



MOVING FROM CONSERVATION TO MANAGEMENT

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# Final Conference of the Her- Man Project

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# CONFERENCE PROGRAMME

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WEDNESDAY, 26<sup>TH</sup> NOVEMBER 2014

## ARRIVAL OF THE CONFERENCE PARTICIPANTS

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**Meeting, Kurfürstenzimmer, Old Town Hall**

**19.00**

**Welcome of the Participants**

Mrs. Gertrud Maltz-Schwarzfischer, Vice Mayor of Regensburg, Germany

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THURSDAY, 27<sup>TH</sup> NOVEMBER 2014

VENUE: W1 - WEINGASSE 1, 3RD FLOOR

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**Conference: Communication and Management of Cultural Heritage**

*Chair: Attila Králl, Project Manager, Gyula Forster National Centre for Cultural Heritage Management, Hungary*

- 8.30 - 9.00 Registration
- 9.00 - 9.30 Welcome of the participants  
Botond Rázsi, Vice Mayor, City of Eger (Lead Partner), Hungary
- 9.30 - 09.55 Presentation of Films
- 9.55 - 10.00 Introduction
- 10.00 - 10.45 KeyNote: Historic Urban Landscape  
Dennis Rodwell, Architect-Planner, Scotland**
- 10.45 - 11.30 Coffee Break - Group Picture
- 11.30 - 12.15 KeyNote: Sustainable urban development and the UNESCO-World heritage label - Experiences to share  
Dr.-Ing. Carola Neugebauer, Junior Professor RWTH Aachen, Germany**
- 12.15 - 13.15 *Lunch*
- 13.15 - 13.30 HerMan - Introduction - Attila Králl, Hungary**
- 13.30 - 14.45 PechaKucha Presentations on the work of the Project Partners:**  
Forster Centre (two presentations) - Attila Králl  
Province of Treviso - Paolo Barnaba  
Municipality of Lublin - Anna Krzyzanowka-Orlik  
Municipality of Ravenna - Maria Grazia Marini

Municipality of Eger - Botond Rázsi  
Province of Ferrara - Francesca Felletti

14.45 - 16.00

**Outputs**

Toolbox - Zsuzsa Kravalik, External Expert on behalf of the Forster Centre  
Handbook - Barbara Morigi, Herman Project Coordinator, City of Ravenna, Italy  
Handbook - Marco Acri, Thematic Expert, Marco Polo System geie, Italy  
Policy Recommendations - Zsuzsa Kravalik, Botond Rázsi, Hungary

**Internal Meeting: Stakeholder Group Regensburg**

16.00 - 16.15

Coffee Break

16.15 - 16.30

**Mrs. Christine Schimpfermann, Head of the Planning and Building  
Department, City of Regensburg**

16.30 - 17.30

**Panel Discussion - Policy Recommendations put to the test**

Moderator: Dr. Gábor Soós, Hungary

Participants: Dennis Rodwell, Dr. Carola Neugebauer, Zsuzsa Kravalik,  
Botond Rázsi, Marco Acri, Hubert Maçik

17.30

*Coffee Meeting, Café W1, Ground Floor*

19.00

*Dinner*

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**FRIDAY, 28<sup>TH</sup> NOVEMBER 2014**

**VENUE: W1 - WEINGASSE 1, 3RD FLOOR**

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**HerMan - internal partner meeting**

*Chair: Ferenc Szigeti-Böröcz, External Project Manager, HBH Euroconsulting LTD., Hungary*

8.45

Arrival

9.00 - 9.15

**Welcome of the participants, Introduction to End of Project**

Botond Rázsi

9.15 - 10.30

**Outlook: upcoming financial and administrative issues**

Ferenc Szigeti-Böröcz, Hungary; Emőke Zács, External Financial Manager,  
HBH Euroconsulting LTD., Hungary; Tordis Hellmann, Communication Office,  
Regensburg, Germany

11.00 - 11.45

**Perspective: future Co-operation and funding opportunities**

Ferenc Szigeti-Böröcz, Hungary

11.45 - 12.30

**Lessons Learned: a moderated session**

Zsuzsa Kravalik, External Expert on behalf of the Forster Centre, Hungary

**Excursions - Explore Regensburg's World Heritage**

Excursion 1:

Guided City Tour - 14.00, Meeting Point Haidplatz with Monika Göttler, Project  
Manager OWHC, Regensburg, Germany

Excursion 2:

World Heritage Visitor Centre, Guided Tour - 14.00, Meeting at the entrance  
with Matthias Ripp, World Heritage Coordinator, Regensburg, Germany

# DAY 1—NOVEMBER 27TH, 2014

On the first day, the participants met at the conference venue W1 in the old town of Regensburg. The Vice Mayor of the City of Eger, Hungary, the Lead Partner of the HerMan project, Botond Rázsi welcomed everyone.

## EVE OF THE CONFERENCE

On the eve of the Final Conference, Wednesday, November 26th, Mrs Gertrud Maltz-Schwarzfischer, Mayor of Regensburg, officially welcomed the participants in the Kurfürstenzimmer of the Old City Hall. Afterwards, the participants were invited to get together with canapés and refreshments.

## PRESENTATION OF FILMS

On the first day of the Final Conference three films were shown.

The first one was the HerMan film. It emphasised that historic buildings are physical linkings to the past. The challenge is to manage this heritage appropriately. The four countries and nine

project partners decided that linked together, separate ideas are realized more efficiently.

The other film was about the Pilot Actions of the Lead Partner, the City of Eger. One of them was the Project “NGO’s in the Little Synagogue”. It combines the value of built heritage with an effective and sustainable creative arts management. Several exhibition spaces have been established with the funds from the HerMan project. One is the Little Synagogue, which is not only an art space, but a space for culture in general. It is used as a space for exhibitions, but also as a concert venue and space for other cultural and social events. Some exhibitions and programs are even recognised at a national level. Botond Rázsi describes the work of the management organisation: “The management organisation should perform four functions: First of all, Maintenance Control and Updating, second of all, operating the management information system, third of all, general managing functions and tasks, and finally communication and PR management tasks.” To make the management a success, as Rázsi points out, we have to “activate the local





people”

Together with the Forster Centre, the City of Eger created the City Guide Mobile Application “Talking Monuments” where local narrations are told, historic photographs can be looked at and videos are shown. One main goal of the app is to raise the interest of the residents for historic buildings around town, but it should also be suitable for tourists. The application can be downloaded from the website [http://  
eger.pocketguideapp.com](http://eger.pocketguideapp.com).

The last film was made by the City of [Lublin](#) about their Pilot Action. They realized Training of Collaborative Management and Methods for Stakeholders. The main project was to enhance the sensitivity regarding commercials and advertisements on historic buildings. One action was a school project, where older students showed younger students where and how advertisements on heritage buildings would be compatible.

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### KEYNOTE DENNIS RODWELL

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Dennis Rodwell, architect-planner from Scotland, outlined in his [Keynote presentation](#) the importance of the Historic Urban Landscape approach. Therefore, a World Heritage Site needs its own Unique Selling Point, which is the key to long term success. Today, we know four key values of urban heritage, according to Rodwell. Those are resource, usefulness, community and cultural values.

Rodwell also emphasised the longevity of urban heritage. The base for this assumption is that we

do in general have a population static in Europe. Although the people living in Europe might be mobile, there overall number stays the same. And as a prospect to future, in 2050, 80% of the buildings will already have been built.

Right now in the UK, there are circa one million empty houses. They all could be used for housing instead of focusing too much on building new residential buildings. Therefore, Rodwell highlighted, “We should be looking at conservation as being a mainstream activity and not only a specialist one.”

Barriers of the Challenge might be the argument, that you can’t build heritage today. But this proposition is wrong, according to Rodwell. He points out that even if a tentative heritage site, like one in South Korea, is not even very old, it can become World Heritage, if other factors than history, like cultural values, are important.

What surely should not be aimed for in World Heritage concerns are selective lists. They tend to create, as Rodwell underlines, an “aristocracy of sites”, which makes some sites more exclusive than others and could possibly serve as a vehicle for displacing indigenous or established populations. This is not a desired outcome.

Therefore, as he points out, conservation should become a normal activity, not an exclusive, specialized one.

When it comes to the topic of energy efficiency, discussions and arguments are often biased. Historic buildings often criticised for not having adequate energy efficiency. What must not be forgotten though, is that a historic building contains embodied energy and “has no carbon footprint”. It already has been built, so it already is sustainable. Building a new house would be less



sustainable. According to Rodwell, conserving historic sites “is the solution to climate change and not the problem.”

Rodwell also introduced a best practice model, the “Bamberg Model”. In this city, the preservation of the historic parts of the city and the expansion of the modern suburbs are harmonically combined. According to ICOMOS, the model in Bamberg is “outstanding” and “faultless”. (This is not only the case in Bamberg, but also in Regensburg.)

Another place, where conservation and expansion are getting along well together, is the Paris area. In this case, Rodwell underlines the holistic procedure of the “Metropolitan strategic approach”. Some aspects of construction in the city are controlled by laws; for example, the building height is protected. Moreover, in Paris we see a continuity of artisan businesses and traditions. Rodwell lines out that this best practice in a metropolitan area like Paris shows that a holistic approach is possible virtually everywhere.

Concluding, Mister Rodwell sums up what the factors of successful holistic heritage conservation in urban areas should look like: There should be a harmonious relationship of the coexistence of old and new. The planning should be directed strategically. The integration of modern elements in an old city should pass off in harmony. Mutual respect is a basic factor that leads to success. Detailed planning facilitates the process. And last but not least, tourism is important, but should never become dominating.

In his conclusion, Rodwell outlines the definition of Historic Urban Landscape (HUL): It has an holistic understanding of all the aspects and processes involved. It sees the city as something

that is continually evolving and not fixed in time. The development that is taking place should be realized in a sustainable way. Rodwell points out that the 2005 Vienna Memorandum, with the focus on “World Heritage and Contemporary Architecture – Managing the Historic Urban Landscape”, is “not of itself a toolkit”. But an important factor is that it wants the Historic Urban Landscape to be experienced”.

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#### KEYNOTE DR. CAROLA S. NEUGEBAUER

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The second [Keynote presentation](#) of the Final Conference was held by Dr. Carola S. Neugebauer, Junior Professor at RWTH Aachen. She underlines sustainable urban development in the context of the World Heritage label as a chance and a challenge at the same time. She sees the World Heritage label as a factor of urban development that influences many economic sectors and is to be viewed as a holistic influence of the economic structures in a city. It should be not seen as a simplistic or one sectoral factor; therefore, it should for example not only be used as a means to increase only tourism.

The evaluation that Neugebauer refers to, is a social scientific evaluation. In a chain of causalities, context, structure, input, and outcome influence intentions and activities, this leads to results which at the same time inversely influence the context, structure, input, and outcome. Neugebauer identifies three principles of sustainability which are integration, participation, and



justice. The three World Heritage cities Neugebauer studied are Stralsund and Wismar in Germany, and St. Petersburg in Russia. All three of them have in common that the whole city centres are protected by the World Heritage status. While both Stralsund and Wismar are located in peripheral areas, St. Petersburg is in a metropolitan one.

The results of her research show that the World Heritage label may affect local life quality and space-related identity. Therefore, it provokes emotional concernment. But the World Heritage label is not valid and worthy by itself, as Neugebauer points out. "It becomes only effective in combination with other features."

The four economic sectors influenced by the World Heritage status in local economy are the following: Tourism, real estate, the building sector, and engineering. All of them are influenced by the World Heritage label in different ways.

The tourism sector faces some effect, but this is relativized by the fact that "only five percent of tourists travel explicitly to World Heritage sites". The real estate sector is collaterally affected by the World Heritage title. For this sector, also the market size is decisive. The building and engineering sectors are mostly not relevantly affected by the label.

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## PECHAKUCHA PRESENTATIONS

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**Attila Králl** of the Forster Centre emphasised the importance of planned maintenance. An example for this is the pilot action [Monumentenwacht](#). This action applied a Dutch management model to the city of Eger. In practise, this means that buildings regularly have to be inspected and monitored as an early warning system for deterioration.

**Paolo Barnaba** talked about the Pilot Action of the Province of Treviso, the [Library Network](#). He pointed out that in the development of the project initially 210 provincial libraries used 18 different softwares. Now they all run on the same software. Also, they initiated the Elib Pilot Project. Seven library poles, which means seven stakeholders collaborated on this project. They created the eLib App, made 40,000 Elib pocket guides, released leaflets on the topic and organized international event. Now, through the App, all the resources of the collaborating provincial libraries can be accessed through this mobile platform. During a good practice visit to Regensburg and Munich, the staff of the Province of Treviso also visited the Bavarian State Library. Professor Kempf introduced them to the management of digital collections. They worked out "how librarians can face the challenge of managing libraries in the era of the internet." As Barnaba notes, "we really consider eLib a success and staff exchanges opened our minds."



**Anna Krzyzanowka-Orlik** from the Municipality of Lublin talked about the Cultural [Heritage Management Strategy](#) and the Local Action Plan. She outlined the main assumptions of Heritage Protection.

Three elements have to be recognized in the process:

- 1) Heritage,
- 2) Treatment (which is to be understood as more than just conservation), and
- 3) Protection (what can be treated as heritage is treated as heritage).

Heritage Protection needs to be understood as not only administration and not only passive protection (to just fix the problems that are reported).

To manage Cultural Heritage well, you need to have at least three actions in mind: To develop methods of cooperation with the stakeholders, to create a guidebook of good practices, and to realise educational activities to raise awareness. Krzyzanowka-Orlik emphasised the lessons learned:

- 1) Leave the office to talk to people on their premises
- 2) Make plans but be flexible
- 3) Involve a professional support group
- 4) Involve young people and children
- 5) Use social media and alternative means of communications
- 6) Involve (or at least inform) politicians

The outcomes of the involvement in social media communication are also desirable. The Face-

book Page [Fabryka dobrej przestrzeni](#) has already more than 700 likes, and is a tool for external communication and dissemination of heritage issues. These activities will be continued after the end of the HerMan project.

The plans for the future of the Municipality of Lublin will possibly include involvement in further networking projects, further educational activities and the maintenance of the integrated heritage arrangements.

**Maria Grazia Marini** from the Municipality of Ravenna also introduced the [Cultural Heritage Management Strategy](#) and the Local Action Plan.

Ravenna possesses a vast cultural heritage and institutions, such as eight UNESCO monuments, the Dante Alighieri Legacy, six museums, various archaeological sites, mosaic art and cultural events. In the period of the HerMan project, several desired outcomes were realised, such as the opening of the Dante Alighieri Museum and the upcoming opening of the Rasponi Palace. But also on the sector of social media the Municipality of Ravenna succeeded. The mobile application "Talking Ravenna" was created and published. This app emphasises the cultural heritage in Ravenna. With the tour routes facilitated by the positioning system GPS and interactive techniques like augmented reality, the app provides integrated information on cultural issues and tourist related services. It also allows users to download books about Ravenna for free, according to Marini, "it is the link between digital libraries and tourist information". The Municipality of Ravenna will realise the Cultural Heritage Man-



agement Strategy in the future, by adding preservation, sustainability and development.

**Attila Králl** held his second PechaKucha presentation about the app [“Talking Monuments of Eger”](#). This programme unites several aspects: it is universal, which means it is suitable for both tourists and local people; it is personal, entertaining and revealing. The app is based upon GPS and includes a self-guided tour with a frame story of local people and has a certain degree of playfulness. The development of the app was based upon collecting facts and stories first, and then involved local people. Also, a script was written and the content and software developed.

The outlook is to face the current difficulties. For example, more local people are going to be addressed and motivated to tell stories to include in the app. Also, the problem of the maintenance of the product needs to be approached, like the development of follow ups. Nevertheless, the app is present on social media, it already has more than 400 likes on Facebook.

**Botond Rázsi** talked about the Cultural [Heritage Management Strategy](#) and the Local Action Plan in the Municipality of Eger. The main goal was to “make Eger a livable city, make it attractive and livable for citizens and tourists as well”. One project to realise this goal was the reactivation of the Little Synagogue

**Francesca Felletti** from the [Province of Ferrara](#) talked about the network MUSEUM SYSTEM. It connects 35 museums in the province. The Local

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## OUTPUTS

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Action Plan realised for example the tourist card “MyFe”, which includes a wide range of benefits and services. Also, a movie was produced to promote the cultural heritage of the entire province. The film “Hippogriff” contains a fantastic journey through historic places. The audiences are families with children. Concluding, Felletti emphasised that “partnerships are necessary to work better”.

After the PechaKuchas, the Outputs were presented.

**Maria Grazia Marini** presented the [Handbook](#) of Ravenna. This addresses general topics of the outcomes, such as financial issues and the management methods of the stakeholders. The Handbook includes the knowledge of the four Management Courses during the HerMan project. The first course took place in Krakow and addressed general issues. The second one in Venice approached tools and strategies for financial issues. The third course in Ravenna focused on Marketing and the final course in Regensburg emphasised collaborative management methods.

**Marco Aciri** of Marco Polo Systems EEIG, Venice, Italy, presented the second [Handbook](#). This work focused mainly on Innovative Heritage Management Strategies and Models on Cultural Heritage. It presents several management plans, such as the plan of Regensburg and of Eger; but also outlined pilot actions of the HerMan project,



like the library catalogue project of the Province of Treviso, the App “Talking Ravenna” or the adoption of the monument diagnosis system Monumentenwacht in Eger. On top of that, Aciri presented the structure of a management plan in general, with analysis and planning phases. He also underlines the importance of education, teaching art and culture economics as well as the methods of citizens’ involvement.

**Zsuzsa Kravalik** presented the [Toolbox](#) on behalf of the Forster Centre. She emphasised that there is a growing storehouse of cultural heritage and also problematic cultural heritage. Therefore, the way to go in the future has to be to increase personal identification with heritage as well as to enhance cooperation and coordination. There is a growing storehouse of heritage, such as heritage of the recent past, traditional craftsmanship, and intangible cultural heritage. To address this as well as problematic cultural heritage, such as heritage derived from broken continuity of its traditional use, cultural Heritage from refused parts of history, cultural Heritage representing past functions and processes, etc., we need to increase the personal identification with heritage. Therefore, we need to abandon the traditional ways of CH management, with elements such as law enforcement, coercive measures, top-down structure and decisions based on strict economic arguments. This creates tensions between reality and expectations and mismanagement. Crucial for the personal identification with heritage especially in the tourism and museum contexts are to avoid stereotypes, create museums that can be experienced,

and follow fellow traveller’s experiences rather than a monotonous text in a guide book. Cooperation and coordination is central. Building up coordination structures, institutions, networks; enhance cooperation among institutions, with local residents and heritage owners. The requirements therefore are the investment of financial assets and the commitment of human resources.

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## PANEL DISCUSSION

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After the presentations followed a panel discussion on the HerMan project.

Dennis Rodwell pointed out that it is important that local people identify themselves more through their cultural heritage. He underlined that we need to “expand the notion of heritage to get it in a mainstream activity and see it more as a resource. We should manage resources rather than manage heritage.”

Botond Rázsi explained the situation in Hungary. He points out that there is a lack of resources. But he also stresses the fact of the stubbornness of the experts. For instance, in Eger there is a sports hall from the 1970s or 1980s. It is built in the middle of a historic park which is protected. Now, the hall needs renovation. But since it’s located in the heritage area, it falls under the category of heritage protection. According to some local experts, the aspects of heritage protection need to be applied when it comes to the renovation. As Rázsi points out, this complicates the management of the site.

Hubert Maçik, PhD from Lublin, Poland, stresses

# DAY 2—NOVEMBER 28TH, 2014

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the lack of awareness and personal identification before the Pilot Action of the Municipality of Lublin, the Training of Collaborative Management Methods for Stakeholders. After the Pilot Action though, as Maçik points out, “we now have a very good communication”.

Concluding, Zsuzsa Kravalik emphasised that “you want the people to feel that they belong to the place and want to stay there – this is what cultural heritage should want to achieve”.

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## DAY 2—INTERNAL PARTNER MEETING

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The Internal partner meeting took place on Friday.

First, Ferenc Szigeti-Böröcz, External Project Manager, HBH Euroconsulting Ltd., Hungary outlined the **upcoming Central Europe programme 2015-2020**. This included the programme structure, financial aspects and the importance for HerMan partners.

After the presentation, he held an **idea generation Workshop** to create thoughts about potential future projects. In a creative group phase, the participants framed ideas for future cooperation projects and funding opportunities.

Ferenc Szigeti-Böröcz outlined 10 Thematic fields to create ideas on:

1. HUL and community engagement & multi-stakeholder governance
2. Valorising intangible cultural heritage
3. Exploiting potentials of cultural and creative industries
4. Cultural tourism as tool for enhanced valorisation of both tangible and intangible heritage
5. Implementing integrated territorial development strategies built on cultural heritage to foster sustainable economic growth and employment (e.g. in the tourism sector)
6. Preservation and sustainable use of cultural heritage through ICT applications
7. Capacity building related to cultural heritage management
8. Cultural heritage as basis of sustainable development and growth
9. Cultural heritage management contributing to the mitigation of demographic trends
10. Cultural heritage contributing to (Roma) cultural integration and diversity

The partners collected the following ideas:

**City of Eger:**

From contemporary art to creative economy based on the Kepes heritage

**City of Regensburg:**

Trainings for cultural operators/world heritage coordinators (business plans, start-ups)

**Marco Polo System EEIG:**

1. Risk map for Historic Urban Landscape to enhance the awareness of the community
1. Training, monitoring
2. European intercultural days



- 3. Establishment of national and European agencies for traditional crafts and products
  - 4. Cultural offer for seniors and underrepresented groups
  - 5. Heritage as incubator for traditional crafts
  - 6. Use of combination of digital survey methodologies (cameras) and ICT or mobile app in historic urban landscapes for heritage professionals and institutions
  - 7. Optimisation of the conservation market by creating tools for transparent interventions
  - 10. Former military compounds as first accommodation and incubators of intercultural events and exchanges organised by immigrants
- Credit programs / courses at universities

#### **Municipality of Lublin:**

- zu 6. Augmented reality applications and educational games
- zu 4. Promotional/ Educational activities to enhance cultural tourism as a tool for the valorisation of heritage
- zu 8. Improvement of the energy efficiency in historical buildings and historic districts
- zu 3. Creative industries in historic buildings (connected with revitalisation)
- zu 1. Management and protection plans for the river valleys of Lublin
- zu 1. Raising awareness for the historic centre
- zu 1. Creation of cultural park (protection system based on Polish legal regulations)

#### **Province of Treviso:**

- zu 6. und 2. Extension and further development of the Elib Pilot Action through ICT solutions
- zu 4. und 5. Development and enhancement of the museums network also linked to cultural tourism

#### **Municipality of Ravenna:**

- zu 4. Pilot project on the Dante Alighieri heritage:

Translation of his works in all European languages  
 zu 6. 3D Visual mapping applied to Ravenna monuments

#### **IRM, Krakow, Poland:**

- zu 1. Methods of solving conflicts – between conservation and usage of CH resources
  - zu 3. Usage of left industrial buildings for the development of cultural industry
  - zu 5. Control of transport accessibility for protection of cultural assets in the city
  - zu 5.
    - 1) How to create support for less evident (intangible or post-socialist) heritage
    - 2) Usage of past into the future cultural heritage assets for the development of the old mono-functional cities
    - 3) Development of the SPA cities
  - zu 7. Improvement of the energy efficiency of buildings and historic districts
  - zu 8. Synergy of cultural and natural heritage as the potential for development of small and medium sized towns
- Exploiting the potential of post-socialist heritage

After the workshop, there were two more presentations: Emőke Zács, External Financial Manager, HBH Euroconsulting Ltd., Hungary gave an Outlook to the upcoming financial and administrative issues. Tordis Hellmann of the Communication Office of the HerMan project of the City of Regensburg, Germany outlined the upcoming work of the communication office.

The end of the final conference was a bit sportive: two excursions were offered. Excursion 1 was a Guided City Tour through the Old Town by Monika Göttler, Project Manager OWHC, City of Regensburg, Germany. Excursion 2 was a Guided Tour through the World Heritage Visitor Centre by Matthias Ripp, World Heritage Coordinator, City of Regensburg, Germany.