



People. Places. Potential.

**OpenHeritage: Deliverable 5.1**

# **Detailed work plan of WP5**

## **Toolbox Development**

**February, 2019**



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# 1. WP5 as in Grant Agreement

Work package 5 develops a toolbox that provides support both for the implementation of the inclusive model of adaptive heritage re-use, and for the long-term management of heritage sites in sustainable manner. It focuses on the 3 axes of inclusion emphasized by OpenHeritage, providing tools for community and stakeholder involvement (web-based Heritage Points, refined crowdsourcing framework and guidelines for public-private-people partnerships), for resource integration (inclusive business models) and for the improvement of regional/territorial integration (a roadmap). The toolbox integrates the findings of other work packages, importantly the lessons from the Observatory Cases (WP2) and the evaluation (WP3), and gets tested in the Cooperative Heritage Labs (WP4).

## 1.1 Task description and role of partners

### Task 5.1: Developing guidelines for public-private-people partnerships (M7-M42)

This task focuses on the governance side of adaptive re-use processes, more specifically guidelines for stakeholder integration. It extracts ideas from the analysed OCs and literature review, and the work in the CHLs is also analysed. The guidelines are validated in the CHLs. Both this validation and the results of WP3 help to finalize the guidelines.

Task leader: UGENT  
Contributing partner: UBER

### Task 5.2 Multi-purpose website creation (M7-M42)

The 6 CHLs will have their own webpages called Heritage Points to facilitate community and stakeholder involvement locally, to provide a platform for crowdfunding, to dedicate a space to upload the results of the crowdsourcing projects, to allow community discussions, and to have an overall documentation of the entire re-use process that provides a reliable source of information for all parties. The webpages will be accessible from OpenHeritage's project homepage (that will be operational from M6 onwards). Heritage Points will be accessible from M12 onwards, and will be developed further to serve the needs of each CHL the best. A more finalized model will be tested starting from M25 onwards. A result of the testing period and the ensuing evaluation a replicable model for a website to facilitate community involvement will be delivered.

Task leader: EUTROPIAN  
Contributing partners: PLATONIQ, CEU, CML, UNEW, OW SARP, STIFTUNG TRIAS, LUISS, ICLEI  
Reviewer: MRI, TWBPT

### Task 5.3: Refining the uses of crowdsourcing in the adaptive re-use (M7-M42)

Crowdsourcing will be an important part of the work done in the CHLs. Widespread in many disciplines, the task will create a refined set of guidelines specifically to support community involvement in crowdsourcing tasks for the adaptive re-use of heritage sites.

Task leader: CENTER FOR URBAN HISTORY  
Contributing partners: CEU

Task 5.4: Developing inclusive business models (M13-M48)

The task will focus on creating inclusive business models that can benefit local communities, create mechanisms to lower the threshold of investment and utilize sustainable resources. It will integrate the knowledge gained in WP2 and WP3, but will also rely on the work done in the 6 CHLs. Taking into consideration the specific circumstances of each CHL, the models will get tested in course of the CHLs' operation.

Task leader: EURODITE  
Contributing partners: STIFTUNG TRIAS, MRI

Task 5.5: Roadmap for regional, territorial integration (M13-M48)

Task 5.5 aims at providing a tool for a better integration of heritage re-use practices into their larger regional surrounding in an economic, social and environmental sense. Such integration can provide improved sustainability, and a more resource efficient operation.

Task leader: MRI  
Contributing partners: UNIROMA3, EURODITE, OW SARP, UGENT

## **1.2 Deliverables**

D5.1: Detailed work plan of WP5 [M9]

The deliverable refines and summarizes the work to be conducted in WP5. It will serve as a guideline for the WP leader and the participants, and is linked to Task 5.1

D5.2: Heritage Point to support the adaptive reuse of heritage assets (first version) [M12]

The six Heritage Points will be launched as part of the OpenHeritage homepage in a draft version and will be refined as the CHLs progress. The deliverable is linked to Task 5.2.

D5.3: Replicable model of Heritage Points to support the adaptive reuse of heritage assets [M42]

Using the experience of the CHLs a final version of the Heritage Points will be created for all 6 CHL webpages providing an easily adaptable model for other adaptive re-use processes. The deliverable is linked to Task 5.2, and is a key deliverable.

D5.4: Guidelines for public-private-people-partnerships in adaptive heritage reuse [M42]

The guidelines will provide easy to follow models/procedures that can facilitate the operation of a functioning partnership between the public sector, the private sector and the people. The deliverable is linked to Task 5.1.

D5.5: Methodological guidance to the application of crowdsourcing [M42]

The guidance will provide methodological support to the successful application of crowdsourcing in the adaptive reuse of heritage sites. The deliverable is linked to Task 5.3.

#### D5.6: Inclusive business models [M48]

The deliverable will outline various business models for the adaptive reuse of heritage sites/assets that are adaptable for different asset types, under different financial circumstances and ownership constellations. It is linked to Task 5.4.

#### D5.7: Roadmap to enhance regional cooperation [M48]

The task delineates easy to follow steps that support embedding the heritage reuse processes into a larger regional framework, focusing on regional cooperation and integration of the practices, including different asset types, economic, social and environmental challenges. The deliverable is linked to Task 5.5.

### **1.3 Milestones**

#### MS3 Cooperative Heritage Labs begin to operate [M12]

The draft Local Action Plans (LAPs) for CHLs are ready, testing of inclusive model begins in the 6 CHLs. Responsible partner: MRI

#### MS4 Mid-term review 1 [M24]

Interim Progress Report submitted to EC (M18); WP1 finishes; Observatory Case analysis finishes ; National and European dissemination intensifies. Responsible partner: MRI.

#### MS6 36-month review [M36]

By M6 WP2 finishes, the evaluation of CHLs begin. The milestone also includes an overview of project activities so far. Responsible partner: MRI.

#### MS7 Validated toolbox [M42]

The transferability matrix and validated tools are ready. Responsible partner: UGENT.

#### MS8 Final report [M48]

Final report is submitted containing contributions from all partners. It includes the synthesis of findings and policy recommendations, the inclusive model and a toolbox validated by partners. Responsible partner: MRI.





## 2. Interpretation and expectations

This section describes the interpretation and expectations for work package 5, as developed during Consortium Meeting 1 (kick off, June 2018 in Budapest), Consortium Meeting 2 (November 2018, Barcelona) and in-between bilateral Skype-meetings with the Project Leader and the different Task Leaders within WP5. These interpretations and expectations expand the understanding of the various tasks and deliverables of the WP as described in the Grant Agreement.

### What do we understand to be a toolbox

A toolbox is understood as a set – and series – of enabling artifacts that help actors to set things in motion. Following a co-evolutionary perspective on heritage (in which both the understanding of heritage as well as the communities that relate to heritage-artifacts are dynamic and multiple), a toolbox should provide stakeholders and communities with tools, instruments, methods etc. to express their understanding of heritage, evoke affects, mobilize and engage (other) communities and stakeholders, resources and territorial and regional integration.

### How do we best serve the needs of the project

Within OpenHeritage, Toolbox Development has both an analytical as an applied side. The analytical side is picked up by reviewing what kind of policies, instruments, methods, tools etc. are used in the Observatory Cases and in specific contexts. This analysis is enriched by insights and knowledge of the consortium partners based on previous toolbox-related expertise. The analytical side of Toolbox Development is subsequently made operational by applying the content of the toolbox to the situational conditions of the CHLs. In that way, elements of the toolbox can be further tested and validated, if needed rejected or refined, and the understanding of what works in what contexts is further deepened. As such, the analytical as well as the applied role of WP5 run parallel in time.

### How do we produce outcomes that are interesting to a wider public

In order to serve both the requirements of the project and to be able to produce outcomes that are accessible and interesting for an audience beyond the OpenHeritage consortium, five different usages of the toolbox are foreseen and thus require targeted disseminations:

- Internal: project management and coordination between WP5 and other WPs
- Practical: input for the Heritage Points and CHLs
- Informative: reports (formal deliverables) and database
- Reflective: academic publications – per task and/or cross-cutting
- User friendly: not oversimplifying and dynamic / not-static

The aim is to produce outcomes on all five usages of the toolbox from the various tasks with WP5. Since the diverse background of the consortium-members and task leaders within WP5, partners will be encouraged to exchange expertise on how to develop such specific content. For each form of

dissemination, preferred moments in time are identified within the detailed description of the Deliverables (sections 5-11 in this document).

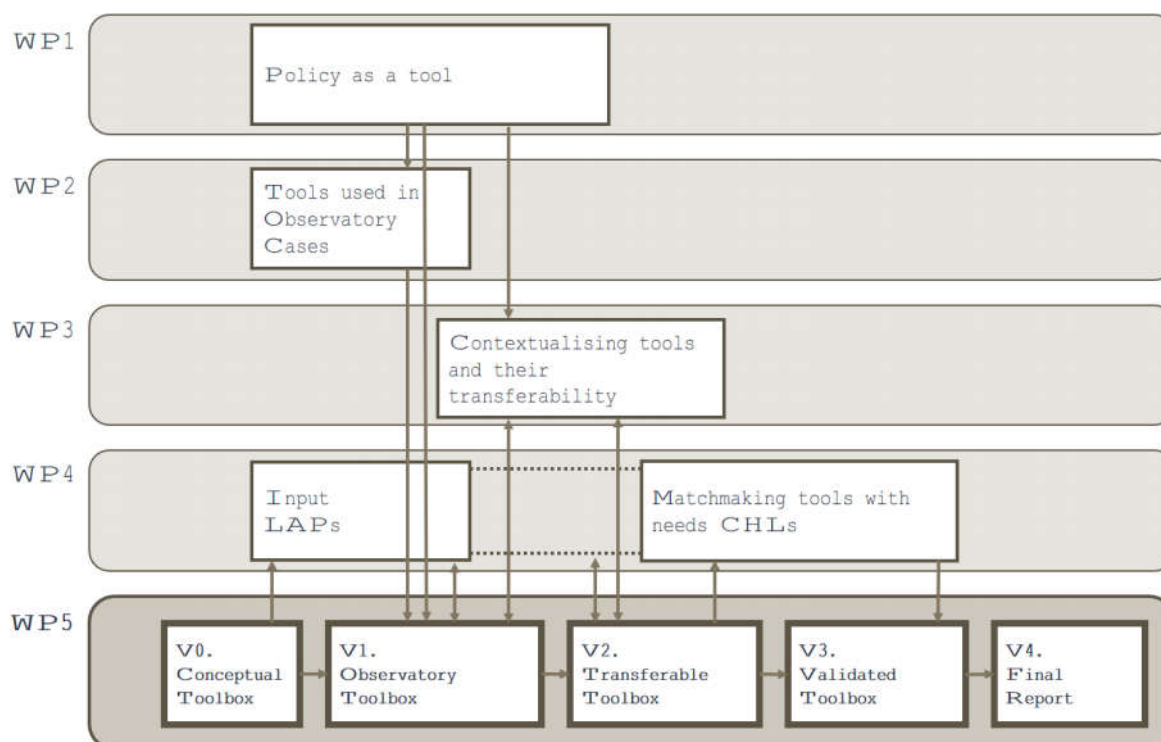
The overall outcome of OpenHeritage is an “inclusive governance model of adaptive heritage re-use” (see Grant Agreement). The Toolbox is as an integral part of that governance model.

#### Differences between content-related tasks and website-related tasks

WP5 consists of five tasks. Four of them relate directly to the content of Toolbox Development and correspond to the three thematic lines within OpenHeritage: a) community and stakeholder integration (subdivided in T5.1 on public-private-people partnerships and Task 5.3 on crowdsourcing), b) resource integration, related to inclusive business models T5.4 and c) territorial and regional integration Task 5.5.

Task5.2 relates to the development of the OpenHeritage website and the HeritagePoints. This task is different in nature from the other tasks and will thus not follow the same logic in time schedule and types of deliverables. Instead, this work plan proposes a way to deploy the HeritagePoints as an important environment in which the outcomes, insights and elements from the Toolbox can be communicated, tested and validated.

### 3. A growth model with in-between deliverables



Most deliverables within WP5 are due at the final stages of the project (M42/M48). However, the project itself needs insights derived from the toolbox development in earlier stages already. Therefore this work plan proposes to work with in-between deliverables. Such in-between deliverables allow the emergence of an iterative process between the various (analytical and operational) requirements of Toolbox Development. As such, the actual Toolbox Development will take the form of a growth model. The in-between deliverables will have status within the project and can/will be externally communicated as outcome. However, these are not official deliverables mentioned within the Grant Agreement.

The in-between deliverables come in five versions of the Toolbox. For each version, crucial moments of exchange with the other Work Packages of OpenHeritage are identified, as well as months of delivery.

#### - V1 Conceptual Toolbox

This first version sets out the conceptual contours of the toolbox development. Around each theme (people-public-private partnerships; crowdsourcing; inclusive business models; territorial integration), an inventory is made of existing toolboxes and literature on toolboxes. Based on this inventory, a first conceptual outline is set up for the Toolbox Development in WP5. This Conceptual Toolbox answers questions such as: what should a toolbox on this specific theme be and do, what elements should such a toolbox contain, what would be an appropriate structure etc.

This in-between deliverable will be an internal document, and is meant to structure the input delivered at the LAPs for the CHLs. It will also form the outline along which the outcomes of later versions of the Toolbox can be structured. When finalizing this in-between deliverable, a decision will be made whether or not enough content is generated for academic publication.

V1 Conceptual Toolbox is produced between M8 (Jan2019) and M12 (May2019). This version generates feedback to:

- The CHL and their LAPs in M10 (Mar2019);
- T3.1 Evaluation and transferability framework (M13-M42);
- D3.2 Submitted evaluation framework (M15).

- V2 Observatory Toolbox

The second version of the toolbox is based on the outcomes of the Policy Analyses (WP1) and the Analyses of the Observatory Cases (WP2). Around each theme (people-public-private partnerships; crowdsourcing; inclusive business models; territorial integration) methods, tools, techniques, instruments, policy etc. applied and used in the various cases are listed, and structured according to the outlines of V1 Conceptual Toolbox. Of course, and if necessary, the structure of the toolbox can be adjusted according to new insights.

This in-between deliverable will be a practical document, used to deliver input to the CHLs but also for external use, and thus will also be presented in a user-friendly way. It will find its way to the Heritage Labs on the multipurpose website, as well as disseminated on the public website of OpenHeritage. By the end of this in-between deliverable, a decision is made whether or not enough content is generated for academic publication.

V2 Observatory Toolbox is produced between M12 (May2019) and M24 (May2020). It will be developed based on input, and in close collaboration with:

- WP1. T1.1 (M1-18), Institutional and regulatory context of adaptive heritage re-use; T1.2 (M1-18), Funding mechanisms and economic models; T1.3 (M1-18), Territorial development and architectural regulations.
- WP2. T2.2 (M7-24), comparative analyses of the Observatory Cases (with a special focus on tools around the four themes of WP5); T2.3 (M7-M30) Complex database development; T2.4 Embedded transferability analyses (M12-M24).

V2 Observatory Toolbox will generate input for:

- WP3. T3.2 (M13-30), Evaluation of community involvement and multi-stakeholder governance; T3.3 (13-30), Evaluation of resource integration for financial and economic sustainability; T3.4 (M13-30), Evaluation of territorial, regional integration.
- WP4. D4.3 Interim progress reports and updated Local Action Plans (M24); and Tasks WP4. T4.2 (M13-36), Community and multi-stakeholder partnership development, T4.3 (M13-36), Management of innovative financial and business solutions, T4.4 (M13-36),

Regional integration and territorial management of Cooperative Heritage Labs. The Observatory Toolbox is one of the elements from which the specific thematic input on the updated Local Action Plans is generated.

- V3 Transferable Toolbox

After M24, the Toolbox Development comes in a different phase. LAP and CHLs are running (WP4). Those will need frequent input, and also generate the first insights in what works in which context / for what kind of challenges. Meanwhile, WP3 works towards an interim report for Tasks T3.2, T3.3 and T3.4 (delivered at M27). For WP5, no real deliverables are needed. However, frequent interaction and close contact with both WP3 and WP4 will be crucial for the next phase of Toolbox Development.

V3 will communicate with, but mostly await the analyses done and experiences in:

- WP3. T3.2 (M13-30), Evaluation of community involvement and multi-stakeholder governance; T3.3 (13-30), Evaluation of resource integration for financial and economic sustainability; T3.4 (M13-30), Evaluation of territorial, regional integration.
- WP4. T4.2 (M13-36), Community and multi-stakeholder partnership development, T4.3 (M13-36), Management of innovative financial and business solutions, T4.4 (M13-36), Regional integration and territorial management of Cooperative Heritage Labs.

Parallel to the analyses made in WP3 on transferability, during this phase a further contextualization of the information gathered in V2 can be made. This version of the toolbox can be a source for the CHLs, through a process of match making between needs and tools available. As such, this phase will function as the prelude to the testing, refinement and validation of V4.

This in-between deliverable will be internal (project management and coordination), practical (input for the Heritage Points and CHLs) and an informative document (for data gathering). The main focus of this phase of Toolbox Development is however not on producing deliverables, but more on continuous interaction.

The relative quietness in this phase in the Toolbox Development will be used to develop an academic publication on the insights so far. If it is decided that not enough content is generated yet, an outline of such a publication is developed during these months, after which the insights from V3 can be inserted.

V3 Transferable Toolbox is produced between M24-24. It will be developed in close collaboration with:

- WP3. T3.2 (M13-30), Evaluation of community involvement and multi-stakeholder governance; T3.3 (13-30), Evaluation of resource integration for financial and economic sustainability; T3.4 (M13-30), Evaluation of territorial, regional integration.
- WP4. T4.2 (M13-36), Community and multi-stakeholder partnership development, T4.3 (M13-36), Management of innovative financial

and business solutions, T4.4 (M13-36), Regional integration and territorial management of Cooperative Heritage Labs.

- V4 Validated Toolbox

This is the final phase of Toolbox Development, during which elements of the toolbox will be tested and validated in the CHLs. During this phase, reflections are given on what works for which context/challenge/situations, recommendations can be made etc.

V4 Validated Toolbox is produced between M30 (Nov2020) and M42 (Nov2021). It will be developed based on the outcomes of:

- WP3. T3.2 (M13-30), Evaluation of community involvement and multi-stakeholder governance; T3.3 (13-30), Evaluation of resource integration for financial and economic sustainability; T3.4 (M13-30), Evaluation of territorial, regional integration.
- WP4. T4.2 (M13-36), Community and multi-stakeholder partnership development, T4.3 (M13-36), Management of innovative financial and business solutions, T4.4 (M13-36), Regional integration and territorial management of Cooperative Heritage Labs.

This is the formal deliverable of WP5, which is due in M42 (for T5.1 and 5.3) and M48 (for T5.4 and T5.5). This will be an informative document (report), as well as reflective (result in an academic publication), as well as user friendly (to be disseminated to a wider audience through the OpenHeritage website and policy briefs).

- V5 Final report

The final version of the Toolbox, V4 Validated Toolbox, will be input for the final Project Deliverable, which is developed between M42-48.

## 4. Months per task and deliverable

Months per task and project partner

		MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>	<b>116</b>	<b>12</b>	<b>10</b>	<b>16</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>15</b>	<b>10</b>	<b>2</b>	<b>4</b>
T5.1	14			12		2											
T5.2	51	3	10		3		3	2		2			5	15	2	2	4
T5.3	18											10			8		
T5.4	12	3							6	3							
T5.5	21	6		4			2		4		5						

Months per deliverable and project partner

		MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>	<b>116</b>	<b>12</b>	<b>10</b>	<b>16</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>10</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>15</b>	<b>10</b>	<b>2</b>	<b>4</b>
D5.1	2			2													
D5.2	24	2	5		1		1	1		1			2	8	1	1	1
D5.3	26	1	5		2		2	1		1			3	7	1	1	3
D5.4	12			10		2											
D5.5	18											10			8		
D5.6	12	3							6	3							
D5.7	21	6		4			2		4		5						





## **5. Detailed work plan per deliverable**

### **5.1 D5.1: Detailed work plan of WP5**

The deliverable refines and summarizes the work to be conducted in WP5. It will serve as a guideline for the WP leader and the participants, and is linked to Task 5.1.

UGENT prepares the deliverable, based on conversations with project leader MRI, bilateral talks with task leaders and discussions during the project meetings of Budapest (Jun2018) and Barcelona (Nov2018).

After a first draft is developed in M8 (Jan2019), which will then be improved and developed further based on feedback received from task leaders and contributing partners.

The deliverable is due in M9 (Feb2019).

### **5.2 D5.2: Heritage Points to support the adaptive reuse of heritage assets**

The six Heritage Points will be launched as part of the OpenHeritage homepage in a draft version and will be refined as the CHLs progress.

Contributing partners are: EUTROPIAN (TL), PLATONIQ, ICLEI, all CHL-partners (CEU, UNEW, LUISS, OW SARP, Stiftung Trias, CML); MRI and TWBPT as reviewers.

#### **General timeline**

The deliverable is linked to Task 5.2, which runs from M7-M42.

The first version of the Heritage Points will be operational in M12 (May2019). In the remaining project time, the six Heritage Points are regularly updated according to new insights in the CHLs and in the outcomes of various tasks within the project.

A first, test-and-trial, internal version of the Heritage Points is available from M9 (Feb2019).

#### **Dependency from other WPs**

This deliverable is directly connected to the other tasks within WP5, as well as to the CHLs in WP4. The Heritage Points are a platform on which elements of the Toolbox-under-development can be placed, tested and validated – according to the needs of the CHLs. Communication between the other tasks in WP5 and the CHLs will run (in addition to the tasks within WP4 to which WP5 is linked, and the management of the Task Force) partly through these Heritage Points.

### Detailed timeline

Month	Version	Partners	Input from...
7-12	Development of structure behind Heritage Points, first version operational on OpenHeritage website by M12.	EUTROPIAN, PLATONIQ, MRI	WP2 (EUTROPIAN) and WP4 (MRI) directly
12-24	Running of first version Heritage Points	EUTROPIAN, PLATONIQ, MRI	WP2 (EUTROPIAN) and WP4 (MRI) directly
24	Update of Heritage Points based on V1 of Toolbox	EUTROPIAN, PLATONIQ, MRI	T5.1 (UGENT), T5.3 (CFUH), T5.4 (Eurodite), T5.5 (MRI)
30	Update of Heritage Points based on V2 of Toolbox	EUTROPIAN, PLATONIQ, MRI	T5.1 (UGENT), T5.3 (CFUH), T5.4 (Eurodite), T5.5 (MRI)
42	Update of Heritage Points based on V3 of Toolbox	EUTROPIAN, PLATONIQ, MRI	T5.1 (UGENT), T5.3 (CFUH), T5.4 (Eurodite), T5.5 (MRI)

### Role of partners

- Main contributing partners (Eutrobian, PLATONIQ, MRI) develop the Heritage Points.
- CHL-partners (CEU, UNEW, LUISS, OW SARP, Stiftung Trias, CML) deliver input on what they need from the HeritagePoints, based on their LAPs.
- Task leaders of WP5 (UGENT, CFUH, Eurodite, MRI) deliver input based on their findings in the Toolbox Development.

## 5.3 D5.3: Replicable model of Heritage Points to support the adaptive reuse of heritage assets

During the development and maintenance of the Heritage Points, any steps and decisions are well documented. In addition, the CHLs and Task Leaders of WP5 will be asked for regularly feedback on the functioning of the Heritage Points. Together, these documentations will form the base for a replicable model of Heritage Points. This is a key deliverable.

Contributing partners are: EUTROPIAN (TL), PLATONIQ, ICLEI, all CHL-partners (CEU, UNEW, LUISS, OW SARP, Stiftung Trias, CML); MRI and TWBPT as reviewers.

### General timeline

The deliverable is linked to Task 5.2, which runs from M7-M42. The deliverable is due in M42 (Nov2021).

### Dependency from other WPs

This deliverable is directly connected to T5.2.

### Detailed timeline

Month	Version	Partners	Input from...
7-12	Make structure behind Heritage Points replicable	EUTROPIAN, PLATONIQ, MRI	all CHL-partners; MRI and TWBPT
30-42	Reflection on structure and content of Heritage Points based on the validated V3 of Toolbox	EUTROPIAN, PLATONIQ, MRI	all CHL-partners; MRI and TWBPT  Task Leaders WP5 (UGENT, CFUH, Eurodite, MRI)

### Role of partners

- Main contributing partners (Eutroplan, PLATONIQ, MRI) document steps and decisions made.
- CHL-partners (CEU, UNEW, LUISS, OW SARP, Stiftung Trias, CML) give feedback on functioning of the HeritagePoints.
- Task leaders of WP5 (UGENT, CFUH, Eurodite, MRI) give feedback on functioning of the HeritagePoints.

## 5.4 D5.4: Guidelines for public-private-people-partnerships in adaptive heritage reuse

These guidelines will provide easy to follow models/procedures that can facilitate the operation of a functioning partnership between the public sector, the private sector and the people.

Contributing partners are: UGENT (TL) and UBER.

### General timeline

The deliverable is linked to Task 5.1, which runs from M7-M42. The deliverable itself is due in M42 (Nov2021).

### Dependency from other WPs

This deliverable builds on the outcomes of the following tasks:

- T1.1 Institutional and regulatory context of adaptive heritage re-use (TL: UNEW). This task runs from M1-M18; its deliverables are D1.2 (M18, Nov2019), Complex policy overview of adaptive heritage re-use and D1.3 (M24, May2020), Typology of current adaptive heritage re-use policies.
- T2.2 Comparative analysis of Observatory Cases (TL: LUISS). This task runs from M7-M24; its deliverable is D2.4 (M24, May2020), Report on comparative analysis of Observatory Cases.
- T3.2 Evaluation of community involvement and multi-stakeholder governance (TL: UGENT). This task runs from M13-30; its deliverables are D3.3 (M27, Aug2020), Interim report on community involvement and

governance evaluation and D3.6 (M30, Nov2020),  
Finalized report on the European adaptive re-use management practices  
with an emphasis on bottlenecks and good practices.

- T4.2 Community and multi-stakeholder partnership development (*TL: UGENT*). This task runs from M13-M36; its deliverables are D4.3 (M24, May2020), Interim progress report and updated Local Action Plans of the CHLs and D4.4 (M36, May2021), Evaluation report on the CHLs.

### Detailed timeline

Month	Version	Partners	Connected to	Input from
7-12	V1	UGENT, UBER	-	-
12-24	V2	UGENT, UBER	T1.1 T2.1 & T2.2 Start T3.2 & T4.2	UNEW EUTROPIAN, LUISS CHL-partners, MRI
24-30	V3	UGENT, UBER	Running T3.2 & T4.2	UGENT, CHL-partners, MRI
30-42	V4	UGENT, UBER	End T3.2 & T4.2	UGENT, CHL-partners, MRI

Indicative division over staff effort split out over the in-between deliverables:

	MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>			<b>10</b>		<b>2</b>											
D5.4-V1			2		0,5											
D5.4-V2			2		0,5											
D5.4-V3			1													
D5.4-V4			3		1											
D5.4-V5			1													

### Role of partners

- Main contributing partners (UGENT, UBER) develop the content of the deliverable. UGENT as Task Leader, UBER as partner.
- Input is derived from WP1 (UNEW), WP2 (Eutropean, LUISS), WP3 (UBER), T3.2 (UGENT), WP4 (MRI), T4.2 (UGENT).
- Connectivity is made to D5.5 that also addresses community integration.
- Connectivity is made to the members of the pre-task force group on Community (Platoniq, CEU, LUISS, UGENT, MRI, UBER)

## 5.5 D5.5: Methodological guidance to the application of crowdsourcing

The guidance will provide methodological support to the successful application and refining of the uses of crowdsourcing and social media in the adaptive re-use of heritage sites.

Contributing partners are CFUH and CEU.

### General timeline

The deliverable is linked to Task 5.3, which runs from M7-M42. The deliverable is due in M42 (Nov2021).

### Dependency from other WPs

This deliverable builds on the outcomes of the following tasks:

- T2.2 Comparative analysis of Observatory Cases (TL: LUISS). This task runs from M7-M24; its deliverable is D2.4 (M24, May2020), Report on comparative analysis of Observatory Cases.
- T3.2 Evaluation of community involvement and multi-stakeholder governance (TL: UGENT). This task runs from M13-30; its deliverables are D3.3 (M27, Aug2020), Interim report on community involvement and governance evaluation and D3.6 (M30, Nov2020), Finalized report on the European adaptive re-use management practices with an emphasis on bottlenecks and good practices.
- T4.2 Community and multi-stakeholder partnership development (TL: UGENT). This task runs from M13-M36; its deliverables are D4.3 (M24, May2020), Interim progress report and updated Local Action Plans of the CHLs and D4.4 (M36, May2021), Evaluation report on the CHLs.

### Detailed timeline

Month	Version	Partners	Connected to	Input from
7-12	V1	CFUH, CEU	-	-
12-24	V2	CFUH, CEU	T1.1 T2.1 & T2.2 Start T3.2 & T4.2	UNEW EUTROPIAN, LUISS CHL-partners, MRI
24-30	V3	CFUH, CEU	Running T3.2 & T4.2	UGENT, CHL-partners, MRI
30-42	V4	CFUH, CEU	End T3.2 & T4.2	UGENT, CHL-partners, MRI

*Indicative* division over staff effort split over in-between deliverables:

	MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>											<b>10</b>			<b>8</b>		
D5.5-V1											2			2		
D5.5-V2											2			2		
D5.5-V3											1			1		
D5.5-V4											3			2		
D5.5-V5											1			1		

### Role of partners

- Main contributing partners (CentrUrbHist, CEU) develop the content of the deliverable. CentrUrbHist as Task Leader, CEU as partner.
- Input is derived from WP2 (Eutropan, LUISS), WP3 (UBER), T3.2 (UGENT), WP4 (MRI), T4.2 (UGENT).
- Connectivity is made to D5.4 that also addresses community integration.
- Connectivity is made to the members of the pre-task force group on Community (Platoniq, CEU, LUISS, UGENT, MRI, UBER)

## 5.6 D5.6: Inclusive business models

The deliverable will outline various business models for the adaptive reuse of heritage sites/assets that are adaptable for different asset types, under different financial circumstances and ownership constellations.

Contributing partners: EURODITE, STIFTUNG TRIAS, MRI

### General timeline

It is linked to Task 5.4, which runs from M13-M48. The deliverable is due in M48.

### Dependency from other WPs

This deliverable builds on the outcomes of the following tasks:

- T1.2 Funding mechanisms and economic models (TL: OW SARP). This task runs from M1-18; its deliverables are D1.2 (M18, Nov2019), Complex policy overview of adaptive heritage re-use and D1.3 (M24, May2020), Typology of current adaptive heritage re-use policies.
- T2.2 Comparative analysis of Observatory Cases (TL: LUISS). This task runs from M7-M24; its deliverable is D2.4 (M24, May2020), Report on comparative analysis of Observatory Cases.

- T3.3 Evaluation of resource integration for financial and economic sustainability (*TL: MRI*). This task runs from M13-M30; its deliverables are D3.4 (M27, Aug2020), Interim report on the evaluation of resource integration and D3.6 (M30, Nov2020), Finalized report on the European adaptive re-use practices with an emphasis on bottlenecks and good practices.
- T4.3 Management of innovative financial and business solutions (*TL: STIFTUNG TRIAS*). This task runs from M13-M36; its deliverables are D4.3 (M24, May2020), Management of innovative financial and business solutions and D4.5 (M48, May2022), Evaluation report on the CHLs.

### Detailed timeline

Month	Version	Partners	Connected to	Input from
13-18	V1	EURODITE, MRI, STIFTUNG TRIAS	-	-
18-24	V2	EURODITE, MRI, STIFTUNG TRIAS	T1.2 T2.1 & T2.2 Start T3.3 & T4.3	OW SARP EUTROPIAN, LUISS CHL-partners, MRI STIFTUNG TRIAS
24-30	V3	EURODITE, MRI, STIFTUNG TRIAS	Running T3.3 & T4.3	MRI, STIFTUNG TRIAS, CHL-partners
30-42	V4	EURODITE, MRI, STIFTUNG TRIAS	End T3.3 & T4.3	MRI, STIFTUNG TRIAS, CHL-partners
42-48	V5	EURODITE	-	-

*Indicative* division over staff effort split out over the various in-between deliverables:

	MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>	<b>3</b>							<b>6</b>	<b>3</b>							
D5.6-V1	0,5							1	0,5							
D5.6-V2	1							1	1							
D5.6-V3	0,5							1	0,5							
D5.6-V4	1							2	1							
D5.6-V5								1								

### Role of partners

- Main contributing partners (Eurodite, STIFTUNG TRIAS, MRI) develop the content of the deliverable. Eurodite as Task Leader, STIFTUNG TRIAS and MRI as contributing partners.
- Input is derived from WP1 (UNEW, OW SARP) WP2 (Eutropean, LUISS), WP3 (UBER), T3.3 (MRI), WP4 (MRI), T4.3 (STIFTUNG TRIAS).
- Connectivity is made to the members of the pre-task force group on Finances (Eurodite, STIFTUNG TRIAS, MRI)



## 5.7 D5.7: Roadmap to enhance regional cooperation

The task delineates easy to follow steps that support embedding the heritage reuse processes into a larger regional framework, focusing on regional cooperation and integration of the practices, including different asset types, economic, social and environmental challenges.

Contributing partners: MRI, UNIROMA3, EURODITE, OW SARP, UGENT

### General timeline

The deliverable is linked to Task 5.5, which runs from M13-M48. The deliverable is due in M48 (May2022).

### Dependency from other WPs

This deliverable builds on the outcomes of the following tasks:

- T1.3 Territorial development and architectural regulations (TL: UNIROMA3). This task runs from M1-M18; its deliverables are D1.2 (M18, Nov2019), Complex policy overview of adaptive heritage re-use and D1.3 (M24, May2020), Typology of current adaptive heritage re-use policies.
- T2.2 Comparative analysis of Observatory Cases (TL: LUISS). This task runs from M7-M24; its deliverable is D2.4 (M24, May2020), Report on comparative analysis of Observatory Cases.
- T3.4 Evaluation of territorial, regional integration (TL: UNIROMA3) This task runs from M13-M30; its deliverables are D3.5 (M27, Aug2020), Interim report on the regional and territorial integration evaluation and D3.6 (M30, Nov2020), Finalized report on the European adaptive re-use management practices with an emphasis on bottlenecks and good practices.
- T4.4 Regional integration and territorial management of Cooperative Heritage Labs (TL: OW SARP). This task runs from M13-M36; its deliverables are D4.3 (M24, May2020), Management of innovative financial and business solutions and D4.5 (M48, May2022), Evaluation report on the CHLs.

### Detailed timeline

Month	Version	Partners	Connected to	Input from
13-18	V1	MRI	-	-
18-24	V2	MRI, UNIROMA3, EURODITE, OW SARP, UGENT	T1.3 T2.1 & T2.2 Start T3.4 & T4.4	UNIROMA3 EUTROPIAN, LUISS UNIROMA3, OW SARP, CHL-partners
24-30	V3	MRI, UNIROMA3, EURODITE, OW SARP, UGENT	Running T3.4 & T4.4	UNIROMA3, OW SARP, CHL-partners
30-42	V4	MRI, UNIROMA3, EURODITE, OW SARP, UGENT	End T3.4 & T4.4	UNIROMA3, OW SARP, CHL-partners
42-48	V5	MRI	-	-

*Indicative division over staff effort split out over in-between deliverables:*

	MRI	EUTR	UGENT	UNEW	UBER	OW S	ICLEI	EUROD	ST TRI	UNIR3	CFUH	LUISS	PLATON	CEU	CML	TWBPT
<b>Total</b>	<b>6</b>		<b>4</b>			<b>2</b>		<b>4</b>		<b>5</b>						
D5.7-V1	1		0,5			0,5		1		1						
D5.7-V2	0,5		1			0,5		1		1						
D5.7-V3	0,5		0,5			0,5		0,5		1						
D5.7-V4	2		2			0,5		1,5		2						
D5.7-V5	1															

### **Role of partners**

- Main contributing partners (MRI, UGENT, OW SARP, Eurodite, UNIROMA3) develop the content of the deliverable. MRI as Task Leader, others as contributing partners.
- Input is derived from WP1 (UNEW, UNIROMA3), WP2 (Eutropian, LUISS), WP3 (UBER), T3.3 (UNIROMA3), WP4 (MRI), T4.3 (OW SARP).
- Connectivity is made to the members of the pre-task force group on Regional integration (UNIROMA3, UGENT, MRI)



## 6. Concerns and Risks

	<b>Risk</b>	<b>Probability</b>	<b>Mitigation effort</b>
<b>1</b>	<b>The work packages consists of too many in-between deliverables</b> , which makes it difficult to monitor progress; creates the risk of too many versions circulate, confusing project partners; difficult to disseminate or wrong/unfinished versions are disseminated.	Medium	In-between deliverables are treated like formal deliverables – they are based on templates, reviewed by the task leader and work package leader, and once approved, communicated in PDF to other project partners. Any version that is not PDF is not treated as a deliverable. Work package leader keeps track on the progress of in-between deliverables of the various tasks through regular communication with task-leaders
<b>2</b>	<b>Work package leader is not involved as contributing partner in T5.2, T5.3, T5.4 and D5.2, D5.3, D5.5, D5.6</b> , and thus not directly involved or informed about the progress of the task or deliverable, and thus unable to intervene and stimulate the consistency to the other tasks and deliverables of the work package.	Medium	Regular communication is organized with the task leaders of these tasks.
<b>3</b>	<b>Loose connectivity between WP4 and WP5.</b> Tasks 5.2 (D5.2 and D5.3) are more connected to the dynamics of WP4, as they represent the needs and requirements that come from the CHLs. However, it is WP5s aim to provide input on the Heritage Points. Dynamics of the two WPs can diverge.	Medium	Monthly updates take place over Skype between WP-leaders of WP4 and WP5 to synchronize dynamics. In-between deliverables are developed in order to provide input on the development of the Heritage Points on set moments in time. The pre-task force input-groups will mitigate this risk as well.
<b>4</b>	<b>Diverse background of partners influences uniformity of deliverables.</b> Partners participating in WP5 are divers in background – some more academic, some more practice, some in between. As such, each	High	Through frequent updates between WP-leader and Task-leaders, overview is made of where what kind of outputs are easily generated, and which kind of outputs are more challenging for the participating partners. Through internal re-view rounds, partners can give each other

	partner has its own preferred style in delivering output. Each task should however deliver comparable outputs, also outputs that are not within the participating partners' comfort zones.		feedback. When this does not take away the risk fully, more intense and coordinated cooperation among the participating partner is encouraged in helping one another with delivering output outside partners' comfort zones.
<b>5</b>	<b>The deliverables of WP5 stay too analytical</b> , as the WP focusses more on analyses and comparison and less on pro-actively applying and testing tools. There is a risk of a meagre connectivity to application, in general and for the CHLs / Heritage Points. This risk is connected to risk #3 (connectivity between WP4 and WP5) and risk #4 (diverse background of partners).	Medium	See mitigation efforts risk #3 and risk #4.
<b>6</b>	<b>Loose connectivity between WP5 and WP3.</b> These work packages are in content strongly related, as the analyses within WP3 will provide the context for the analyses of WP5. However, the work of WP5 will start earlier than the work of WP3. No detailed work plan for WP3 has been developed as yet.	High	In-between deliverables of WP5 are already attuned to the presumed needs of WP3. Soon as WP3 starts, frequent communication will be organized between the WP-leaders. The pre-task force input-groups will mitigate this risk as well.

## 7. Communication

Communication within the WP will be conducted primarily through emails and conference calls (Skype). Task leaders are responsible for the communication within their task and among their participating partners.

For the duration of the WP, regular conference calls are organized between the Task Leaders, and if deemed necessary, including also participating partners who fill in crucial parts within a task or deliverable (for instance PLATONIQ for T5.2; CEU for T5.3). These conference calls will be tri-monthly, but increase in frequency around months with milestones / in-between deliverables.

If, for practical reasons, it is considered to be more efficient to replace a conference call for Task Leaders by an update by e-mail, or by bilateral conference calls between the WP-leader and respective Task Leader.

In addition, monthly conference calls are scheduled between WP-leaders of WP4 and WP5, in order to ensure an optimal connectivity between the dynamics of the Toolbox and the CHLs. Once WP3 starts running (M13), it can be considered to have similar conference calls between WP-leaders of WP3 and WP5, to ensure optimal connectivity between these work packages as well.

Roughly, the planning for Task Leaders conference calls will be:

M10 Starting V0	M24 Delivering V1	M38 Progress V3
M12 Delivering V0	M25 Start V2	M41 Progress V3
M13 Starting V1	M28 Progress V2	M42 Delivering V3
M16 Progress V1	M30 Progress V2	M44 Progress V4
M19 Progress V1	M31 Delivering V2	M47 Delivering V4
M21 Progress V1	M32 Start V3	
M23 Progress V1	M35 Progress V3	



## 8. WP5 partners and contact details

Partner	Involved in	Contact persons	E-mail
UGENT	<b>WP-lead</b> <b>TL-T5.1: D5.1, D5.4</b> T5.5: D5.7	Beitske Boonstra Karim van Knippenberg Luuk Boelens	<a href="mailto:beitske.boonstra@ugent.be">beitske.boonstra@ugent.be</a> <a href="mailto:karim.vanknippenberg@ugent.be">karim.vanknippenberg@ugent.be</a> <a href="mailto:luuk.boelens@ugent.be">luuk.boelens@ugent.be</a>
MRI	T5.2: D5.2, D5.3 (rev.) T5.4: D5.6 <b>TL-T5.5: D5.7</b>	Hanna Szemző Andrea Tönkö	<a href="mailto:szemzo@mri.hu">szemzo@mri.hu</a> <a href="mailto:tonko@mri.hu">tonko@mri.hu</a>
Eutropian GmbH	<b>TL-T5.2: D5.2, D5.3</b>	Levente Polyák Daniela Patti Julia Baudier	<a href="mailto:levente.polyak@eutropian.org">levente.polyak@eutropian.org</a> <a href="mailto:daniela.patti@eutropian.org">daniela.patti@eutropian.org</a> <a href="mailto:Julia.baudier@gmail.com">Julia.baudier@gmail.com</a>
Eurodite	<b>TL-T5.4: D5.6</b> T5.5: D5.7	Joep de Roo Meta van Drunen Alina Tomescu	<a href="mailto:deroo@eurodite.eu">deroo@eurodite.eu</a> <a href="mailto:vandrunen@eurodite.eu">vandrunen@eurodite.eu</a> <a href="mailto:tomescu@eurodite.eu">tomescu@eurodite.eu</a>
CentUrbHist	<b>TL-T5.3: D5.5</b>	Sofia Dyak Iryna Sklokina Taras Nazaruk	<a href="mailto:s.dyak@lvivcenter.org">s.dyak@lvivcenter.org</a> <a href="mailto:i.sklokina@lvivcenter.org">i.sklokina@lvivcenter.org</a> <a href="mailto:t.nazaruk@lvivcenter.org">t.nazaruk@lvivcenter.org</a>
UBER	T5.1: D5.4	Markus Kip Heike Oevermann	<a href="mailto:markus.kip@gsz.hu-berlin.de">markus.kip@gsz.hu-berlin.de</a> <a href="mailto:heike.oevermann@gsz.hu-berlin.de">heike.oevermann@gsz.hu-berlin.de</a>
OW SARP	T5.2: D5.2, D5.3 T5.5: D5.7	Katarzyna Sadowy Dominika Brodowicz Maciej Czeredys	<a href="mailto:katarzyna.sadowy@ohpraga.pl">katarzyna.sadowy@ohpraga.pl</a> <a href="mailto:dominika.brodowicz@ohpraga.pl">dominika.brodowicz@ohpraga.pl</a> <a href="mailto:maciej.czeredys@ohpraga.pl">maciej.czeredys@ohpraga.pl</a>
Stiftung Trias	T5.2: D5.2, D5.3 T5.4: D5.6	Rolf Novy-Huy Christian Darr	<a href="mailto:rolf.novy-huy@stiftung-trias.de">rolf.novy-huy@stiftung-trias.de</a> <a href="mailto:christian.darr@stiftung-trias.de">christian.darr@stiftung-trias.de</a> <a href="mailto:joern.luft@stiftung-trias.de">joern.luft@stiftung-trias.de</a>
UNIROMA 3	T5.5: D5.7	Giovanni Caudo Mauro Baioni	<a href="mailto:caudo@uniroma3.it">caudo@uniroma3.it</a> <a href="mailto:baioni.mauro@gmail.com">baioni.mauro@gmail.com</a>
CEU	T5.2: D5.2, D5.3 T5.3: D5.5	József Laslovszky Dóra Mérai Volodymyr Kulikov	<a href="mailto:laszlov@gmail.com">laszlov@gmail.com</a> <a href="mailto:meraid@ceu.edu">meraid@ceu.edu</a> <a href="mailto:kulikovv@ceu.edu">kulikovv@ceu.edu</a>



UNEW	T5.2: D5.2, D5.3	John Pendlebury Loes Veldpaus	<a href="mailto:john.pendlebury@newcastle.ac.uk">john.pendlebury@newcastle.ac.uk</a> <a href="mailto:loes.veldpaus@ncl.ac.uk">loes.veldpaus@ncl.ac.uk</a>
ICLEI EURO	T5.2: D5.2, D5.3	Inia Rok Iryna Novak Jasmin Miah	<a href="mailto:ania.rok@iclei.org">ania.rok@iclei.org</a> <a href="mailto:iryna.novak@iclei.org">iryna.novak@iclei.org</a> <a href="mailto:jasmin.miah@iclei.org">jasmin.miah@iclei.org</a>
LUISS	T5.2: D5.2, D5.3	Christian Iaione Benedetta Grillo Elena De Nictolis Chiara De Angelis	<a href="mailto:ciaione@luiss.it">ciaione@luiss.it</a> <a href="mailto:benedetta.gillio@labgov.it">benedetta.gillio@labgov.it</a> <a href="mailto:edenictolis@luiss.it">edenictolis@luiss.it</a> <a href="mailto:chiara.deangelis@labgov.it">chiara.deangelis@labgov.it</a>
PLATONIQ	T5.2: D5.2, D5.3	Olivier Schuldbaum Ivan Vergés Susana Noguero Vesna Boskovic	<a href="mailto:olivier@goteo.org">olivier@goteo.org</a> <a href="mailto:ivan@platoniq.net">ivan@platoniq.net</a> <a href="mailto:susana@goteo.org">susana@goteo.org</a> <a href="mailto:vesna@platoniq.net">vesna@platoniq.net</a>
CML	T5.2: D5.2, D5.3	Miguel Brito Monica Alfredo	<a href="mailto:miguel.brito@cm-lisboa.pt">miguel.brito@cm-lisboa.pt</a> <a href="mailto:monica.alfredo@cm-lisboa.pt">monica.alfredo@cm-lisboa.pt</a>
TWBPT	T5.2: D5.2, D5.3 (rev.)	Martin Hulse	<a href="mailto:martin@twbpt.org.uk">martin@twbpt.org.uk</a>

## 9. List of abbreviations

CHL	-	Cooperative Heritage Lab
D	-	Deliverable
EC	-	European Commission
LAP	-	Local Action Plan
M	-	Month
MS	-	Milestone
OC	-	Observatory Case
T	-	Task
TL	-	Task Leader
V	-	Version
WP	-	Work Package
WPL	-	Work Package Leader

