

D.T2.5.2

CO-DESIGN OF A PROPOSAL OF MANAGEMENT AND FUNDING SCHEME FOR PALAZZO SANTO CROCE IN CUNEO

- ENGLISH SUMMARY -

City of Cuneo

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Index

1. Introduction	3
2. Proposal of management and funding scheme	4
2.1. Content of this document	5
2.2. Phase 1 - Preliminary analysis	5
2.2.1. Stakeholders identification	5
2.2.2. Main needs of the city and of the Administration of Cuneo.....	5
2.2.3. Regulatory framework	6
2.2.4. Attention to existing planning	6
2.3. Phase 2- Context analysis.....	6
2.4. Phase 3- Strategy and management model definition.....	9
2.4.1. Public-private-people process	9
2.4.2. Consultations with representatives of the regional cultural and economic sector	10
2.4.3. Analysis of similar case studies	10
2.4.4. Application of some of the <i>ForHeritage toolkit</i> guidelines	10
2.4.5. Analysis of the national legislation on PPP schemes.....	11
2.4.6. Strategic vision of the City of Cuneo	11
3. The management model	11
3.1. Management proposal's standards	12
3.2. Categories of activities admitted	12
3.3. Critical factors	13
3.4. Public-Private Partnership scheme adopted.....	14
3.5. Main management aspects.....	14
4. Conclusions	15



1. Introduction

The “ForHeritage- Excellence for integrated heritage management in central Europe” project started in March 2020, after the approval, by the Interreg Central Europe programme Managing Authority, of the candidacy submitted within the fourth call of the programme. The programme priority specific objective, the project falls into, is the “3.2- To improve capacities for the sustainable use of cultural heritage and resources”. The project answers the need of improving competences in the cultural heritage management through the capitalization of previous European projects and of their results, in order to stimulate the adoption of an integrated and innovative approach in the management of unused cultural heritage sites.

In order to achieve these results, the project has been structured in three different clusters of activities:

1. Realization of a set of guidelines, called *ForHeritage toolkit*, developed from previous knowledge in the sector of heritage revitalization and made of six different documents that tackle and analyse some of the most relevant aspects to be taken into consideration when managing the cultural heritage, that are:
 - Participatory governance;
 - Experience from previous pilot projects;
 - Public-Private Partnership schemes in cultural sector;
 - Innovative financial schemes and instruments for the cultural sector;
 - Training for cultural professionals;
 - Impact assessment of cultural projects.

The aim of the toolset is to help cultural actors in better manage the cultural heritage sites, getting inspired by the content of the six guidelines that include also some practical examples.

2. Testing of some of the above-mentioned guidelines on four pilot projects located in the countries that take part in ForHeritage project, with the aim of testing their usefulness and adapting them to the regional contexts where the pilot sites are located;
3. Dissemination of project results and of the *ForHeritage toolkit*, adapted to the different contexts involved in the project.

The City of Cuneo is one of the eight partners that take part in the project and one of the four institution responsible for the implementation of the pilot projects. In particular, the City of Cuneo, supported by the Italian partner Finpiemonte, and by the Foundation for Landscape Protection (FOK), the Institute for Economic Research (IER) and the Westpomerania Region, is responsible for the Action “A.T2.5- Pilot in Cuneo”, that consists in the testing of the *ForHeritage toolkit* on the Cuneo pilot site.

The integrated approach promoted by ForHeritage has been tested on some rooms located at the ground floor of the ancient Santa Croce Palace, placed within the historical city centre in a cultural neighbourhood. The Palace itself is already a Library for Young People and Children and will become in the next four years the Civic Library of Cuneo. More specifically, the pilot project in Cuneo is required to test an approach that implements the participatory governance, experiments a PPP scheme and explores some innovative financial solutions.

This document is an extensive English summary of the main Italian version which is part of the Cuneo pilot project implementation and that complies with the ForHeritage requisites, serving the deliverable “D.T2.5.2- Co-design of a proposal of management and funding scheme for Santa Croce in the City of Cuneo”. The aim of the document is to provide a management and funding model for the pilot site, that will be used for the implementation of the pilot project through the publication of a *call* for private



partners (see Application Form: “D.T2.5.3- Pilot implementation of the management and funding proposal”).

2. Proposal of management and funding scheme

According to a document¹ produced by the Italian Ministry of Culture, any management plan of UNESCO sites should be realized through a well defined procedure that consists of a methodology presented below.

The phases (see Fig. 1) of the procedure identified by the above-mentioned document are the following:

- Phase 1- Preliminary analysis, is the phase when all useful information and documents on the pilot site are collected, the stakeholder group is created and the needs of the city identified, together with the regulatory framework and the existing planning for the area;
- Phase 2- Context analysis, is the phase that generally has the aim of scanning the state of the art of the context in which the cultural site is located and that, in the case of ForHeritage, consisted both in an analysis of the Santa Croce Palace itself and of the surrounding neighbourhood. It also produced a SWOT analysis of the area;
- Phase 3- Definition of the strategy, this phase should define the future vision of the site and the elements that the future management should consider in order to comply to that vision.

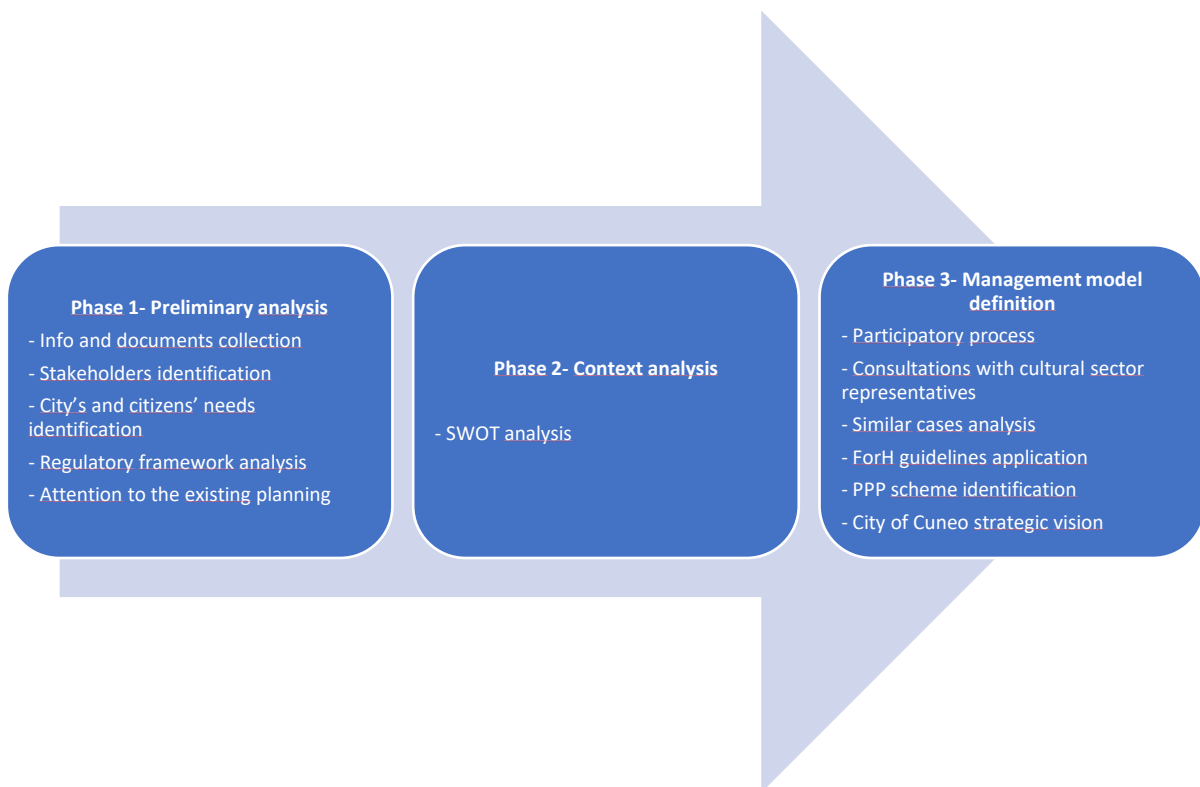


Figure 1: pilot site management model development process

¹ Ernst & Young Financial Business Advisor S.p.A., 2005: Progetto di definizione di un modello per la realizzazione dei Piani di Gestione dei siti UNESCO, MiBAC



Being aware that the methodology applied for UNESCO sites might not be fully adequate for a small-scale pilot project such as the one in Cuneo, the project team recognized that part of the methodology was spontaneously applied while implementing the activities related to the pilot project. This document will provide a synthesis of the undertaken procedure and in particular will provide information on:

- The values that determine some choices concerning the revitalization of the pilot site;
- The existing condition of the site and the changing factors that characterize it;
- The future reachable objectives;
- The intervention options and the possible strategies.

2.1. Content of this document

The realization of this document is the result of a path undertaken by the Sportello Europa Office and by the ForHeritage team since December 2020.

It sums up the management and funding model developed for Cuneo pilot site and it is the result of:

- A context analysis;
- Different worktables organized with the Forheritage partners;
- Consultations with local stakeholders from the City of Cuneo and Finpiemonte;
- Private consultations with relevant actors of the regional cultural sector and with bank foundations;
- Analysis of similar cases of revitalization on the national territory;
- Testing of some of the guidelines produced with the *ForHeritage toolkit*.

2.2. Phase 1 - Preliminary analysis

Within this first stage, the project team made some analysis on the state of the art of the pilot site and of its management, expanding its vision to the surrounding context. The analysis has been made through reading of some documents concerning the Santa Croce Palace and its neighbourhood and including the strategic vision of the City of Cuneo for the area. Moreover, some internal meetings have been conducted in order to define the different aspects of the future management of the site, above all in relation to the future use of the building as Civic Library.

2.2.1. Stakeholders identification

Since the first stages of the Forheritage project, the City of Cuneo staff collaborated with Finpiemonte in identifying the local and regional stakeholders to involve, in accordance with the participatory governance approach they were meant to apply to the pilot project. The identified stakeholders belong to different categories and their involvement will be detailed in chapter 2.4.1.

2.2.2. Main needs of the city and of the Administration of Cuneo

What does the city need and what does the Administration, owner of the building, want from the future management of the pilot site? The vision consists of a new cultural hub, strongly innovative and complying with the following requirements:

- To be innovative, inclusive and to belong to the citizens;



- To be synergetic to the Library for Young People and Children and to the future Civic Library;
- To be a piece of the wider strategic objective for the area, called the “Citadel of Culture”;
- To fill the gap in the city cultural programme represented by the unused rooms of the pilot site and contextually provide activities dedicated to the young adults target group;
- To offer basic services for the Library for Young People and Children and for the future Civic Library, such as a small café.

2.2.3. Regulatory framework

Through a brainstorming, some legal and context constraints have been identified such as:

- The need for authorizations, no impediments and legal opinions both for the organization of cultural activities and for the start-up of a food service activity;
- Respect for the City of Cuneo image, being the owner of the site, and respect for public decency;
- Respect for architectural restrictions, being the building listed;
- Park slots conversion into cash, due when starting a food service activity.

A constraint is also represented by the fact that the whole building will become a Civic Library, which will limit the future use of the pilot site.

2.2.4. Attention to existing planning

The context where the pilot site is located is highly evolving: not only the Santa Croce Palace will be part of a deep renovation and will be completely revitalized, but also the surroundings are facing some changes. The management model should take into consideration all these modifications. Therefore, Cuneo staff stayed in touch with the Civic Library Director who has the contacts with the Architects appointed for the future Civic Library planning, and focussed also on the changing elements of the surrounding neighbourhood, such as the Ex Frigorifero Militare.

It is extremely important that all these cultural spaces don't conflict with each other, and rather create synergies for the common benefits.

2.3. Phase 2- Context analysis

Once Phase 1 defined all elements useful for the understanding of the site and its functions in relation to the rest of the city, it was very useful to prepare a context analysis, that provided also a SWOT analysis of the area.

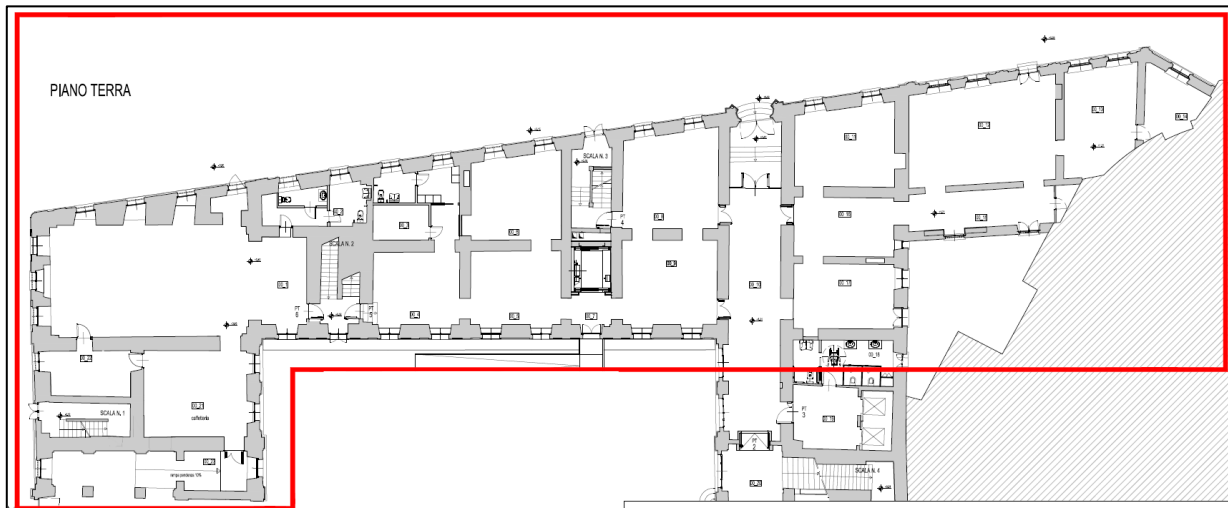
The main aspects that the context analysis outlined are the following:

- The Santa Croce Palace is located within the historical urban centre of Cuneo, quite close to the main pedestrian and commercial area of the city, Via Roma.
- The road that runs along one of the Palace walls is one of the main accesses to the city centre, and the area is well served by buses, free car parks and transport services.
- The neighbourhood hosts most of the cultural sites of Cuneo, from the Civic Museum located within a Medieval Complex, to the Library for Young People and Children, from the Civic Theatre to several other historical buildings.



- The neighbourhood hosts also some restaurants and few other commercial activities, because the main commercial hotspot is the above-mentioned Via Roma.
- Santa Croce Palace is a XVIII century building, that in the past was the hospital of Cuneo. It was definitively abandoned in the 1960's, but in 2017 part of it was restored and the Library for Young People and Children moved there. The rest of the Palace, still abandoned, will hopefully host the Civic Library from 2025.
- The ForHeritage pilot site is located in the restored portion of the Palace and consists of 16 rooms located at the ground floor. Currently the rooms are temporarily leased to those that require them for cultural activities but a cultural programme to be organized there doesn't exist at the moment.
- In 2017 the City of Cuneo tried to entrust the pilot site management to a private subject in the form of a concession, but no candidacies were submitted and since then the rooms are empty and rarely used.

Here below the planimetry of the pilot site:



The following table shows the SWOT analysis made on the site and on its surroundings.

Strengths	Weaknesses
<p><u>Location:</u></p> <ul style="list-style-type: none"> - Well centred location in Cuneo historical city centre. - Area strongly characterized by cultural activities, with the relocation of the Civic Library within the Santa Croce Palace. - Good public transport and bus stops located nearby the building. - Numerous parking slots and free car parks located in a five minutes' walk. - Some of the weekly market stands located in the nearby square Piazza Virginio. - Quiet neighbourhood. 	<p><u>Location:</u></p> <ul style="list-style-type: none"> - Neighbourhood somehow left aside, compared to other city centre streets. - Cultural characterization of the surrounding not well defined yet. - Difficulty to find car parks available near the building on weekdays. - Limited traffic area surrounding the building at night. - Building not close to commercial activities and neighbourhood not much frequented. - Soon start of construction works for the restoration of the Civic library portion of the Santa Croce Palace.



<p><u>Site:</u></p> <ul style="list-style-type: none"> - Recently restored. - Many different rooms and a big hall. - Restoration of the whole building with the aim to move there the Civic Library. - Medium-small dimensions. - Chance for some extra areas of the building available for the pilot site activities. - Owner and manager: Municipality of Cuneo. <p><u>Neighbourhood:</u></p> <ul style="list-style-type: none"> - “Citadel of Culture” is the strategy of the Cuneo Administration for the area. - Many other cultural activities carried on in the area. - Main function of the building as Civic Library will attract many people. - Quiet and anonymous neighbourhood that can be designed as a new cultural area of the city, with its own identity. - Possible synergies with other cultural actors. - Vicinity with the University of Turin. - Strong Administration commitment to bring new life to the area. - Strong links to the near square Piazza Virginio. <p><u>Existing content:</u></p> <ul style="list-style-type: none"> - Cultural content that could inspire new activities. - Possible synergies among different local cultural organizations for a joint programme of activities. <p><u>Management:</u></p> <ul style="list-style-type: none"> - Good public administration support. - Strong willingness to bring the pilot site to new life. - Strong commitment to bring innovative solutions to the site and to the cultural life of Cuneo. 	<p><u>Site:</u></p> <ul style="list-style-type: none"> - Rooms not equipped at all. - Some rooms need small renovation interventions and adaptation to the future uses. - Pilot site fractioned in different rooms not always connected. - Toilets and changing rooms located away from the rooms imagined as café point and kitchen. - Whole building listed. - Renovation works of the Civic library will not start before 2022. - No noisy activities can be carried on during the opening hours of the library. - Accessibility to the rooms not always guaranteed. <p><u>Neighbourhood:</u></p> <ul style="list-style-type: none"> - Characterization of the “Citadel of Culture” not well defined and promoted yet. - Possible overcome with other cultural activities carried on in the area. - Main function of the building can limit the possibilities for the pilot site activities. - Renovation works for the rest of the building represent a constraint. - Most residents have low income and low budget to spend on cultural programmes. - Lack of services for attracting people, mainly at night and with food and beverages offer. <p><u>Existing content:</u></p> <ul style="list-style-type: none"> - No cultural programme and existing events held occasionally. - No significant use of the rooms, that are mostly empty and abandoned. - Limitations in the pilot site activities due to the library hosted in the building. - Many small different local cultural organizations that could be in conflict on the design of a cultural programme. <p><u>Management:</u></p> <ul style="list-style-type: none"> - Lack of internal knowledge from the innovative solutions point of view. - Economical sustainability and lack of significant public resources from the municipality for the start-up of the pilot project.
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<ul style="list-style-type: none"> - Many internal skills from the economical and administrative point of view. 	<ul style="list-style-type: none"> - Conflict between the public interest and the commercial needs for economical sustainability. - Ownership of the building and consequent need for public interest satisfaction. - Extra fees for park slots conversion into cash at the start-up of a café service.
<p>Opportunities</p> <ul style="list-style-type: none"> - General increase in the cultural demand of the population. - Highly active Cuneo citizenship. - Need for a cultural place of inclusion, innovation, sharing and community. - Increasing European funds for heritage protection and cultural activities. - Development of national and European networks of cultural organizations. 	<p>Threats</p> <ul style="list-style-type: none"> - Decreasing public funds for cultural heritage protection. - Cultural crisis in some population categories. - Lack of stability in the economic sector. - Unpredictable changes in the normal life, such as the Covid-19 pandemic situation. - Fast developing innovative market, requiring highly updated skills. - Regulatory framework difficult to understand and observe. - Many legal constraints for some activities.

2.4. Phase 3- Strategy and management model definition

Within this phase, after having collected all useful elements, the Cuneo staff worked on the definition both of the strategy and of the management and funding model for the pilot site.

What determined most the content of the document are the following studies, interviews and analysis:

- Public-private-people process;
- Consultations with representatives of the regional cultural and economic sector;
- Analysis of similar case studies;
- Application of some of the *ForHeritage toolkit* guidelines;
- Analysis of the national legislation on PPP schemes.

2.4.1. Public-private-people process

The stakeholders' involvement, that begun since the first stages of the project, was one of the most relevant elements that determined the management model. The involvement process was guided by the *ForHeritage* document "Good/participatory Governance in cultural heritage - how to involve public" and was done together with the Italian partner Finpiemonte.

The identified stakeholders belong both to the local and the regional territory and to different categories: local cultural associations, interest groups, small-medium enterprises, local authorities, education and training centres, universities and single experts.

Since the beginning of the project, four worktables have been organized but both the City of Cuneo and Finpiemonte would like to continue the collaboration also in the future phases of pilot project implementation and results dissemination.



At the time of this document the generic public has not been directly involved yet, because the management model and the content of the future management are still in a definition stage. Cuneo staff would rather wait for a clearer vision of the pilot site, before involving the citizens.

2.4.2. Consultations with representatives of the regional cultural and economic sector

Beside the stakeholders' involvement, the City of Cuneo, through the work of the external expert selected for supporting the team in the pilot project implementation, has made some consultations with regional cultural actors and local bank foundations in order to get their inputs on the pilot project and its management.

They all agreed that the complexity of the initiative is quite high, not only because of the pandemic situation, but also because of the construction site that will start soon at the beginning of the management of the pilot site. Therefore all interviewees agreed on the importance to keep flexible when publishing a call for the management of the site, to make long-term contracts and to establish a form of collaboration between the public owner of the site and the future private manager.

For the interviewees is also important that the private partners are well informed and involved in the planning of the future management prior to the publication of the call: that would allow for a better preparation of the call itself, that will be able to answer both the public and the private needs.

The whole management and its details shouldn't be defined by the public administration and therefore some freedom should be given to the private subjects in order to allow their creativity and entrepreneurship to define the management.

2.4.3. Analysis of similar case studies

The analysis of similar case studies on cultural heritage revitalization showed the difficulty of having a standard management model because each case has its own characteristics. However it was useful in inspiring the City of Cuneo for the strategic vision of the future pilot site. The aim is to get closer to the European trend of having cultural centres close to the citizens, flexible in their structure and programmes and able to answer the changing conditions of society.

2.4.4. Application of some of the *ForHeritage* toolkit guidelines

The four documents of the *ForHeritage toolkit* applied by the City of Cuneo within the implementation of the management model of the pilot site have been useful in helping Cuneo staff to approach some topics not well known (see Fig. 2).

Some documents, such as the guideline on PPP schemes "The use of public-private cooperation approach in cultural heritage revitalisation" and on financial instruments "Financial instruments and innovative financial schemes for cultural heritage" needed extra detailed studies in order to be fully understood, and required also a deeper analysis of the national legislation on the topic.

Others, like "Transferable elements of cultural heritage revitalization pilot projects" and "Good/participatory Governance in cultural Heritage - how to involve public", being the topic simpler and more practice-oriented, were used as real tools for the pilot project implementation.

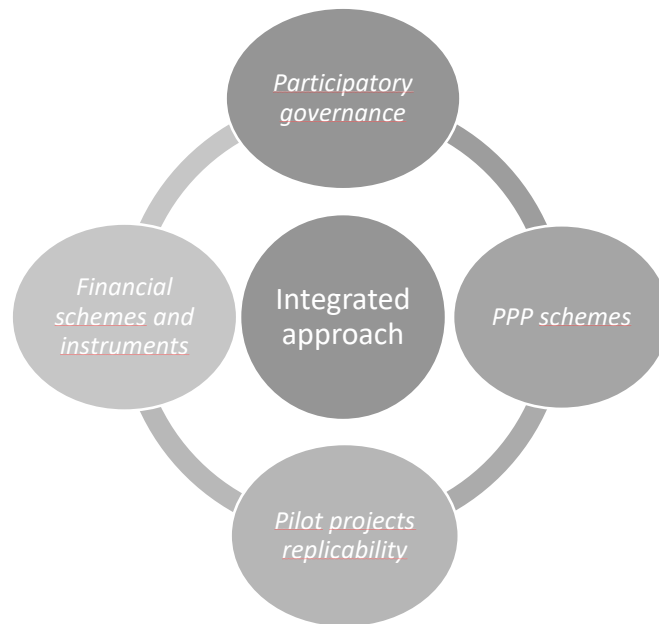


Figure 2: Elements of the ForHeritage integrated approach applied to the Cuneo pilot site

2.4.5. Analysis of the national legislation on PPP schemes

Last, the City of Cuneo staff, supported by the external consultant, analysed the PPP options for the management of the pilot site. Italian regulation on the topic is quite complex and seldom used in the cultural sector, however the project financing procedured seemed the one that could fit best with the Municipality needs and with the context. More details on the procedure will be provided in chapter 3.4.

2.4.6. Strategic vision of the City of Cuneo

The area in which the pilot site is located is part of a bigger project the Cuneo Administration would like to implement, called the “Citadel of Culture”: according to it, the whole neighbourhood should become the city hub of cultural activities, spanning from the libraries services to the Civic Museum, from the offices of the Municipality Cultural Department to a space of inclusion and culture production.

Therefore, the pilot site located in Santa Croce Palace, would be a piece of the mosaic and would represent a transition element from the current situation to the future vision of the area.

The transition character is represented not only by the chronological development of the context but also from the fact that the pilot site management could become a *trait d’union* between the current users of the Library for Young People and Children and the future users of the Civic Library, giving also the opportunity to the citizens to discover the restoration of the remaining portion of the Palace and take part in it.

3. The management model

The proposal of management here described will be the basis for the call for a private partner that will be published in the autumn 2021. Even though the Administration agreed on being as more flexible as possible in determining the management, some unavoidable elements have been identified and will be included in the call.



3.1. Management proposal's principles

Some principles that the management proposals should comply with are here listed:

1. Flexibility: the management should reflect the changing needs and the evolving context by adapting through time and by being flexible, although respecting the unique identity of the site. Flexibility means also resilience and higher economic sustainability;
2. Complementary activities and competences: in order to face possible unpredictable changes, the proposals should also foresee complementary activities that sustain each other, some being more commercial-oriented while others more cultural-oriented. This requires different competences and a light arrangement of the pilot site rooms so that they're not strictly related to few particular activities;
3. A dialoguing construction site: since the restoration of the Santa Croce Palace remaining portion will consist of a highly impacting construction site that will last until 2025, it is of the outmost importance that this challenge is transformed in an asset, for example by using the pilot site as a means of interaction between the citizens and the works that will take place nearby;
4. Accessible and inclusive cultural production: the management is required to be inclusive and to address all categories of users, not only those that normally attend cultural places;
5. New and innovative solutions: the proposals should guarantee a certain level of innovation and be different to what has been organized in the city so far; this requires a good knowledge of the territory and the cultural trends occurring there, but also a long-time vision able to adapt to the most recent novelties in the cultural sector;
6. Synergies: the project proposals should be an incentive for synergies, collaborations, connections with the already existing cultural world, in order to produce a 360° cultural programme.

3.2. Categories of admitted activities

Even though the Cuneo Administration adopted a flexible and open approach in defining the management model, it anyway identified some categories of activities that resulted to be the most adequate to the context and to the needs both of the Municipality and of the citizens.

Services for the libraries

At the moment, no supporting services to the Library for Young People and Children have been foreseen, however in the future the pilot site might be able to serve the two libraries providing activities such as reception desk, users' support, ordinary maintenance and management.

Books and reading promotion

Far from repeating activities already organized within the libraries, a *fil rouge* of the pilot site management could be the one of books and reading, by providing innovative activities not feasible for the library spaces but anyway connected to the main function of the building.

Synergic activities with the Civic Museum and the other cultural sites located in the area

The closeness with other cultural public places makes the pilot site a good point for synergic activities to be organized together with the other cultural sites of the area, and could increase the mutual promotion.

Training and performative activities

The pilot rooms could be used for trainings, production and organization of performance activities, always respecting the library function located in the same building. The rooms could be used during the library closing times so to avoid possible conflicts and enlarge the potential of the pilot site, too.



Different cultural initiatives

The activities could also be provided by subjects that differ from the pilot manager, who could eventually work as coordinator of a range of cultural and creative industries that collaborate in the definition of a common programme.

Rooms lease

This is one of the commercial activities that could provide some income to support the pilot management and investment. The lease should anyway comply with the overall identity of the cultural centre and respond to the needs and expectation for the management.

Exhibition initiatives

This typology of activity spontaneously can be included in the range of possible initiatives to be organized within the pilot site because the only equipment some of the rooms already have is an exhibition one, for showing pictures, drawings, etc.

Cultural welfare promotion

The overall activities should answer the growing need of a cultural welfare, intended as a state of psycho-physical well-being that arises from culture. The activities to be held within the pilot site should promote this new integrated approach in order to define the place as a corner for self-care, relax, entertainment, etc.

Wide-ranging activities

Among the activities to be organized, some could span beyond the mere cultural sector and find some connections with other themes, such as social inclusion, training, youth evolution, and so on.

Café service

Beside the commercial activity consisting in the rooms lease, part of the pilot site could be reserved to a small café activity, that should provide a little food and beverages service mainly dedicated to the libraries, but also to the users of the pilot site and to potential external customers.

3.3. Critical factors

This model has been developed taking into consideration some critical factors that characterize the pilot site and its context. The model is also meant to provide some solutions to those constraints that are here listed.

As a first critical factor, one cannot ignore the pandemic situation that so heavily affected the cultural sector. What can have the major impact on the pilot action management is the uncertainty connected to the possibility of organizing events and activities that require people aggregation. With an optimistic view, the cultural sector is now ready to face such a situation and can quickly answer to it or to similar events that could occur in the future. One solution to face such an emergence is to keep resilient, through flexibility and adaptability.

Another constraint is represented by the already mentioned construction site for the Civic Library. Not only it will be very long in time, but also it will be extremely close to the pilot site and very impacting in terms of noises, limited accesses, views, etc. The ability of the pilot manager will have to consist in exploiting this situation at his/her own benefit, for example through the valorisation of what will be going on in the rest of the Palace and creating some expectation around the future Civic Library.

The same neighbourhood that hosts the pilot site is evolving fast but there is much uncertainty on what it will look in a few years and what activities will be organized within its boundaries. Again, adaptability is



the key, because the pilot site management should avoid conflicts and concurrence with other cultural sites as much as possible.

Last but not least, the financial and economic aspect of the management is seen as a major constraint, since the private partner is required to sustain all investment costs for the refurbishment of the pilot site rooms, but there is much uncertainty on the incomes that could derive from the management. In this direction, the City of Cuneo is taking into consideration some financial support to the start-up phase of the project.

3.4. Public-Private Partnership scheme adopted

The most adequate form of Public-Private Partnership to be applied to Cuneo pilot site seems to be the Public-Private Special Partnership scheme, described in the Italian national legislation (Articolo 151, comma 3, D.lgs 50/2016).

The choice seems to be suitable for many reasons:

1. The City of Cuneo, through the participation in the ForHeritage project, committed itself to the adoption of a PPP scheme within the implementation of its pilot action, and is trying something new than the traditional concession that was used for the previous call for private managers in 2017;
2. The investment costs are almost fully covered by the private partner;
3. The management of the pilot site and all incomes deriving from it will be appointed to the private partner;
4. This PPP scheme, being a private initiative procedure, gives to the proponents high discretion in the project proposal planning; this is indeed something good because the pilot site management will suit the needs of the private subjects but at the same time will have to comply to some requisites set by the public administration and dialogue with it;
5. This PPP scheme is highly innovative, therefore it represents a novelty both on the regional and on the national territory; the pilot project is therefore an experimentation useful to understand if such a scheme is replicable in other revitalization contexts.

The national legislation describes this PPP start when a project proposal comes directly from a private subject; the public administration values it and in case the proposal answers some public interests, it can require for some integration and modification and later publish a call based on the project proposal received. Since the City of Cuneo has not received any proposals yet and the initiative comes from the administration itself, it was decided to somehow solicit the participation to the procedure by publishing a call of expression of interest that asks private subjects to provide proposals if interested in the pilot site management.

3.5. Main management aspects

Being the Public-Private Special Partnership a private initiative procedure, the City of Cuneo cannot set detailed management aspects because it would “twist” the nature of the procedure. For the purpose of this document, the City of Cuneo listed here some management elements that would answer its needs and expectations and that will be considered when valuing the proposals that might come after the call for expression of interest publication.

Duration of the concession

The contract duration is set as a function of the investment costs and of the management time needed to cover them. The City of Cuneo imagined that the concession could last 20 years at the maximum, because such a duration would allow the private subject to feel enough involved in the project to make the adequate



investment costs and therefore commit his/herself to it. That duration would also coincide with the Civic Library restoration works conclusion, allowing the pilot site management to partly overlap with the new Library.

Funding for the initiative start-up

Initially, the City of Cuneo explored some possible financial sources for supporting the investment costs of the private subjects, knowing that the cultural activities organized within a site can hardly cover the investment costs needed for its refurbishment. However, no grant-maker organization were available for such a financial support.

The project proposals will have to supply the adequate economic support to the investment and therefore the economical sustainability will have to be demonstrated by the private subjects.

Other financial and economic aspects of the management

As above-mentioned, the full management of the pilot site will be appointed to the private subject, but the prices of the activities might be agreed with the City of Cuneo.

The rental costs for the pilot site will be applied to the private subject at a discount rate for the first years, but the private partner will have in charge the payment of maintenance costs and of bills.

Some commercial activities, such as the rooms lease and the café service, are allowed but they should not be prevalent compared to the whole management of the site.

Pilot site practical management

The private subject will be in charge of the ordinary maintenance, cleaning and staff included, and will have to ensure the opening and closing of the site according to the times agreed with the City of Cuneo and that could differ from the hours of the Libraries.

Some days per year the City of Cuneo might require to use the rooms for free, but the number of days should be agreed at the signing of the contract and the calendar of activities should be provided soon before the dates of the events organized by the public administration.

Activities management

All activities will be conducted by the private subject that will have to use its own staff. The calendar of activities could be agreed on a three months basis with the public administration and should fit with the overall cultural programme of the city.

4. Conclusions

The whole process described in this document is highly innovative for the City of Cuneo compared to the approaches the administration has used in the cultural revitalization of its heritage.

The opportunity given by ForHeritage is an experimentation field that might help in finding innovative solutions for other cultural heritage contexts. The City of Cuneo staff is aware of the complexities of such innovative approaches, above all when the public administration is not confident with them. Moreover, the Cuneo pilot project implementation was possible thanks to the financial and human resources provided by ForHeritage project, and to the partnership that is supporting Cuneo staff.

The validity of such a model will be explored at the deadline of the call for expression of interest, when the City of Cuneo expects to receive at least one candidacy and when this management model will be compared to it to see how the model can fit the proposal and what should be eventually changed. It might also happen, on the contrary, that the proposal will provide good and innovative elements, that could give an added value to the procedure, demonstrating the benefit of a PPP scheme.



Even though the whole activity is a pilot project and some failure is admitted as a learning process, the City of Cuneo is strongly committed to it and wishes for the validity of the whole procedure and of the model, so that it can become a case study on a local, regional and national level.