum, its establishment as a satellite museum away from Stockholm was considered to be unwanted and unrealistic, however its success has served as an example that is considered to have an impact on the politics at not only the local and regional, but also national level.
- With the growing need for the cultural sector to be closely aligned to concerns on climate change and turn to sustainable practices in their operations, the need for climate adaptation and sustainability to be explored further via the model was highlighted by the stakeholders through a move towards circular economy. Indicators to be considered for addition may include environmental impact indicators, mechanisms established to reduce and recycle waste, sustainable/green energy initiatives.
- Leadership and governance is seen by stakeholders as key to the impact of cultural interventions, and it was found to be missing in the SoPHIA assessment model. Qualities such as working collaboratively, effective management of staff, collaboration and project management are all important factors in the important resource of good governance, and are recommended to be included in the model.

- Heritage interpretation was identified as an issue that requires further evaluation and representation in the model. While several museums often have programming focused on heritage interpretation and the visitor experience, increased focus for the same is required for sites with natural heritage as one of their key attractions.
- The three main suggestions for consideration are politics, narrative of success, and leadership.

### 5.3 Sharpen Themes/Subthemes to Capture Cross-cutting Issues and Counter-effects

The aim of the SoPHIA model is a holistic understanding of the impact of cultural heritage. The case study analysis has shown that a holistic understanding can be emphasised by putting an emphasis on the interconnectedness and overlaps between different spheres of impact. This has been achieved by the draft SoPHIA model specifically via themes/subthemes that capture cross-cutting issues and counter-effects between the social, economic, ecologic and cultural spheres of impact. Following themes/subthemes has been acknowledged to represent such (potential) cross-cutting issues or are suggested to be added to the SoPHIA model in order to strengthen it in view of such issues and effects:

- Wellbeing/Quality of Life: The theme wellbeing/quality of life has been highlighted repeatedly as a good opportunity to grasp potential counter-effects of an intervention such as its potential for prosperity and in parallel, potential dangers for security and peace.
- Similarly, the theme of sense of place has been reflected as having the potential to grasp different perspectives on an intervention. However, this variety of “senses” a place can have and their potential conflict, could be explored further. If the sense of place is also the story that is told by the site/intervention than there is clearly a need to ask if multiple narratives are told at the site/intervention, if rather authorized discourses are told, who is represented in the narratives, etc. By these means, it would also be possible to establish more a cross-cutting reference to the social capital and cohesion promoted.
- Knowledge is a subtheme that is closely interlinked to issues of social capital as well as issues of strong global partnership. In order to distinguish the theme from other ones and sharpen it with regards to the process that is initiated via knowledge, it is recommended to define the theme as “knowledge transfer”.
- Another example is gentrification as a challenging topic concerning the economic and social urban development also highlighted in the SoPHIA case studies. The term is found in the draft SoPHIA model however not as a theme or subtheme but rather in the description of the theme prosperity. The theme also includes employment as a

subtheme. However, the need to reflect critically on employment by taking into account the quality of employment is only defined in the description of the subtheme.

- Therefore, it is suggested to call the subtheme “employment and working conditions”

These are examples of how themes and subthemes can be sharpened in view of “problematic” and challenging topics that grasp counter-effects and cross-cutting issues. It is recommended to reflect on the problematic issues again (that are often already reflected in the model, however less prominently on the level of the specification of subtheme or indicators) and revise the titles of the themes/subtheme accordingly.

#### 5.4 Need to Define/Describe Themes and Subthemes

The case study reports have repeatedly pointed out that explanation of themes and subthemes are helpful to understand what is attempted to be grasped by evaluation in this field. In the draft SoPHIA model this has been done, to some degree, in form of the “subtheme specification” but has not been implemented coherently for all themes.

The added value of such a definition/description lies in the fact that the current labels of themes and subthemes are too broad and sometimes generic. Furthermore, due to the broadness as well as the incompleteness of indicators provided in the model the definition/description of a case can help to provide an understanding of the theme/subtheme that helps to see and select what indicators can be answered based on the availability of data.

#### 5.5 Indicators and Data Availability

There have been a number of concerns regarding data collection, availability and interpretation, as well as the nature of indicators (i.e. qualitative or quantitative) throughout the exercise of testing the SoPHIA model. The key point of deliberation has been the difficulty in measuring cultural heritage and its impact, and finding criteria that ensures measurable quantitative indicators, but uncertainty about their nature as measurable indicators remains.

Additionally, participants emphasised the importance of ensuring that all relevant voices are captured within the stakeholder analysis, although this will vary depending upon the nature of the case. As an example of a physical intervention in the built environment such as Temple Bar, it was suggested that consultation of a wide range of primary sources including press, journals, and cartographic information, including historic maps is important. Furthermore, in the case of Filopappou Hill, a review of its presence on social media would add value to the assessment.

- Another key consideration regarding data collection has been the lack of availability of quantitative data, and the fact that it varies considerably from one stakeholder group to another. Moreover, some confusion between qualitative and quantitative data has been noted. For all these reasons, further deliberation upon the nature, measurability,

and suitability of indicators is recommended. One suggestion has been the possibility to consider adding thematic indicators, such as from the UNESCO Culture 2030 Agenda.

Also emphasized by the stakeholders was a concern regarding levels of the indicators, with the observation that it was impossible to judge the full applicability without seeing the indicator level, down to the type of questions being asked. This is an important point to consider, as it leaves the model and hierarchy of themes and subthemes open to multiple interpretations.

## 5.6 Contextual Variables

The analysis of the case studies has highlighted the need to include horizontal contextual variables in the Sophia model and raised the question on how to do that. The challenges here relate to two connected issues:

- There is a need to define how the multi-stakeholder axis and the time axis can concretely be incorporated into the SoPHIA draft model. Since these two axes are qualitatively cross-cutting to the themes/subthemes of the multi-criteria axis, it is recommended to include them as horizontal issues that need to be considered with regards to all themes/subthemes. This may be also incorporated in the definition/description of themes, i.e. all definition/description of themes/subthemes as well as indicators must reflect on time and variety of perspectives. Alternatively, the horizontal axis may be incorporated as an additional and separate criteria into the model.
- The second issue are contextual variables that have been highlighted as crucial to understand the cases under investigation but are not yet part of the SoPHIA model. These include:
  - o The political context of an intervention,
  - o the main objectives of an intervention as point of reference for an assessment,
  - o the objectives of assessment, including transparency in terms of the resources available for the assessment.

## 5.7 Format

Finally, the case studies have shown that the draft SoPHIA model has been received as complex and complicated by stakeholders. The reduction of repetition and the sharpening of themes/subthemes as well as other recommendations mentioned above may support reducing this complexity.

Additional recommendations from the SoPHIA case studies to strengthening the applicability of the model for various parties (such as the management of an intervention or researchers implementing) are:

- Differentiating between the core elements and accompanying elements of the SoPHIA model. By these means the main axes of the model (in a reduced, sharpened, defined and visually well-designed form) represent the core of the model with contextual aspects and indicators as well as relevant sources for data collection are accompanying the model.
- Formulate a guiding tool to use the SoPHIA model.