



Act 3.2 - Questionnaire

SQ1: how to face the vertical and horizontal administrative fragmentation of the Fortresses;

Fortresses vertical administrative arrangement:

- subjects
- functioning
- critical issues
- possible solutions

Public Authorities involved in the administrative arrangement of Ravenna fortified heritage are the Municipality and the Superintendency for Architectural Heritage and Landscape of the Province of Ravenna - the authority supervising cultural heritage. The Municipality holds the property of the only fortified heritage within the territory of the City of Ravenna, Rocca Brancaleone as historical monument and public garden . The Municipality questions the Superintendency for permissions to restore or renovate any elements of Rocca Brancaleone structure. The Administrative management by the Municipality takes place by following the division of Rocca Brancaleone in two different areas:

- 1 - the Citadel
- 2 - the park and its facilities (Bar)

For the Citadel, which is used as Cinema Arena in the Summertime, the Municipality launches a tender notice in 2014. The Municipality chooses among the applicants the more suitable to run this service. The contract between the parties last 6 years. A special extension of three more years can be approved by the Municipality. The appointed association runs the service for all the Summer season, takes care of the promotion and agrees upon special concession of the Citadel for particular events involving the Arena. For example this happened in the occasion of Adrifort Wp6 Pilot Action, when FB3 rented the citadel for the screening night event.

Regarding the public garden, the Municipality takes care of it by the Department of Environment which deals with the maintenance of the botanic garden and permission related to the use of the area. The bar inside the public garden belongs to a private party by a license.

Fortresses horizontal administrative:

- subjects
- functioning
- critical issues
- possible solutions

The Municipality gives custody of the two separate areas to private subjects by contracts which allows a legal temporary management of the space itself (described above). These parties give a service to the Municipality by exercising a function of control in the area.

For instance, opening times are related to those of the bar, whose workers take care of closing the entries to the park. Practically, in the period between December and February, both the garden and the facility remains closed. At the same time, at Fall and Winter, the Citadel is dismissed and closed to public, too.

While the Citadel is entrusted only to the Association dealing with the Summer cinema service, the park is used by other local Associations who plan their activities at the garden.

For instance: a Latin dance school having classes at summertime, a school for immigrants learning Italian, run in the period of August or the historical plays organized by two local Associations, at the garden.

Anybody who wants to plan an activity at the park must inform the Environment and Sport Department and, in case of unloading materials by car, a transit permit. This is, for instance, the case of the Parkour Association, who regularly practices at the park and sometimes needs to unload some training equipment by car.

The Municipality of Ravenna didn't find any difficulties in supervising the administration of the two areas and relative facilities at Rocca Brancaleone. They work and co-operate successfully.

However, some critics about walls conservation and the maintenance of the park have been raised by the citizenship on several occasions.

These criticisms, specifically addressed to the Department for the Environment, were recently confirmed recently during the participatory process launched about Rocca Brancaleone (within the project WP3), where, among the requests stressed out, a greater number of events involving Rocca Brancaleone and a specific regard to the garden, have been mentioned.

In 2013, Rocca Brancaleone has been also at the centre of a citizens' call to extend the opening period of the garden to the wintertime, a period when normally it remains closed, matching the closing time of facilities.

As an extraordinary measure, the Municipality of Ravenna kept the garden open to public for a couple of weeks at Christmastime -even if for a reduced time a day, due to weather and light

conditions.

The presence of opened facilities is essential to ensure the security of the areas.

A possible solution to the above mentioned critics – hosting more events, a greater care of the garden, extending the opening time of the facilities and the garden, a greater control of the spaces at day and evening time, could be solved by identifying people working on a single and shared calendar of events, as well as the chance to address more funding to the preservation of and improvements of the park and its surroundings.

SQ2: how to improve the partnership with private party during the processes of fortress re-use:

- Applicable administrative and legal tools (short abstract)
- Potential partners profile
- Social and economic expected goals
- Critical issues
- Possible solutions

The administrative tool by which the Municipality of Ravenna allows the use of the Citadel to a third party by Executive Resolution, with the aim of developing the area in terms of tourism attraction and, in this sense, realizing cinematographic initiatives calling the attention on the city and on tourist and cultural offer. The procedure to identify the subject is a public application call. With regard to the duration of the contract, the grant refers to a period of six years, which may be extended for another three years, at the discretion of the Municipality of Ravenna. Tenders are evaluated giving marks and then using a calculation.

This tool related to the facilities (the same has been adopted for giving custody of the Bar) is fast and effective: the Company fulfilled the need for technological modernization made mandatory to screen new films. The Company also appeared as a well equipped and professional organization, responsible for the activities requested. Moreover, it proved to be attentive to the need of characterizing the Arena programming as a cultural landmark for the citizenship, respecting the cultural and international attitude of the City's offer. The Company was also in charge of the promotion, thus being fully independent in the organization of the service.

The same procedure is used to rent the Bar. This facility offer a service to the Municipality, being a sort of guardian of the park, especially in the evening and early morning.

Potential partners becomes effective partners indeed, respecting the need the Municipality has of giving custody of this Area to third independent parties, offering attracting facilities suitable to the

potential of Rocca Brancaleone. Economical objective are reached thanks to the success of the Cinema Arena, a good relation with the company, which allows to organize collateral activities outside the Cinema programme. (for instance, *Ravenna Festival* or *Visual Mosaic Night*).

A greater access to fundings would help with the garden maintenance of the enhancement of the facilities inside it, but these cannot be achieved by the partnership with these private parties, because they are not sponsors.

Other partners involved are cooperatives and cultural association, who plan Summer activities at Rocca Brancaleone. They are related with the Municipality as social partners. Their activities are most of the time free and addressed to immigrants or kids. Most of the time, they offer a social service to the Municipality, but no funds can be acquired by this kind of partnership.

SQ3: Present best or comprehensive model to get better Fortress Governance; actors

- structure
- political legitimacy
- stakeholders relationships functioning
- functioning of the relationship with higher government levels
- administrative tools

Rocca Brancaleone is under the responsibility of the Municipality of Ravenna with regard to the management and organization of its opening as a public garden and its use as a location for events. As a matter of facts, a part of the fortress, the *Citadel*, is equipped as an open-air film arena and is managed by a private body through long-standing agreements. In particular, a third party is appointed to the management of services related to the cinema scheduling. In this way, the managing body becomes the area 's artistic director, thus being responsible of the required technical installations. Inside the gardens, there is also a bar which is given to a third party by a lease.

To improve the relationship between Pubic Administration and stakeholders, as well as the quality of services offered, the Municipality of Ravenna recently launched a participatory process on Rocca Brancaleone, involving all the stakeholders interested in this site due to cultural, historical or economical reasons. The second meeting of the stakeholders' group took place at Rocca Brancaleone's bar, to discuss problems and possibilities to improve the services that *Rocca* has to offer. The process began with a series of interviews made by Villaggio Globale - the company that in Ravenna deals with participatory process - with citizens passing by at different time of the day, in order to reach different types of users: mothers with children during the day and enjoying the playground of the park, customers of the bar, associations planning activities inside the park, but

also the people living in the neighborhood.

SQ4: relevant experiences in the specific field of Fortresses Cross border multilevel governance.

Any.