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**OpenHeritage: Deliverable 4.2**

# **Local Action Plans of the Cooperative Heritage Labs**

**May, 2019**



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## Executive summary

The following document is the collection of the Local Action Plans (LAPs) created by the six Cooperative Heritage Labs (CHLs) of OpenHeritage. The LAPs play a crucial role in guiding both the development, and the diversified stakeholder and community engagement of the CHLs in following two years. Work on the LAPs consumed a significant part of the project's first year, intensifying during the last 3 months, parallel to other aspects of the project – e.g. Observatory Cases, website development - becoming more pronounced, and their influence on the CHLs and vica versa being clarified.

The LAPs' structure reflects the basic conviction of OpenHeritage that bottom-up adaptive reuse processes have to build on three main pillars to be sustainable: resource integration; strong community and stakeholder involvement; and regional/territorial integration. It also shows another guiding principle of the project: the importance of the heritage community as the catalyst of the reuse process.

Community and community involvement is crucial everywhere, but the CHLs do it in very different ways reflecting that they accommodate vastly different functions – e.g. Prädikow provides cooperative housing for a determined group whereas Sunderland provides spaces for cultural use. Variation in the site ownership – the site is a private property in Pomáz while a municipal one in Lisbon – also influence how the different stakeholders are involved, and which are the main tools of engagement and outreach that can be employed.

In every CHL much effort has been spent on coming up with ideas how the heritage community can be best created/developed on-line. Whereas off-line activities had been known to and practiced by all CHL managers beforehand, the creation of the participatory platforms offers new opportunities to engage with their community (on the development of the platforms see D5.2) Thus, the LAPs all include a section on the methods of on-line community engagement, and what the combination of off and on-line tools can bring.

The six CHLs differ in the level of “institutionalisation” of their site: whereas some have been around for a longer period of time and have already gathered the support of the local community and political actors (e.g.the Rome Centocelle CHL), others have used the first year of the project to lay down the foundations of their CHL, building relations and fostering engagement with the various actors (e.g. the CHL in Warsaw). These differences are reflected by the LAPs in the way the objectives and strategies are defined. Importantly, this diversity is welcomed by the project, as it allows the adaptation of tools to sites at various development and embeddedness levels.

Finally, in each CHL one of the pillars was more developed than the others. The LAPs offered an opportunity for all partners to think through and plan their actions in order to improve the less developed aspects as well. Results of the LAPs will be monitored during the visit of the Task Force (Task 4.5), and the

following evaluation process. This mid-term review will provide input to update the LAPs in month 24 of the project.

In the following document the six LAPs are merged, but the individual cover pages, table of contents and executive summaries are kept, with separate page numbering for a better overview.

The LAPs are placed in the following order:

- 1) Rome, Italy
- 2) Warsaw, Poland
- 3) Sunderland, United Kingdom
- 4) Prädikow, Germany
- 5) Lisbon, Portugal
- 6) Pomáz, Hungary

# Local Action Plan of the Rome CHL

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# Table of Contents

Table of Contents	3
Executive summary	4
Local Action Plan of the Rome CHL	6
1 Mission, Objectives, and Strategies	6
1.1 Mission statement	6
1.2 Objectives and strategies	8
1.3 Participation and Decision-Making Processes	10
1.3.1 Selection of the members of the CHL and of the community enterprise	13
1.3.2 Integration strategy	13
1.3.3 Decision-Making Processes	14
2 Developing sustainable financial models	16
2.1 The business model of the community enterprise and its economic sustainability	16
2.1.1 Service-based business model	16
2.1.2 The estate-based business model	19
2.2 Tools and source for financial sustainability	20
2.3 Resource collection and integration	20
2.4 Innovative financial instruments	22
2.5 Expenditures plan	22
3 Creating the heritage community	24
3.1 Target group and stakeholders	24
3.2 Off-line communication and engagement strategy	26
3.3 Online campaign	28
3.4 Complementing activities	30
4 Regional integration and territorial integration	31
4.1 The neighborhoods and their connections	31
5 Actions	32
6 Monitoring Progress	39

## Executive summary

The Rome CHL (hereinafter: Rome Collaboratory) aims at triggering a neighborhoods-based economic and social development through the reuse of the heritage district of Centocelle. The Rome Collaboratory will achieve these goals by implementing a strategy which aims to create synergies among the community's activities. In addition, it will develop a strategy which ensure that the community would be able to sustain economically the activities also in the medium term, beyond the Open Heritage project's timespan. Hence, the CHL is supporting the development of a community enterprise, as the operative arm of the CHL.

The community enterprise is a cooperative and therefore it has a democratic structure and an economic form. The objectives of the community enterprise are the same as the CHL and to ensure that these continue to overlap, they are explicitly mentioned in the company's status. Hence, the community enterprise allows the community to be the main actor of the economic development of the area while ensuring that the heritage value is valorized. Hence, the community enterprise develops its activity in order to absorb the value created by the regeneration of the heritage district of Centocelle and transform this value in an economic resource. In order to achieve this goal, the community enterprise will be implementing a variety of services.

The community enterprise will ensure the revitalization of the heritage district of Centocelle thanks to the social and economic activation of the area. Hence, the company will develop its services with two different business models. The first business model requires a minimum initial investment and base its sustainability on the selling of the services (service-based model). The second business model aims to provide economic stability and to scale the project thanks to an estate investment (estate-based model).

The first neighborhood service that the community enterprise will develop are the bike tours. The bike tours aim to change the people perception of the Centocelle heritage district by activating it with activities, event and describing the richness which hides under the surface of the territory. The community enterprise strategy to create shared value go through the necessity to create a network of enterprises, city inhabitants, NGOs, and make them become members of the community. Hence this network will give the possibility to exploit unused capacity and to transform abandoned resources in economical.

The integration of different stakeholders within the economic process is crucial for the success of the project. For this reason, the community enterprise will focus on facilitating the interaction of the community enterprise with the community, as the local community is the main resource of the Rome Collaboratory and of the community enterprise. Hence for its integration, the Rome Collaboratory will launch a Local campaign and will develop a Community network. The community network will have in its centre a Community hub and in the strategic points of the heritage site, few itinerant Community Nodes. This



structure will allow to provide the local community a reliable and fix place, and at the same, to explore different opportunities and cover widely the territory.

This structure is designed to be useful for the implementation of the services incubated in the Rome Collaboratory. In the case of the bike tours, the Community hub is the place where the community enterprise organizes and coordinate to deliver the bike tours. The itinerant nodes are the different steps of the tour both in the heritage site itself and in the local shops and restaurants in the surrounding area (all tour steps).

In addition, the Rome Collaboratory and the community enterprise will launch a wide communication campaign, online and offline. In order to reach a vast audience different tools will be developed. In particular, the communication campaign will be tailored to reach 3 target groups: inhabitants of the neighborhoods surrounding the Park of Centocelle; inhabitants of other neighborhoods of the City of Rome; ecotourists from Italy and abroad; international tourists. The community has also the objective to organize a Living Memory Exhibition as a milestone between the end of the first LAP and the beginning of the second LAP (May/June 2020). The event will be the result of a co-creation process organized within the Rome Collaboratory where an artistic expression to describe the heritage sites, its heritage value for the inhabitants of the area and to disseminate/communicate the entrepreneurial actions incubated through the Rome Collaboratory, also to encourage a wider involvement of new actors.

In conclusion, the CHL will support the development of a community enterprise. This company through its economic activities aims to ensure that the heritage district of Centocelle is preserved and that the local community could perceive the area as rich of resources and culture and not as a problem. To facilitate the development of the services, the creation of trust and a sense of community is essential. Hence, the CHL will develop a Community Network of shops, restaurants, schools, and other anchor institutions through a local campaign to ensure that the local community participates in the CHL activities. In addition, the community enterprise will develop a series of events, including a Living Memory Exhibition, that will attract attention and users from other neighborhoods and cities in Italy and abroad by organizing a street art festival.

## Local Action Plan of the Rome CHL

The Rome CHL, named "Rome Collaboratory", builds on the results of the Co-Roma project ([www.co-roma.it](http://www.co-roma.it)). This project aimed at seeding urban co-governance in the city of Rome implementing city inhabitants right to use, manage, own urban assets and infrastructure. These principles are implemented through a toolkit of practical techniques and solutions, the "co-city protocol" ([www.commoning.city](http://www.commoning.city)), which aims at experimenting urban cooperativism in the city.

The project has been active in three different areas of the City, such as the south east district of Rome, where the heritage district of Centocelle is located. The Rome Collaboratory aims at building a socially and economically sustainable business model based on the heritage district of Centocelle to support the economic and social development of the Alessandrino, Centocelle and Torre Spaccata neighborhoods that compose the Centocelle heritage district from a cultural, archeological, and social point of view. The area, in particular the Centocelle neighborhood, is currently undergoing a process of revitalization that is turning it into a food district and might end up triggering a gentrification process. The Centocelle archaeological, historical, industrial, cultural heritage is seen both as an ecosystem and as a narrative of these three neighbourhoods. This area has a strong heritage value and it has a hidden capacity to develop value which would foster the local development of the districts. Hence, the community of local stakeholder that participated in the process coordinated by the LUISS team and that will be part of the Rome Collaboratory's action plan is strongly motivated to the valorization of the area. The actions have led them to constitute a Heritage Community pursuant to the principles of the Convention on the Value of Cultural Heritage for Society (Faro Convention, 2005), which is in an advanced stage of the process of recognition by the Council of Europe as a Faro Heritage Community.

The first Local Action Plan of the Rome Collaboratory builds on this previous process and it will aim to create synergies with the activities of the Faro Heritage Community. Thus, the LAP will define the development of a community which has as a first objective the reuse, revitalization, regeneration of the heritage district of Centocelle and building a socially and economically sustainable business model based on it, that will trigger a neighborhood-based inclusive development.

## 1 Mission, Objectives, and Strategies

### 1.1 Mission statement

The Rome Collaboratory mission is to revitalize the heritage district of Centocelle by experimenting a model of social and economic sustainability based on the theory and practice of the urban commons (Ostrom, 1990; Foster-Iaione, 2016)

and by implementing the principles of the Faro Convention (2005) also through the establishment of a Faro Community that acknowledges and understands the existence of diverse narratives and values on the heritage area of Centocelle.

The heritage district of Centocelle is at the core of three districts Alessandrino, Centocelle and Torre Spaccata. And this area is rich of history and cultural values, as the heritage district includes historic infrastructure, parks, and ruins, such as the Public Archeological Park of Centocelle, the so-called Osteria di Centocelle, the historical Tunnel of Centocelle, and the Tower of Centocelle. The current situation of the heritage district of Centocelle does not reflect the richness of culture and heritage. As an example, after having reopened in 2010, the Park of Centocelle is still only partially accessible to the public, and it has lost its appeal both to tourists and the community as a result of its degrading state. Hence to achieve its mission the Rome Collaboratory has three aims:

**1. Develop a bottom-up approach which sees in the co-design and in the empowerment of the community the keystones for the regeneration plan of the co-districts.**

The top-down restructuring plan of the entire area and other attempts to revitalize the area have failed. The missed opportunities of the regeneration had spread distrust, which does not enable to exploit the richness of the area. On the surface remains only the controversy and the troubles. Therefore, the heritage district is in a state of under-use, which contrasts with the commitment and willingness demonstrated by the heritage community towards its value. Furthermore, the community perceives the mismatch between the reputation of the area and its resources.

For this reason, the heritage community aims to increase the awareness of the hidden beauty of the area. Hence, the project provides a place, the community hub, and the methodology, the co-city protocol, to self-develop a plan for the revitalization of the heritage district of Centocelle.

**2. Transform the heritage district into a resource, through the action and services offered by a community enterprise, which is the entrepreneurial mask of the community.**

The local community surrounding the heritage district of Centocelle has been severely hit by the economic crisis and structural problems of the Italian economy. The neighborhoods taken into consideration have one of the lowest numbers of services and income *per capita* in the city. Also, for this reason, the heritage district is not the object of significant attention and care by the area inhabitants, by inhabitants of other neighborhoods, by tourists in general. Local shops struggle to find clients and provide services to the neighborhood. On the other hand, a process of potential gentrification is in its infancy, leveraged by the successful spread of food shops and restaurants in the Centocelle neighborhood, turning the area into a food district.

The heritage district of Centocelle is subject to community development processes, in which the heritage community and the heritage district of Centocelle play a central role. The project, through the civic revitalization of the area and the creation of a community enterprise, aims to develop touristic and

community services which will transform the culture and perception of the heritage transforming it into a social and economic resource. In this way, the heritage will become the pivot of new economic activities in the area and the community enterprise will manage these services on behalf of its community of inhabitants returning or reinvesting any profit into the provision of new social services or the revitalization of other assets and heritage in the area.

**3. Create an institutional network of local enterprises, public authorities, academic and knowledge actors, local associations, users and inhabitants in order to create synergies and externalities due to the integration of resources of the community, which would boost the economic development of the area.**

The heritage district of Centocelle is the center of a community which connects actors with different aims and resources. These interests often contrast, and the result is that the community does not find tradeoffs necessary for the development of the area.

The community enterprise aims to be the central node of this network. The community enterprise includes different actors, and through the development of trust, will be a tool to align their interest in order to transform contrasts into a mutualistic and solidarity responses and integrate local resources into the production line of the community enterprise. Hence, the revitalization by the community of the heritage district is the sparkle for boosting the economic development of the area.

## **1.2 Objectives and strategies**

The Rome Collaboratory mission is to revitalize the heritage district of Centocelle and the community itself needs to be the “owner” of the sustainability plan, proposing and implementing solutions. Hence, in order to achieve these missions, the Laboratory needs to promote the development of “civic entrepreneurs”, which are local entrepreneurs with a social objective.

The Laboratory develops a system in which civic entrepreneurs promote economic activities on the territory thanks to the community enterprise. Hence, in order to achieve this larger scope, the LAP is seen as an opportunity for providing local actors with the necessary resources, skills and competence to be on-field entrepreneurs. Hence the LAP strategy is to develop a capacity-building process, which is deployed as an accelerator process. This process gives to the civic entrepreneurs the possibility to meet experts in the field, to participate in the workshop, and receive support in the different stages of the development of the activities. Hence, the incubation process developed within the LAP will support the community enterprise to achieve its objective and would provide the members with the necessary skills and support to:

### **Increase the social base of the community neighborhood enterprise**

The objective is to integrate a larger number of stakeholders, in order to have higher visibility and representativeness of the district. The Laboratory and the community enterprise first activities have already moved in this direction:

- the meeting for the co-design of the LAP were opened to all the participants and, before each meeting, a communication campaign was launched;
- the first public initiative of the social enterprise – a media campaign for the development of sustainable services - has been developed, receiving strong involvement from local shops and restaurants.

Hence, the design of the LAP and the action of the community enterprise have already given the opportunity to integrate different and new players in the process. In fact, for the first time a local entrepreneur, an association working in the heritage sector and an owner of a restaurant participated to the meetings for the definition of the LAP. To formalize the involvement of these new members and to create long-standing relations with new participants, the community enterprise is redefining the membership procedure.

In addition, the development of the LAP will provide the community with the opportunities to achieve this objective. The activities that the community will carry on from June 2019 will allow the integration of additional stakeholders in the development of the service. Hence, the community enterprise will include different typologies of stakeholders such as artists, restaurateurs, and other local entrepreneurs.

### **Move forward for the reuse of the heritage district of Centocelle**

One of the main objectives of the LAP is to give the possibility to the community to take responsibility and revitalize the heritage district of Centocelle. Among the others, three heritage points within the site have been indicated as a priority: The Tower of Centocelle, the Osteria of Centocelle, and the Tunnel of Centocelle. In all cases, the ownership of the heritage is public. Hence the revitalization, in a first phase, will be carried on by making the heritage district of Centocelle accessible and livable. The strategy of the Laboratory is to create a series of activities, experiences, and events which can bring people within the area. These services are thought to change people perception of the area, by showing them the opportunities and value that the districts offer.

Bike tours around the heritage site are the first service that the Rome Collaboratory will develop. The group of the Laboratory preparing them has already started its work and is expected to overcome the existing challenges soon. Besides bike tours, the group is also planning to organize a distributed neighborhood-based hotel. Both activities aim to change the way people perceive and live the heritage district of Centocelle as well as to provide economic sustainability for the CHL by triggering economic development. This will make possible an authentic and human experience through the rediscovery of the Centocelle heritage district.





*Figure 1 Bike tour within the Park of Centocelle*

In addition, the LAP foresees also more direct action. In particular, the community is committed toward the regeneration of the Tunnel of Centocelle, making it accessible to the community. The community has already organized several site visits in the tunnel of Centocelle, which despite its historical relevance and folkloristic impact, is in a state of complete neglect. The tunnel has been used to illegitimately dispose garbage (i.e. sofas, mattresses, fridges, etc.) making the state of the tunnel dramatic, despite its enormous cultural and narrative potential. Therefore, the heritage community is constantly reaching out to the local authorities to see the possibility to receive the permission to clean the area and to manage (temporarily or on a more stable and longer-term) one or part of the heritage sites within the heritage district of Centocelle.

## **1.3 Participation and Decision-Making Processes**

### **The Rome Collaboratory**

The Rome Collaboratory is the center of the community activities. The Rome Collaboratory is open, as there are no formal requirements to join the activities. The participants are only asked to participate in the Collaboratory activities and to take part in the co-design labs. Hence, the co-design labs are an essential part of the development of the Collaboratory activities. As an example, a co-design process, coordinated by the LUISS LabGov team, aimed at defining the mission and objectives of the Local Action Plan. The process was organized by LUISS team in March – April in the Heritage district of Centocelle. The main scope of the LAP design meetings was to give the possibility to the community to interact and shape the project with their own hands. The organization of the meetings and the relation with the project have been supported by the research team, which also ensure the promotion of the principles of the project. To promote the daily interaction among the members, the participants have been divided into two working groups.

The meetings have been settled in different areas of the districts. As an example, they took place in local libraries, restaurants and bars such as *Biblioteca Rugantino*, *Fucina Alessandrina*, *In Vena di Vino*, *La Pecora elettrica*. The switch of places, making the Collaboratory more itinerant, allowed for the integration of

more and more people into the process and consequently higher visibility of the meetings.



*Figure 2 Co-Design session at Pecora Elettrica, Centocelle*

The itinerant structure of the Collaboratory will also characterize the future activities. Hence, the idea is that the Collaboratory will be a network of spaces (physical and digital) hosting community activities. The center of this network would be the Community Hub. The latter is thought to be developed, at first, in collaboration with Fusolab - an important community hub of the area which pursues the goals of social solidarity, promotion, and dissemination of culture, knowledge, and sport activities. This collaboration will allow the decrease in the initial costs and the outreach to a wider public. However, the Community hub will have its own identity distinct from the one of the Fusolab.

To reinforce the values of the Collaboratory, a digital identity will be created. This identity aims to give to the community a sense of ownership which is different from the four walls of the physical space of the Collaboratory. In this way, the identity of the Collaboratory would be abstract and would enable the collaboration outside the Community Hub.

Once the community and not only, will recognize and embrace the identity of the Collaboratory it will possible to develop also the nodes of the network. The objective is that the community will find different services in a different location. In this way the Collaboratory nodes will ensure a capillary coverage of the

districts and, at the same time, will allow to exploit the best of the places and transform unused space into common space for the community.

## Rome Collaboratory

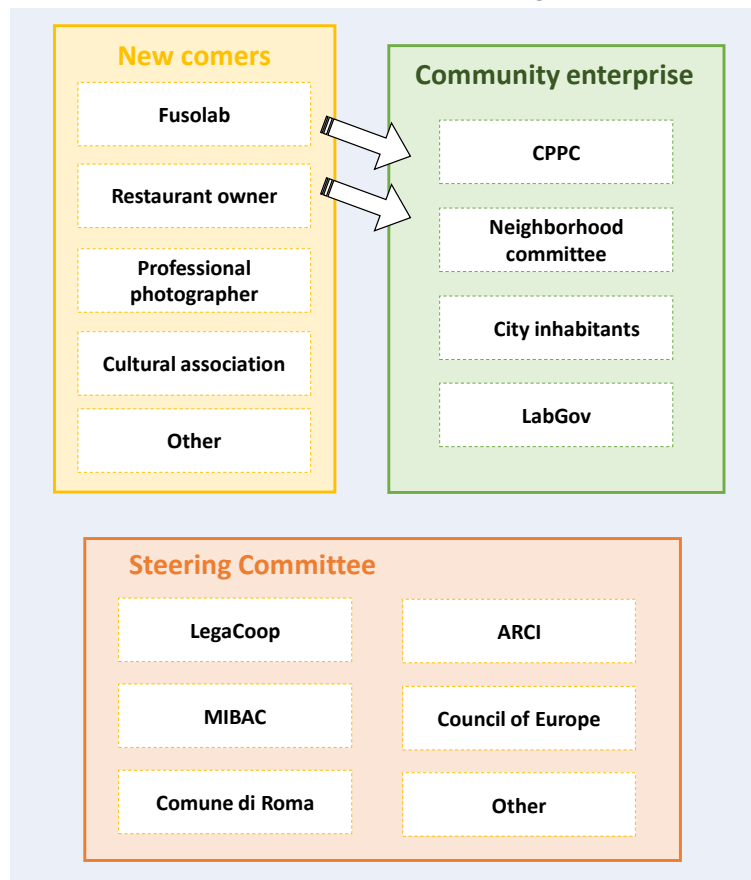


Figure 3 Stakeholders currently involved

### The community enterprise

The community enterprise is a cooperative founded by the community which has the same objective of the Rome Collaboratory but pursues this objective in an economic way. *De facto*, the community enterprise is the pivot point of the economic activities. Indeed, it reflects the structure of modern hybrid organizations, which aim to pursue a social goal whilst maintaining the form and the characteristic of a firm. Hence, the founders of the community enterprise, are actors coming from the profit, non profit and volunteering organizations. The founding members are:

- the Heritage Community for the Public Park of Centocelle: an association with the main goal to regenerate the heritage district of Centocelle;
- the neighborhood committee of Torre Spaccata ;
- Friends of LabGov;
- Several district inhabitants.



As previously mentioned, when the community enterprise will start its activities, the community enterprise will open to new members. If someone wants to join the community enterprise, he or she can become a member with a 25 euros fee (the minimum requirement according to the Italian law). In the following months, new players are expected to join the community enterprise. As an example, the Fusolab has already provided its consensus to join the community enterprise.

### **1.3.1 Selection of the members of the CHL and of the community enterprise**

The participation of the community to the activities of the Rome Collaboratory and of the community enterprise is essential, as it both aims to foster local development through the creation of a Centocelle heritage district network. Hence, the participation of the wide public is essential for the success of the enterprise.

To increase participation, the openness and inclusivity of the Rome Collaboratory and community enterprise are essential. The objective is to welcome all stakeholders who are interested in contributing and sharing effort or resources. Therefore, there is no stringent selection of new members. The only requirement that are underlined when a new member aims to participate, is to share the primary goal that the Rome Collaboratory and the community enterprise have set which is the development of the three neighborhoods composing the Centocelle heritage district (i.e. Alessandrino, Centocelle and Torre Spaccata) based on the organization of local activities. The geographical scope of the mission does not imply that the participant must be living on this territory: there is not a residency requirement. The mission leads the group to pursue engagement strategies that could benefit from the sense of community. In this way, word of mouth is essential to integrate more people. In addition, personal contacts contribute to "select" people that are motivated to change the current situation of the heritage district of Centocelle and of the three neighborhoods.

To increase the participation and enable also the non-participants to be aware of the activities and have visibility on the process, each session is recorded, and the minutes of the meeting are available online on the Co-Roma website which is at the moment the local platform used by the heritage community and heritage enterprise. In this way, everyone can access information and thus follow the progress of the project. In addition, a summary of the activities is provided to new participants at the beginning of each co-design session to give them the possibility to understand the process and the context of the project and feel more included.

### **1.3.2 Integration strategy**

The activities of the CHL aim to include the fragile population whilst entrusting it with a major role. Within the project, fragility is seen from a different perspective. If on one side the project is seeking the inclusion of marginalized individuals, on the other side it aims to give economic dignity to the ones that for different reasons are not able to be active in the job market.

The process sees the participation of people being unemployed or having socio-economic difficulties as central. Furthermore, the community enterprise aims to tackle two different shades of this phenomenon: youth and elderly unemployment. In fact, the project aims to provide the possibility to both categories to be introduced in the job market, directly, by opening working position in the community enterprise and indirectly, by giving the practical knowledge to find a job.

In addition, the project aims to stimulate and reduce the gender gap. Thanks to the large participation of women, the project could develop and promote gender equality. Specific strategies for the integration of women in the process have not been implemented. However, to stress the importance of equality, the management board of the community enterprise is in majority composed of women. In this way, the CHL and the community enterprise aims to provide a clear signal that women and men are equal.

### **1.3.3 Decision-Making Processes**

The participation of the local community to the decision-making process is one of the main pillars and objective of the CHL. In addition, for promoting active participation, multiple co-design tools were proposed for each session. In this way, participants can suggest activities to the CHL, can share their expectations, express their desires, and contribute to the Co-Roma project with their own skills.

In the CHL, people have a say as all the decisions are taken in collaboration with the community. To formalize this concept, the community chose the peculiar legal form: community enterprise. This form endorses the democratic and participatory principles of the Rome Collaboratory. In fact, the democratic form of ownership of the cooperative community enterprise is characterized by:

- The flexibility and unlimited number of members;
- The respect of the “one person, one vote” principle which guarantees the democratic legitimacy of the community enterprise for that: the power of a member is not proportioned to its financial investment and, when a member has the role of financier, his/her voting power cannot exceed the one of the other members;
- Open doors principle, the “doors” of the community enterprise are opened, in both directions. On one side, members are free to recess from the ownership of the community enterprise. On the other, new members can join the community enterprise at any moment;
- The internal and external mutualism principle which calls for the creation of a solidarity network between the members and between the community enterprise and the neighborhoods composing the heritage district.

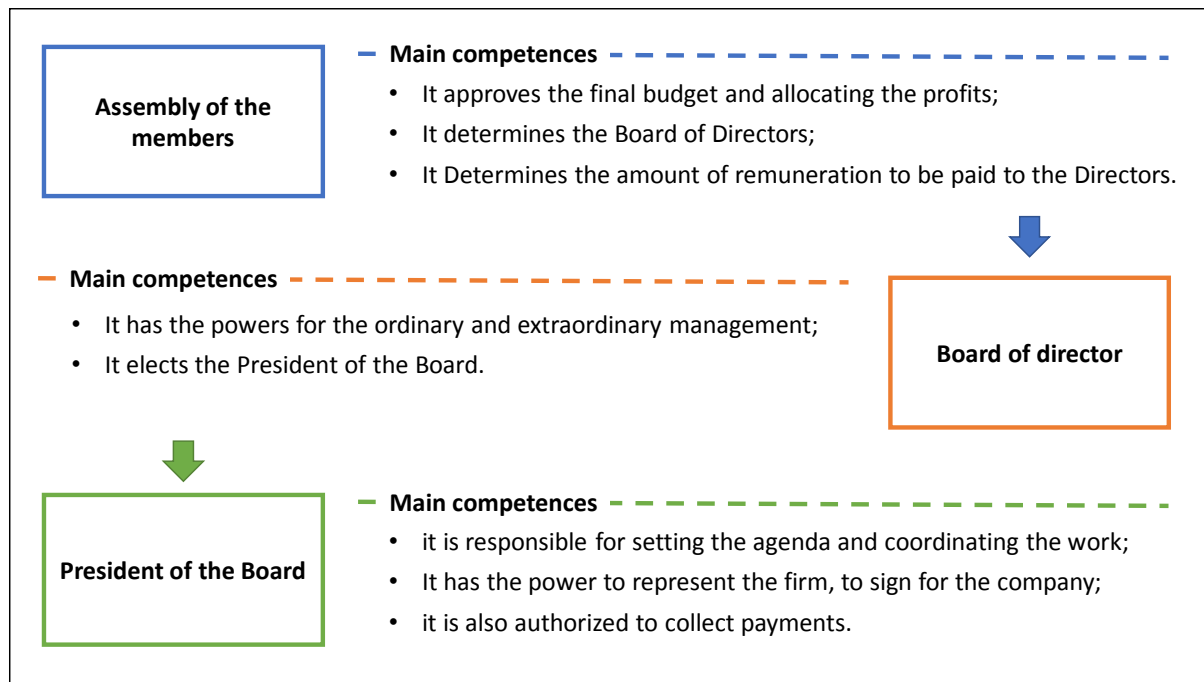


Figure 4 Diagram decision making competences

The decision-making process of the community enterprise reflects the democratic spirit of the community. The Assembly of the members has a central role in the management of the community enterprise. During the ordinary assembly, which is carried on at least once a year, the members are responsible among other actions, for:

- Approving the final budget and allocating the profits;
- Determining the number of members of the Board of Directors, and selecting and dismissing them;
- Determining the amount of remuneration to be paid to the directors
- Resolving on the applications for admission of the shareholder not accepted by the Board of Directors
- Deciding the strategies for the development and modernization of the company

In this way, the community maintained indirectly the power over the community enterprise and the role of the assembly of the members is protected by law. In order to make the decision making efficient and flexible, the power is delegated to the Board of Directors and to the President of the Board.

- The Board of Directors is the decision-making body of the community enterprise. It has the powers for the ordinary and extraordinary management of the community enterprise. Its members are five, three women and two men, elected by the shareholders.
- President of the Board is the chairman of the Board of Directors and it is responsible for setting the agenda and coordinating the work. It has the power to represent the community enterprise, to sign for the company and it is also authorized to collect payments.

The decision-making structure of the community enterprise ensures that the company reflects democratically the willingness of the community and at the same allows the company to work smoothly and efficiently.

## **2 Developing sustainable financial models**

The financial and economic model of the CHL will be mainly pursued through the development and incubation of the community enterprise. The community enterprise is indeed designed to act as a sort of neighborhood level multi-service or multi-utility company which aims to foster local development through the revitalization of the heritage in the heritage district of Centocelle, and through the development and financing of community services by leveraging the proceeds of the revitalization process.

The community enterprise structure allows the community to have an economic and entrepreneurial attitude, which enables them to be recognizable and to develop economic activities with local companies. The services implemented have two goals: on one side to increase the awareness of the heritage potentiality, on the other, to support the construction of an economic and social solidarity neighborhood/district level network.

The community enterprise has launched its first activities: touristic tours and bike rentals. These services aim to promote the use and exploitation of the tangible heritage (i.e. the archaeological sites, such as the Osteria di Centocelle) and of the culture of the area. The tours are an occasion to share the local culture, local traditional food, to promote the "0 km principle", and facilitate encounters with community members such as local artists and artisans, as well as with any other person which have a story related to the area and willing to share it. The services will be developed in different modalities but all with the same scope: to dig under the surface and, thanks to archaeological assets, reveal the untold stories of the area to foster the sense of community ownership of the area and the heritage itself.

### **2.1 The business model of the community enterprise and its economic sustainability**

As the community enterprise aims to develop a multitude of services, based on the goals of the activities, different business models will be adopted. The activities of the community enterprise will indeed follow two different business models: a service-based model and estate-based model.

#### **2.1.1 Service-based business model**

The service-based business model aims to guarantee flexibility and readiness of the community enterprise to market changes and opportunities. The community enterprise will ensure its sustainability through the development of services which do not require heavy investment and for which the major expenditures are marginal costs. In this way, the community enterprise has the possibility to

change or adapt the service depending on the needs of the market and explore different opportunities without collecting external financing.

### **Investment cost of the model:**

The investments focused on providing the community with the necessary tools to be able to exploit the site. Hence, these costs mainly refer to the provision of the infrastructures (formal and social) which would facilitate the development of economic activities within the area. Hence, the largest investments were related to the acquisition of bikes. The bikes have been chosen as a tool to provide a rapid tour of the heritage district. In addition, the bicycle was chosen as it reflects the interest of the community to propose alternative mobility and a more sustainable form of tourism.

The first set of bikes were bought with the capital of the community enterprise and of the members. The acquisition of the second set of bikes is planned. However, the beginning of the activities, which would provide a reliable indication of the market size, is waited before processing other investments.

### **Description of the investment cost of the tour:**

Cost of the bike:

- 12 tracking bikes: 340€ each (the cost also includes assistance)

Cost of the helmet

- 12 helmets: 20€ each

Subscription to the annual insurance:

- 50€ + 3€ per member (yearly)

### **Operational cost:**

As one of the main objectives of the enterprise is to foster the revitalization of the site thanks to the work of the inhabitants of the district, the major cost source will be the personnel cost. At the beginning of its activity in order to reduce the amount of fixed cost of the community enterprise, the workers will be paid for their activities.

An additional cost that needs to be taken into consideration for the financial and economic evaluation of the plan, is the amortization of the bikes. The community enterprise will amortize the cost of the bike in 5 years following the amount suggested by the law. The same mechanism will be considered for the costs of the helmets.

The additional cost, which the development of the tour will require, will be limited thank to the network that the community enterprise is developing. Hence, the community enterprise based its activities on the mutualistic exchange within the community. Therefore, most of the cost will be covered thanks to the exchange of services within the members and the enterprise. As an example, the lunch break which might be included in the tour will be served by a partner. Hence an agreement with restaurants and bars will allow providing the meal for a pre-established quote or in exchange for other services. This system allows to have a clear prediction of the cost for each tour, receive competitive prices, and to

create a network of local enterprise which will increase the economic values of the available resources (as an example, a restaurant, open only for dinner, might decide to open for lunch knowing that the tour will be developed that day).

The network is also part of the vision of the model. The creation of a network allows foreseeing the possibility to increase the scale and improve the quality of the tour by buying the services of the network. As an example, if the community enterprise requires additional bikes for a tour, there is the possibility to rent them from the bike providers, in this way the fixed cost is limited and there is the possibility to provide tours to more people contemporary.

#### **Description of the operational cost of the tour:**

Cost of the guide:

- One every 5 people - 20€ per hour

Assurance

- Insurance per person – 1€

Amortization of

- tracking bike – 1000€ for the first year
- helmet – 60€ for the first year

Other costs will be covered thank to the community enterprise agreement and mutual exchange, such as: storing of the bike, maintainance of the bike, lunch, and activities.

#### **Revenues:**

In the first phase, the community enterprise will focus on this activity with the objective to generate a consistent amount of cash flow within the neighborhood and to activate the economy of the districts. The revenues will be generated directly by the community enterprise from the sale of services. Especially in the first stage, the source of the revenues will be the bike tours, which the community enterprise has already started to develop. The revenues will depend on the price of the service, which will be defined depending on the activities of the tours.

#### **Description of the revenues of the tour:**

The price will change based on the activities, but they will be two ranges:

- 15-20€ renting of the bike and short tour (1-3h)
- 30-50€ renting of the tour and long tour (3-5h)

The price will vary depending on the activities that the tour would include. As an example, for the tour which includes a meal, the price is expected to be significantly higher.

#### **Benefits of the models**

A positive element of this model is that the revenues are proportional to the cost. Hence, an increase in the cost generates an increase in the activities, and of the quality of the tour, which could be directly be reflected in the tour price. As an

example, if the tour includes also the consumption of a meal, the price will be increased to cover this cost. In this way, it will be the community enterprise that negotiates the additional resource/services, allowing the community enterprise to have higher leverage, and thanks to the economy of scale and scope, lower costs.

In addition, the community enterprise, in the first moment, would not require any financial instrument to balance the cash flow and ensure the liquidity of the community enterprise. As a matter of fact, the inflowing cash flow (the revenues) will be generated in advance to the costs. Hence, the tour will be acquired (and paid) before the actual development of the service. Hence, the resource to cover these costs would be provided by the clients themselves. In this way, the economic problem, which might be generated by the lack of liquidity, are at least overcome in the start-up moment.

### **Challenges of the model**

The financial model supported by the cash flow of the services shows also some limitations, which need to be addressed. The main risk of these structures is that the development of the services might hamper the scalability of the project. The services are low risk and with a large share of variable costs, and if this structure on one hand reduces the probability to have a high deficit, on the other hand there is a low probability to have a high amount of money to reinvest. Hence, the services allow cumulating only a small capital, which would not allow to deeply invest and might hamper the scalability of the project. In addition, the services-based model will rely almost completely on the success of the project to the selling of the services. In case of a reduction of the selling (as an example cause the seasonality of the service), there might be difficulties in ensuring the sustainability of future activities and the investment in other services. For this reason, the LAP includes a local campaign targeting the local, national and international markets of tour services which might ensure to the community enterprise consistent cash flow. However, to limit the weaknesses of the model, the project is developing an additional economic model, which will allow deploying different services.

#### **2.1.2 The estate-based business model**

The traditional business model, which development will follow shortly the first, aims to guarantee long term sustainability and develop relationships and a brand image. Hence, this model relies on the regeneration of unused space to make it the center of the community enterprise activities. The renovation of the space will be the first activity that would allow having a direct impact on the regeneration of the area. This regeneration process, thanks to the community enterprise structure, will put the property of the assets in the hands of the community. In addition, the services that will be developed will be community-based, providing low-cost community services.

The rent of space would allow developing a multitude of community services such as a “distributed hotel”, following examples such as the Faro Community “Hotel du Nord”; a Repair café; a neighborhood restaurant; sustainable neighborhood-based mobility services and other kind of smart neighborhood services. Those



services will be co-designed in the first months of the community hub's life and the implementation will start after the bike tours are fully operative. In addition, space will be a community hub, the "house" of the community enterprise and of the CHL. In addition, the estate model will allow the company to provide additional services, complementary to the tours and the community services, and explore different markets, the retail market as an example. Hence the commercial exchange of products and services which might increase the added value of the community enterprise (food and beverage, products, gadgets, etc.) would allow the community enterprise to pursue different strategies and achieve economic stability.

### **Challenges of the model**

The estate-based business model compared to the service-based one has mainly fixed costs (rent of the space, renovation cost, etc.), and, therefore, the investment will have a higher risk, positive and negative. In addition, this model would allow to increase the scale of the project and have higher impacts. However, since the investment required will be more significant, it might be necessary to negotiate a loan. Hence, in order to cover the required renovation, the community enterprise will collect financial resources on the market. The community enterprise is already in contact with financial institutions, commercial and ethical banks. Both social banks previously contacted have been contacted expressed the possibility to provide up to 20.000€ loan if the project presents proof of its social impact. Hence, the community enterprise will require to be able to introduce to bank institution a reliable business plan. For this reason, the implementation of this economic model will follow in a second moment, when the company will have a history and economic background and will have been through the capacity building process.

## **2.2 Tools and source for financial sustainability**

The financial structures of the project have been developed in order to create a self-sustainable community enterprise, that does not require external sources of capital to sustain its activities. The services have been developed in order to require a low fix cost and to cover (at least) the expenditures with the revenues of the same service. Therefore, the main source of funding is internal to the activities of the project. The touristic tours are a perfect example of how the community enterprise could cover the cost with the revenues and develop a service which requires only a small fix investment.

For the second stage of plan, the estate model, the company will ensure that the revenues generated by the services are able to cover the operative and the financial costs.

## **2.3 Resource collection and integration**

### **Resource collection**

The community can rely on an additional source of revenues, which is not directly related to its services. Hence, the community enterprise form allows new



members to join at any moment. When a new member becomes an associate, he/she needs to pay an entrance fee, providing extra capital to the community enterprise. The minimum fee is of 25€ for one share. However, there is no limit on the number of shares owned by a single person (as the community enterprise form is taken in consideration protect the democracy of the community enterprise, one person one vote) and additional donations could be received.

Furthermore, the community, in the form of the community enterprise and singularly the different actor's member of the enterprise, has participated in European tenders. In addition, the community is active in scanning the national, regional, and local opportunities for funding. Hence, these tenders would allow retrieving financial resource to develop innovative solutions and/or activities with a high social impact, which might not be 100% sustainable otherwise. The community enterprise is proactive in the research of additional funding and financial resources which could boost the development of the community enterprise and the delivery of additional services.

### **Resource integration**

Resource integration is at the core of the community enterprise. As mentioned before, the economic model of the social enterprise has been developed in order to facilitate the flow of economic and financial resources within the community enterprise and the territory, with the final aims to create a virtuous circle which would boost the local development. Hence, this is the main reason why activities rely on a network of actors and firms. The community enterprise aims to create a system in which the development of the service generates a win-win situation. As an example, for what concern the touristic tours:

- A win for the consumers. The consumers can experience a different and original tour, which allows them to discover an unknown treasure, and at the same time to fit into a culture with its own story and routines;
- A win for the community enterprise. The community enterprise leverage on its network and the diffused heritage of the area of Centocelle, allowing to produce and sell a unique package;
- A win for the heritage district. The tour aims to bring people to the heritage district of Centocelle and increase the awareness of the hidden treasure in the area. In addition, the tours will aim to regenerate part of the heritage district and make them available to the public (tunnel di Centocelle);
- A win for the local enterprises. The tours will provide the local enterprises with clients and will enable them to exploit resources that would not normally use.

Thanks to the development of this model, the community enterprise aims to become a platform in which the different economic actors have the possibility to negotiate and exchange services. Collaboration among different players can be promoted through the idea of trust. Hence, it is crucial that the different players, that work together, become a member of the community enterprise. Only in this

way, the community enterprise could ensure the will of the different stakeholders to create synergies among their activities and the development of the area. If the community enterprise manages to build a network and include the main players in its own governance, it will be possible to create the economy of the system which will allow transforming unused resources and spaces in economic resources. These economies will facilitate the development of the area, the regeneration of abandoned buildings and the rediscovery of the value of the heritage district of Centocelle.

## **2.4 Innovative financial instruments**

The project takes into consideration also an innovative financial instruments. In particular, the option of crowdfunding is taken into consideration. However, this tool might be particularly relevant if there will be the possibility to carry on regeneration activities within the heritage area. At the moment, there are not yet the right conditions to start a crowdfunding campaign.

## **2.5 Expenditures plan**

The first local action plan aims to set the bases of the community enterprise and develop a model that would allow the community to stand on its own feet. Hence, the expenditures foreseen by the project for the CHL are not considered as costs but rather as investments for the development of the community enterprise. Hence, the investment necessary in the first year is expected to be greater than in the second year. However, the expenditures will be limited as much as possible and the amount reported below refers to the maximum expenditure per category.

The budget reports the maximum expenditures for the two years plan, dividing them following the activities required by the project.

### **Local campaign budget**

The local campaign focus on informing the local community and the target groups of the activities of the CHL. As it will be described in more detail the campaign will be divided into on-line and off-line.

The online campaign will be activated on the main social media. In addition, to reaching specific target groups, the activities will be advertised on several online platforms, such as *Fairbnb*, *Airbnb*, *Tripadvisor*, *Withlocal*, *Wanted in Rome*, *Zero.roma* and *Post-it*.

As far as the offline communication campaign is concerned, it has already started and it will focus on three main tasks: events, network and communication material. As an example, one of the activities of the local campaign is to display in front of the *Osteria of Centocelle* a billboard. This billboard will allow to catch the attention of the users of the Centocelle subways station which is on the opposite sidewalk and stimulate interest in the heritage district and sites.

### **Living memory exhibition**

The Living memory exhibition will be developed to focus the attention of the local, city-wide and international community on the heritage district of Centocelle. For this event, a street art exhibition of eco-panels and a photo-video exhibition will be set up. In order to refine the heritage site narrative, local experts' professional photographers, artists, and musicians will be involved in a co-creation process to design - within the Rome Collaboratory activities - the Living Memory Exhibition. Hence the initial idea might change during the process. The exhibition will give the possibility to the community to illustrate the story of the heritage site and regenerate part of the district.

### **Community network**

As previously described the community network will be composed by two parts: the community hub and the community nodes. The Community Hub is meant to become an inclusive and participative space, where innovative activities can be promoted, always in the objective to build up a heritage community within the co-district. On the other hand, the community nodes will be spaces used for the community activities which could reinforce the sense of ownership of the heritage sites situated in the neighborhoods composing the Centocelle heritage district.

### **Capacity building**

The capacity building is a process that would allow the community to retrieve the necessary skills for the development of the community enterprise. Hence, to spur the development of Rome Collaboratory's activities, an incubation process led by LUISS experts and the members of the Steering Committee will be structured.

In addition, the capacity building will provide also technical experiences. Hence technical professionals will provide concrete support in developing administrative, financial and legal activities. In particular, the incubation process will provide the community enterprise a financial advisor which could support the group in developing the financial plan of the company, especially relevant for the estate model.

*Table 1 - CHL expenditures plan*

<b>Local campaign budget</b>	<b>10.000€</b>
On-line campaign	7.000€
Off-line campaign	3.000€
<b>Living memory exhibition budget</b>	<b>10.000€</b>
Event	7.000€
Painting	3.000€
<b>Community network</b>	<b>10.000€</b>
Community hub	7.000€
Community nodes	3.000€
<b>Capacity building</b>	<b>10.000€</b>

## 3 Creating the heritage community

The creation of a strong community is one of the pillars of the CHL and the community enterprise strategy. The commitment and the participation of different actors are a crucial factor for the success of the project. Hence the communication campaign will be an important element of the LAP and of the business plan of the community enterprise. Hence, it is not only necessary that people participate, but it is required an active contribution to the project.

The Rome Collaboratory is implementing the Faro Convention approach for the establishment of the heritage community. The LUISS team worked throughout previous years of research in the area to support the recognition of the Centocelle Heritage Community as a Faro Heritage community. The process towards the recognition is in a very advanced stage of development (the Council of Europe organized a review site visit by the Faro Convention Network in November 2018, which resulted in positive feedback by the Council of Europe and the Faro Convention Network. Members of the Centocelle Heritage Community (that are also founding members of the neighborhood enterprise) together with one member of the team of the LUISS researcher participated to a mutual-learning gathering of Heritage Communities organized within the Faro Convention Network in Bordeaux in December 2018.

### 3.1 Target group and stakeholders

One of the priorities of the action of the CHL and of the community enterprise is to integrate into the services of the project a multitude of actors. Hence, numerous participants are necessary for the success of the plan.

The inhabitants of the three neighborhoods are the core of the community of the CHL and the engine of the project. In fact, the community enterprise is managed by people living in the neighborhoods. However, participation in the event and activities is not limited to the target community. Not only the project aims to give people the possibility to be the organizer of the activities but it also aims to stimulate their curiosity and propensity to risk and engage in proposing their own initiatives. Hence, the ability of the people involved to propose initiatives, projects, business is crucial to increasing the dynamism of the neighborhoods. The integration of people with the propensity to risk and to start new activities will create a virtuous spiral of which the heritage district of Centocelle is the center. Hence, it is essential for the project to integrate into the activities of the LAP local entrepreneurs, artists, and artisans.

Furthermore, the community is not only the manager or owner but also the first (and main) client of the services provided by community enterprise. The area taken in consideration is one of the poorest for services per inhabitant of the city of Rome. Hence, the community enterprise is developing the activities in line with the capacity and the needs of the community. The services will be tailored to the community needs, the personalization of the services will provide a competitive advantage, that will facilitate the coverage of the expenses of the

enterprise. At the same time, the services will fill in the market gap and provide an economic sparkle to the neighborhoods.

Even if the community services will mainly target the community, the community enterprise aims to create a value chain that allows the inflow of capital and resources in the neighborhoods from outside. Thus the community enterprise will aim at attracting tourists (or more in general, people outside the community) in the neighborhoods composing the Centocelle heritage district . For this reason, touristic tours will need to rely on a larger number of visitors/clients. Hence the communication campaign will target other three categories:

- Rome inhabitants: the first category of visitors that needs to be attracted is represented by inhabitants coming from other neighborhoods. Rome is the largest Italian city and, due to the large dimension of the city, most of the inhabitants are not used to visit the more peripheral area. However, this target group is interesting because it already knows the center of the city. Hence, it might be attracted to different attractions and experiences. Opening the doors to people of other neighborhoods from outside the Centocelle heritage district would ensure that some of them might "fall in love" with the neighborhoods and visit more frequently the Centocelle heritage district for activities that are not directly related to the community enterprise, but they still contribute to the development of the neighborhoods and the regeneration of the heritage district of Centocelle;
- eco-travelers: the second category of visitors that might be attracted by the activities of the community enterprise is related to a market niche: sustainable tourism. These tourists are attracted by services that allow them to discover the reality of a place and they pay attention to the sustainability and the gas emission of their actions. This target fits perfectly the activities proposed by the community enterprise. In addition, attracting this niche would allow the community enterprise to acquire visibility, national and international, and to join the groups of sustainable service providers;
- traditional tourists: the last categories of stakeholder that needs to be taken into consideration is the traditional travelers in search of an experience or to go off the beaten path of the central archeological area of Rome. This category is important for achieving the breakeven point and reach a scale effect. These tourists have a smaller individual impact compared to the previous categories. However, considering the large number of tourists visiting every year the city of Rome, if the community enterprise reached out to a minimal percentage of these travelers, this would impact significantly and beneficially the heritage district.

The value of the heritage varies significantly depending on the category of stakeholders taken into consideration. For what concerns the local community, and to a different extent all the citizens of Rome, the heritage has a symbolic value. The heritage tells the story of the place and for this reason, the inhabitants recognize themselves in its value. Visiting and living the site would enrich the link between the people and the place and would allow the citizens to enrich the relationship with new stories. On the other side, the tourists, which

ignore the story and the value of the heritage, will have the possibility to discover the richness of the territory. Not only the cultural value of the area but also the story of the inhabitants of the place.

The communication strategy will be tailored to reach the different target groups with different instruments. The local community will be reached mainly thank to the offline campaign which will enable the member of the community enterprise to directly talk with the people. The face to face conversation is crucial to establish trust and promote the idea of a community enterprise which is activated, managed, owned by neighborhoods inhabitants and which aims to promote the development of the district. The other stakeholders will be mainly targeted by the online campaign. In this way it possible to reach people that are outside the community and convey the message of the community enterprise. Hence, it would be crucial for the placement of community enterprise services.

### **3.2 Off-line communication and engagement strategy**

The communication strategy will be essential for the success of the LAP. As previously mentioned, this type of communication is essential for targeting the local community. Thus, it would be an important part of the Local Campaign. Given the importance of this task, a dedicated group of the CHL works on this aspect. To better cover, the needs of the CHL the campaign will be divided into three main streams of action: communication materials, network, and events.

#### **Communication materials**

The communication of the CHL aims to be sustainable and innovative. The innovation does not concern only the way the information is communicated but also the environmental impact of the material and the way the products are financed. For this reason, the expenditures for “simple” communication materials, such as flyers and brochures, will be limited.

One of the tools that will develop to convey the message of the CHL is the “Heritage Notebook”. The heritage notebook will be designed to include not only blank pages (like a traditional notebook) but also few pages at the beginning and at the end of the notebook which describes the heritage district and the CHL activities related to the heritage sites.

In addition, the community is studying the possibility to post up an “advertising” on the billboard in front of the Osteria di Centocelle. The poster would represent the heritage district as it was and/or as it could be. This solution should create a bridge between the past, the present and the future of the area and increase the awareness of the people passing by of the heritage value of the area.

#### **Network**

An important step, which is already in progress, is the creation of a network with the local stakeholders, artists, restaurants, and artisans. The network as described before is essential for the development of the community enterprise.

The community enterprise contacts the possible partner by a targeted network campaign. This campaign allows presenting the project through meetings organized for the promotion of an event/activity. In this way, not only has the



community enterprise something to offer, but at the same time it enables to target specific groups.

As an example, the communication team has already developed a first network campaign on the occasion of the national event *m'illumino di meno* - a symbolic initiative aimed at raising awareness about energy saving. For this day, the community enterprise organized a coordinated communication with more than 20 restaurants. The connection with these restaurants has allowed to have face to face conversation with the owners of the restaurants and to establish a first contact with them.

Similar network campaigns will be developed in order to net the artists, artisans and other local forces which will be included in the project.

## **Events**

Another important part of the communication campaign will be the organization of events. The events have the power to focus the attention of the local people and spread the word of mouth within the community. Furthermore, the events give the possibility to attract people from outside the community and bring them to discover the heritage district of Centocelle.

In order to increase the number of participants, the event would run in parallel with the local, national and international events. As an example, two dates have already been defined:

- the first tour has been carried on at the beginning of May for the civic collaboration day;
- the second tour has been carried on at the end of May for the festival of sustainable development.

The coordination with national and international events reinforces the connection of the community enterprise with the macro-trends. Hence, these events allow the community enterprise to present its complexity and to underline the social objective of the community enterprise. In addition, the integration of the events with the larger scale event would allow covering at least in part the communication of the event through the national event channels and put the heritage district of Centocelle under national attention.

In addition, the events will give the possibility to test the tours, before the beginning of the LAP. The promotion tours will be developed with the same logic and objective of the one developed normally by the community enterprise. In this way, the community enterprise will have the possibility to test the routes, fine tune the experience and receive feedback from the audience, before the go-to-market

## **Living memory exhibition**

The communication of the project and the revitalization of the heritage district of Centocelle will also be reached thanks to the development of the Living Memory Exhibition. The Rome Collaboratory planned the Living Memory Exhibition at the end of the first year of the LAP, in the spring of 2020. The possibility to develop the event in Spring 2020 is related to the availability of sites within the heritage area. Hence, the timeline might change depending on the authorization of local authorities.

In addition, the Rome Collaboratory is planning a one-year co-design process for the development of the exhibition. The process aims to stimulate different artists and the community to brainstorm over the different possibilities and find a common solution, which could represent best the memory of the heritage site. The process will start in the following months with the first meeting to which the members of the Steering Committee and the organizing team will take part. The idea is that the process will include different types of artists such as painters, photographers, singers, etc. The Living Memory Exhibition seeks to express an innovative re-interpretation of the Centocelle heritage district and its meaning for the surrounding neighborhoods as well as to help disseminate and promote the Collaboratory activities.

### Strategies integration

The four above-mentioned strategies are strictly connected to each other. However, the four actions will be developed with different scope and will target different groups.

*Table 1 Strategies integration*

Target/Action	Inform	Integrate
<b>Local community</b>	Communication material	Network
<b>Visitors</b>	Events	Living Memory exhibition

The communication material is an horizontal tool which enables to reach the different categories of local stakeholders. This tool has the objective to increase the awareness of the local community of the heritage sites and of the activities of the CHL. Hence, its scope is mainly to inform city inhabitants of the district of the local initiatives and increase their curiosity on the activities of the CHL. However, this tool would enable to have a face to face conversation with the people and its effect would be limited only to the local community.

For these reasons, the communication material has been integrated with the network. The network campaign has been designed for building the relations that the informative campaign might have created. The network will allow to go more in depth in the conversation and to start integrating the local people within the decision-making process of the community. However, also this tool would not allow to target people from outside the community, or only partially. Hence, the event will enable to reach people outside the community. The events will provide the possibility to inform people that are not part of the community on the activities of the CHL and on the value of the heritage district. Last, the Living memory exhibition will be designed to integrate within the CHL process different participants, which might not at the moment part of the community, through the development of co-design sessions and artistic workshops.

## 3.3 Online campaign

Complementary to the off-line campaign the online activities will be developed. Similarly to the offline campaign, the online campaign will have a dual scope:



one side allows people to participate actively from distance to the discussion and co-design sessions and on the other side, to achieve different target groups and increase the visibility of the CHL and of the community enterprise outside the local community.

The first part of the online campaign will be the creation of an online identity for the CHL. Hence, the communication team is already working in order to create a brand identity of the CHL. This identity is then used in the main social media: Facebook, Instagram, and Twitter. Each social media targets a different use and group. Altogether, the social media allow creating a direct link to people that are not aware of the project, but which are interested in participating. In addition, social media allow to attract influencers and artists and share with their followers our ideas. In addition, social media will be particularly significant for supporting the development of the tours. In fact, since the tours aimed to create experiences, these can be forwarded to a wider audience, and marketing for free the tours.

Another important tool for supporting the participation of different stakeholders and the communication within the group is the Open Heritage platform. This platform would allow to post the different events (especially the co-design sessions) and keep update the people interested in participating. In addition, the platform could be used to support the direct participation process of the community, collecting votes, opinions and suggestion, increasing the sense of belonging to the project within the group of local stakeholders involved in the Rome Collaboratory's activities.

In addition, online communication will accompany the creation of the narrative and the description of the heritage site. The first step is the creation of the Wikipedia page of the heritage sites. The description of the artifacts of the heritage district will facilitate people in collecting information on the site and it will increase the awareness of the value of the heritage district.

The creation of an identity of the CHL and of the heritage site will be developed also thanks to a photo contest. This photo contest creates a bridge between the heritage district (and its identity) with the online identity of the CHL. The objective is to give the possibility to the participants to represent the beauty and the history of the heritage district of Centocelle with their own photo. The photo will be collected thanks to the Facebook and Instagram page of the CHL and a dedicated form. In this way, not only the participants will have the possibility to tell their own story, but the contest will enrich the social media of the CHL.

An additional online tool that the CHL will develop relates directly to the selling of the tours. These services need to have visibility to the different target clients. As far as the local community is concerned, people would be attracted primary thanks to offline communication. However, in order to attract more clients, the community enterprise will need to develop a diversified marketing strategy:

- City Journals and platforms: communication on the local journals and platform, in order to attract people living in the city. The idea of this type of communication is to reach people that are already in the city and which are looking for something new and original do to. As an example of this communication strategy is the site "Romatoday"; "Abitare a Roma";

"Postit", "Leggo", which collect information on cultural events in the city and/or in the different districts and neighborhoods;

- Sustainable tourism sites and platforms: communication on the sustainable tourism sites, but also in the portals in which people look for the original experience to try. The idea of this type of communication is to reach people that do not know the city but have ideas and believes similar to the one proposed by the project. An example of this communication strategy is "withlocals.com", which collect various experience which can be done with local people;
- Tourism platforms and sites: communication on the world travel platform and site, where mass tourism looks for experiences and tours. The idea of thy type of communication is to reach people with are or are planning to visit the city. The communication will offer them an alternative way to see the city and the possibility to discover an untraditional path, which is still rich in heritage and culture. An example of this communication strategy is "TripAdvisor", which collects all different touristic services.

The online communication campaign, with the different activities, aims to create a strong digital identity of the CHL and the neighborhoods, which could reflect and glorify the heritage districtdistrict of Centocelle. In order to achieve this goal, the communication needs to refer to a variety of stakeholders with different tools and content. At the end of the LAP, the CHL will be positioned in the global market, with a clear identity (digital and physical) which can be recognized by the local community but also by the external world.

### **3.4 Complementing activities**

The off and on-line communication aim to provide to the CHL and the community enterprise the connection with the territory that is necessary for the development of economies of system. The two communication campaigns are strictly linked to each other and there are contact points which aim to create synergies. The two activities are complementary as they allow to target different groups. Hence the off-line campaign is strictly connected with the local community, while the online campaign will focus on the creation of heritage and CHL identity. The two together will allow the community to create a local identity connected with the heritage site and at the same to attract people, increasing the target clients of the community enterprise.

In addition, the two strategies could mutually reinforce each other. As an example, social media will support to advertise off-line activities, the events. Hence, they will support the organization of the tour and will ensure that a larger number of people will attend the meetings. In addition, social media might contribute to networking activities. In fact, social media might facilitate the connection with local artist and to find the artist with the beliefs like the one of the CHL.

## **4 Regional integration and territorial integration**

The Roman CHL is operating in the South East of Rome. This area includes several neighborhoods and in particular the neighborhoods of Centocelle, Alessandrino, and Torre Spaccata. Its borders are expandable and subject to social, economic, and cultural changes. The Collaboratory area falls from an administrative point of view within Municipality V and Municipality VI of the City of Rome. The three above mentioned neighborhoods are densely populated for a total population of more than 100.000. Almost a city that is inherently linked by and attached to its main piece of heritage. Indeed, these neighborhoods have been selected as they seem to form an heritage district defined during the Co-Roma project on the basis of the territorial coalescence created by the Park of Centocelle. Hence people living in these neighborhoods recognize the value of the neighborhoods' heritage as connected to the Park in a sort of heritage system and therefore forming an heritage district they are committed to take care of and regenerate.

### **4.1 The neighborhoods and their connections**

The connection from the neighborhoods to the heritage district is not easy but it does not compromise its accessibility. Even if there is strong geographical proximity between the neighborhoods and the heritage district of Centocelle, the pedestrian access to the area is limited as the area is surrounded by two of the main streets of the neighborhoods, making the site accessible only in few points. However, even if the pedestrian access could be improved, the district is easily accessible. In addition, it is possible to arrive in the district from a different part of the city easily. The proximity with main roads makes the site easily accessible by car, and there is also the possibility to park in free space within the Park. In addition, Subway Line C has been recently opened (one of the stations is in front of the heritage district), giving external visitors the possibility to access the area through the underground.

The main limitation that hampers people to visit and enjoy the area are therefore not physical but more related to social-cultural aspects. Hence, from a perception point of view, the site is perceived in isolation to the neighborhoods. The inhabitant's imaginary of the park is still related to a dangerous and polluted place. The district is seen as a place where it is possible to carry on a very limited number of activities, such as walking the dogs. There is no pleasure in visiting the park and the rich heritage of the district. This bad perception of the district creates a vicious circle which hampers the development of services within the area. Hence the consequence is the almost complete lack of services that are developed within the heritage district of Centocelle.

For this reason, the actions of the LAP will conceive the creation of an immaterial "bridge" between the community and the site. The LAP main objective is to bring people within the district by developing social and economic activities in its surrounding. The LAP will work to give people the possibility to enjoy the area

and see its beauties. If the community changes the perception of the area and recognize its historical and cultural importance, it would be easier to develop activities within the district and develop the economic system that the community enterprise aims to develop. Hence, the improvement of the district is a necessary condition to ensure that the initiatives developed by the Laboratory are accepted and shared among all community.

## **5 Actions**

Planning the activities is crucial for their development and to involve the local community. In the next page a table summarizing the activities is presented.

Table 2 List of Actions

<b>ACTION</b>	<b>BY WHOM</b>	<b>BY WHEN</b>	<b>RESOURCES AND SUPPORT NEEDED/AVAILABLE</b>	<b>BARRIERS and CONSTRAINTS</b>	<b>COMMUNICATION</b>
<b>What needs to be done?</b>	<b>Who will take action?</b>	<b>By what date will the action be done:</b>	<b>What financial, human and other resources are needed?</b>	<b>What individuals and organizations might resist? How/why?</b>	<b>What individuals and organizations should be informed about these actions?</b>
Touristic tours and bike rental service	Local Community actors  Community enterprise	First bike tours designed, planned and tested by June 6th 2019.	Bikes  Human resources (tourist guide, bike rental employees)  Accessories for the bikes (ex. helmet, bike lights)  Bike storage area  Insurance  Collaboration with local enterprises (ex. restaurants, bars, tour guides).	Attraction of consumers	All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Alessandrino, Centocelle and Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Authorizations and administrative procedures to start the economic activities	Local Community actors  Community enterprise	By July 2019.	All the necessary documents	Administrative authorizations	Local authorities
Contacting the advertising companies for the billboard in the street in front of the	Community enterprise	By September 2019	Community knowledge of the area	Availability of the billboards	Billboard manager

Ancient Osteria inside the Park.			Human resource		
Design the advertise for the billboard	Community enterprise	By February 2020	Knowledge about the heritage district Structuring an attractive narrative about the district	Not enough visibility and attractiveness	All neighborhoods inhabitants and enterprises
Publication of the advertising	Community enterprise	The poster shall be published by May 2020	Cost of printed material; Rent of the advertisement space on the billboard.	Cost of the project	All neighborhoods inhabitants and visitors
Design of the Heritage Notebook	Local Community actors Community enterprise	By October 2019	Human resources (design of the notebook)	Cost of the project	All neighborhoods inhabitants and enterprises
Identification of collaboration and sponsors	Community enterprise	By January 2019	Human resources (scouting of the partners) Possible sponsorships and collaboration	Lack of sponsorships	All neighborhoods inhabitants and enterprises
Printing of the Heritage Notebook	Community enterprise	By February 2020	Collaboration with local enterprises	Cost of printing a limited number of copies	All neighborhoods inhabitants and enterprises
Distribution of the Heritage Notebook	Local Community actors Community enterprise	By March 2020	Collaboration with local enterprises Human resources	Cost of distribution	All neighborhoods inhabitants and enterprises
Online Advertising Campaign	Local Community actors	The activities will start in June 2019 and will continue for the duration	Human resources (preparation of the campaign, social media)	Increase the visibility on the web Construct a coherent strategy	All three categories of possible clients: inhabitants of the surrounding area, in particular,

	Community enterprise	of the project	management) Structuring an attractive narrative about the site Local and national media expert Economic resources for the development of sponsored content Influencers, artist and other public figures CHL identity/brand	on all the platforms and social media Create a scale effect	the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Living Memory Exhibition: Co-creation process	Local Community actors Local artists Community enterprise External Steering committee	The co-creation process will start by December 2019.	Creation of a network of artist Artistic curator of the process Materials Heritage district Time availability of artists	Administrative authorizations Finding the space for the exhibition Human resources and materials to organize and run the co-creation process through ¾ workshops, site visits, co-creation lab to realize the panels.	All neighborhoods inhabitants and visitors Artistic community

Living Memory Exhibition: Visual art Exhibition	Local Community actors  Community enterprise  Artists photographers, musicians.	The exhibition goes live in May 2020	Human resources Technical material Location of the exhibition Heritage district	Administrative authorizations. Regeneration of the space Engagement of participants Human resources and materials to organize and run the co-creation process through ¾ workshops, site visits, co-creation lab to realize the panels.	Local authorities Local community  All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Management and advertising of the Photo contest	Local Community actors  Community enterprise	Start of the contest May 4, 2019.	A platform for the collection of pictures Heritage district Human Resources (managing the contest platform) Advertise	The attractiveness of the subject Participation of photographers	All neighborhoods inhabitants and visitors Artistic community
Participation to the photo contest	Photographers	By June 6, 2019	People interest in the contest	Time available	Artistic community Professional and amateur photographers
Conclusion of the contest and evaluation of the winners	Local Community actors  Community enterprise	End of the contest June 6, 2019	Team of experts for the technical evaluation of the photos	There have not been enough participants	Participants to the contest Local community



Awarding of the photo contest winners	Community enterprise Local partners Contest critic team	By June, 2020	Prices given by the local partners		Participants to the contest Local community
Individuation of space for the Community Hub	Community enterprise	By December 2019	Community knowledge of the area Agreement with partners	Time necessary for scanning the different opportunities Time for the integration with partners activities	Local community
Negotiation for the renting of the space	Community enterprise	By January 2019	Negotiation experience	Negotiation might require more time	
Regeneration of the space	Community enterprise	By April 2019	Renovation material Human resources	Economic resources for the regeneration	Local community
Inauguration of the Community Hub	Local Community actors Community enterprise	The Community Hub will be settled by May 2020	Space Human resources (hub managers and promoters)	Time for the launching of the activities of the hub	Local community
Co-design of neighborhood services for the estate model such as diffuse hotel repair café, sustainable neighborhood mobility services	Local Community actors Community enterprise	The co-design process of the services within the Community hub will start by May 2020	Space Human resources (service design facilitators)	The Community Hub needs to be ready to host the activities	All three categories of possible clients: inhabitants of the surrounding area, in particular, the neighborhoods Centocelle, Alessandrino, Torre Spaccata; inhabitants of other areas of the City of Rome; eco-travelers from Italy or abroad; tourists from Italy and abroad.
Capacity building	Luiss Team	The capacity building process will start in	Human resources (experts)	Finding the necessary and most useful skills and	Local community and groups focusing on the activities of the

Steering committee	September 2019 and will end by May 2020	Strategic acceleration plan	knowledge	CHL
Experts				
Community enterprise				

## 6 Monitoring Progress

The Rome Collaboratory is a self-managed network of organizations which see the community as the actor in charge of developing the activities connected to the Open Heritage project. However, the LUISS LabGov team will coordinate, monitor and support the activities of the CHL and will provide both thematic inputs and scientific supervision. The team daily participate in the activities on the community and foreseen the physical presence of the team on a weekly based. In addition, the research team takes part in the Board of directors of the community enterprise and in this way can monitor the main ordinary and strategic decision that the Board needs to take. Hence, the progress will be monitored by the LUISS LabGov team constantly over the implementation of the LAP. A crucial role in the Rome Collaboratory monitoring process is played by the Open Heritage Steering Committee. The Steering Committee was established at the beginning of the project. At the starting date of the LAP, four meetings of the Steering Committee took place. Its composition is expandable and flexible. It is currently composed by scholars both from within LUISS and outside whose work addressed urban planning, urban law, social business, cultural heritage law and policy; EU, national, local (City of Rome) policymakers and civil servants working on cultural heritage and culture in general; representatives of national NGOs addressing environmental issues and cultural activism; a representative of the Rome Collaboratory.

In addition, the communication campaign launched by the CHL and the community enterprise constantly disseminate the activities carried on by the CHL on social media, and the other online tools available. Hence, this dissemination and communication process will allow everyone to follow the progress of the activities along with their execution. Thus, it will be possible also for the external bodies to monitor the activities carried on in the CHL.



# **Local Action Plan of the Warsaw CHL (Praga)**

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# Table of Contents

Table of Contents .....	3
Executive summary .....	4
1 Mission, Objectives and Strategies .....	4
1.1 Mission statement – for the entire project period.....	4
1.2 Objectives and strategies .....	5
2 Participation and Decision-Making Processes .....	7
3 Heritage community.....	8
3.1 Risks and alternatives regarding the stakeholders: .....	17
3.2 Tangible and intangible heritage .....	20
3.3 Empowerment of small-scale local economy .....	20
3.4 Encouraging research on the area .....	20
3.5 On-line activities to engage heritage community .....	20
3.6 Complementing activities .....	21
4 Financial model .....	21
5 Regional integration and territorial integration.....	22
6 Actions .....	24
7 Monitoring Progress .....	30

## Executive summary

Praga is going through a rapid and extensive transformation, more intensive than had been expected by various actors (authors included) in last few years. Variety and activity of actors is its strength, however it results also in fragmentation of activities and heritage disappearance. There is a major challenge resulting from lack of the common and expressed values, especially heritage-related ones.

OW SARP and the authors of the Praga LAP individually has been involved in advising the municipality about the regeneration programme since 2014. The outcome of this cooperation was the publication

(<https://sarp.warszawa.pl/wordpress/wp-content/uploads/2014/11/Rekomendacje-OW-SARP-Praga-PN.pdf> , only Polish version) which supported the recommendation introduced into an official document

([http://rewitalizacja.um.warszawa.pl/sites/rewitalizacja.um.warszawa.pl/files/zalaczniki/arttykul/zalozenia\\_do\\_zpr\\_na\\_lata\\_2014-2022\\_wersja\\_angielska\\_0\\_0.pdf](http://rewitalizacja.um.warszawa.pl/sites/rewitalizacja.um.warszawa.pl/files/zalaczniki/arttykul/zalozenia_do_zpr_na_lata_2014-2022_wersja_angielska_0_0.pdf)). OW SARP as an association is usually involved

in promoting good practices and high standard of architecture and urban planning. For some years now OW SARP aims also to present more interdisciplinary approach, involving specialist from urban studies and social sciences and extending the participation of general public. OH provides the opportunity to engage in more direct and more experimental actions. Praga Lab expected achievements are:

- identification of the heritage values (tangible and intangible) in Praga;
- introduction them into a public narration about that stigmatized area and making municipality, investors, inhabitants and general public (more) aware of them;
- creation of the new image of Praga as part of the “city of making”, productive and creative area with a long tradition of such activities;
- making Praga policies and entrepreneurship initiatives more heritage-oriented;
- empower the tangible (architecture and urban structure) and intangible (skills, jobs, networking) heritage of Praga.

## 1 Mission, Objectives and Strategies

### 1.1 Mission statement – for the entire project period

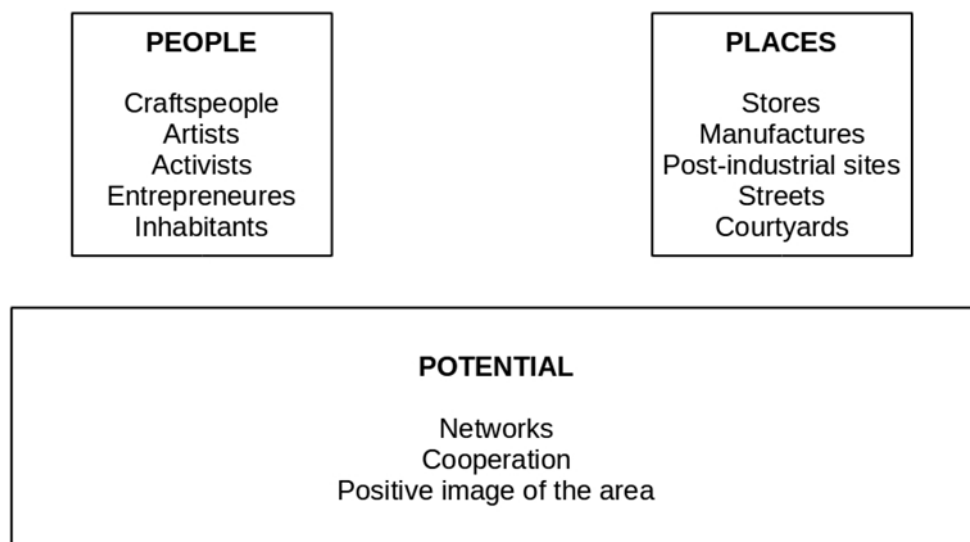
Praga is undergoing major revitalization program. This creates numerous opportunities and threats for the heritage including adaptive re-use, strengthening of local community, and unfortunately also gentrification and loss of identity. We see Praga as a district of active stakeholders including local citizens and strong community. The source of its contemporary identity is



tangible heritage (urbanity and authenticity) and intangible heritage, especially work-related (traditional craftwork and production, art, blue collar jobs).

We identified WORK and especially production-related heritage as the main value in Praga. Therefore, mission of the LAB PRAGA is to connect and include the values of such heritage to existing and planned municipal processes targeting the development of local economy, and especially at the circular economy and sustainable development. It is also to empower bottom-up activities which are related to such heritage.

According to the OpenHeritage values we also identified PEOPLE and PLACES as the main assets of Praga and argue that their potential cannot be realised due the identified challenges and bottlenecks (see: Objectives and Strategies). To put it in a nutshell, our mission is to help to unleash this potential.



**Figure 1. Praga – People, Places, Potential**

## 1.2 Objectives and strategies

In LAB PRAGA we address three main challenges:

- LACK OF KNOWLEDGE of Praga heritage or its undervaluation and resulting misuse
- LACK OF CONNECTION between the existing values, assets and activities
- LACK OF RECOGNITION, stigmatization of the area and its inhabitants.

Main objectives of PRAGA LAB are threefold:

- **MAP** - to map, and as a consequence connect and empower all the actors interested in protecting heritage values and developing contemporary ones for the benefits of the local socio-economic development (people). We also

plan to map work-related architectural and spatial heritage of Praga (places)

- **PROVIDE** – to create, test and share tools and models that will aim to empower members of the local community and NGOs in the redevelopment processes.
- **PROMOTE** - to evoke consciousness of the special architectural and social heritage of the area, encourage economic activities based on the existing built and human capital (stores and craftsmanship).

We also plan to support public and private bodies including NGOs as well as individuals (artists, craftspeople) to overcome the bottlenecks and institutional barriers to be rooted in Praga and to empower its heritage.

We want to:

- Research and map the area.

Despite numerous programs already carried in Praga there is a lack of an accurate information about the scale and number of entrepreneurs (including artists selling their work and craftwork), who support and benefit from local heritage. There is also insufficient information about architectural heritage, especially work-related.

- Promote local creative and productive sector (possibly under the logo/slogan Made in Praga. It is used in further text but it is yet to be seen if it will be proposed to the broader public in this form)

There are numerous artists and craftspeople who would benefit from combining entrepreneurship with heritage.

- Make people proud of Praga heritage.

Despite already running revitalization projects this district has negative connotations up till today including crime, alcoholism and poor education.

Our strategy consists of four core activities:

- **Research** – investigate and map the area, processes, projects;
- **Information/Dissemination** - share not only the results, but also inform about current steps and planned events in order to involve stakeholders at the early stage of functioning the LAB PRAGA.
- **Network** - create the network of stakeholders both public and private, who will support the project and ensure long-term sustainability of the lab. Get public and private institution on board by signing agreement for cooperation.
- **Support** - cooperate and help entrepreneurs who support local heritage.

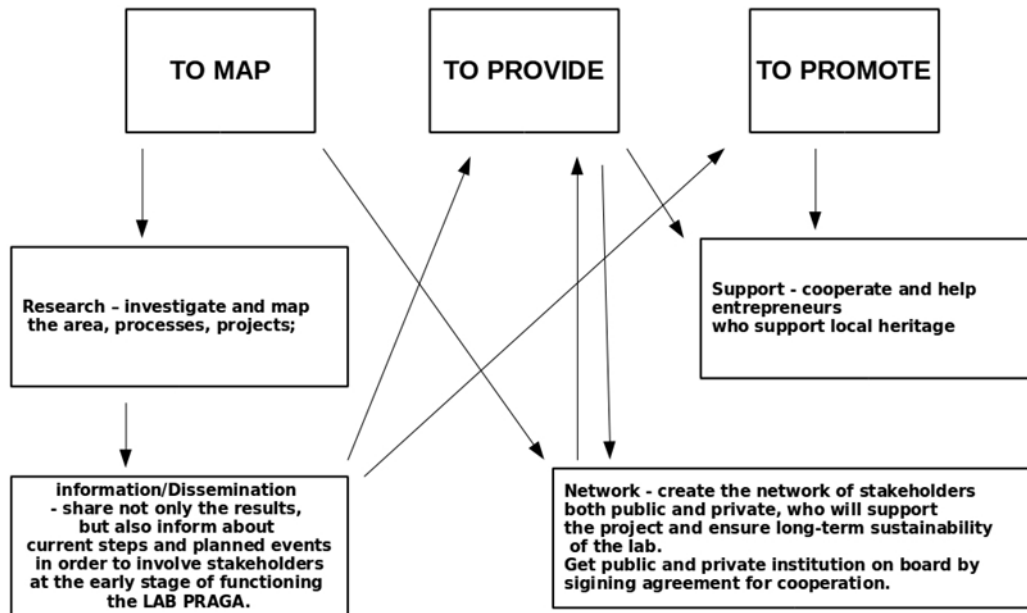


Figure 2. Objectives and Strategies

## 2 Participation and Decision-Making Processes

As the decisions influence mostly institutional aspects of the Lab area they are to be made by the Praga team in cooperation with other actors. The general line of the decision-making process is following:

- gathering feedback and information from existing documents, research, interviews with the members of the heritage community, etc.
- proposing the actions
- consulting the proposed actions with cooperating members of heritage community (through discussions, meetings)
- final decision made by the OHPraga team / relevant actor.

In various situations the cases follow various patterns, eg:

- call, workshops, tenders and similar activities– decision about the choice of participants/ grants funding is to be made by the Committee/Jury consisting of the Praga team and invited representatives of pertinent groups/institutions.
- dissemination – Praga team and invited curators, researchers.
- in time some (eg. after the first year of lab operation) members of aforementioned Committees/Juries may be invited to create long-term Advisory Board, consisting of experts (from various sectors) in pertinent fields who

The leadership positions in the CHL management are the following:

Made in Praga – Advisory board and Praga team leadership. In the following years we hope to establish an independent Advisory Board and possibly the institutional framework for the entrepreneurs, artisans and artists.

Call – Committee for the choice of the beneficiaries. Later beneficiaries themselves are leaders of the proposed initiatives.

The first Advisory Board will be operational for the 3 years of the Lab. During this time the procedure for the changing/ perpetual membership in the Advisory Board will be established.

Our main goals of recruiting new members and the recruitment strategies are:

1. Direct invitations (established specialists in the field; municipality representatives)
2. Tenders for the beneficiaries, cooperation.
3. Creation of open-source interactive application – registration as a user

All processes and procedures will be explained and presented to the heritage community and general public via the website, social media, public meetings and debates.

Praga inhabitants consist of several marginalized groups and are stigmatized as a community. Our goal is to help them to overcome this barrier and to help to create a different image of Praga. More specific minority problems will be addressed as they appear (if they do).

### **3 Heritage community**

The target group and main stakeholders of the project are presented in Table 1.

Heritage means different things to these communities and stakeholders. The main differences in heritage meanings among these groups, and their contribution to achieve the goals of the project are summarized in Table 2.

**Table 1. Main stakeholders of Praga Lab**

Target communities	Size	Socio-economic status	Access to political power	Related to...
<b>Local entrepreneurs and creative sector</b>				
New Wave	TBC This group is currently under the investigation of BRG in the project Forget Heritage. Results should be shared by the end of this year.	This is a modern phase of craftsmanship/artisanship in Praga. They represent a new approach to design and micro-scale manufacturing. Usually free-lancers (sometimes with the main source of income generated by more mainstream job), micro or SM entrepreneurs. It is a mixed group, but often economically struggling. Generally younger generation – in their 30 and 40, seldom late 20. Not necessary originally from Praga and living here from generation, but enthusiastic about the area coming here because they appreciate the atmosphere, culture, values. In many cases also located here because of economic reason – lower rents.	low	Other free-lancers/seeds Artists Museum of Praga To some extent to: Students Activists Occasionally to local craftspeople.
Other free-lancers/seeds	TBC	Similar status to the New Wave. They may differ in type of occupation (i.e. less manufacturing based: other free lancers) or in the stage of their entrepreneurship (seeds).	low	Other free-lancers/seeds Artists Museum of Praga To some extent to: Students Activists
Artists	TBC	Highly mixed group	low	Other free-lancers Students Activists Museum of Praga
Local SMEs	TBC	Only part of the local SMEs comes within the framework of the project. They are in fact more mature version of two first groups, with expertise and economic stability already gained	Low/medium	
M/L	3-5	Examples:	Low/	Inhabitants (employees,

entrepreneurs		Koneser Mall Warszawa Wilenska	medium	clients). Broader public (tourists, people commuting through the Station Warszawa Wileńska, visitors of Koneser).
<b>Public administration including</b>				
BPL		Municipal Office responsible for the municipally-owned premises in Warsaw	high	ZGN (supervising ZGN) BRG (in economic matters) BAiPP (in urban planning matters)
BRG		Municipal Office responsible for the economic policies in Warsaw	high	BPL (in economic matters) BAiPP (in urban planning matters) Creativity Center Targowa (supervisor for the CKT)
BAiPP		Municipal Office responsible for the urban planning and architecture	high	BRG (in economic matters, especially related to the Revitalization Programme) BPL (in matters regarding the municipally owned premises)
ZGN Praga North		Municipal body responsible for imminent and day-to-day management of the municipally-owned premises in Praga North	medium	BPL (its supervisor) Local government, district level (local decision-maker)
Local Leaders (liderki obszarów)	2 One for Praga-Północ One for Praga-Południe	Working in the programme na_prawa Warszawa and project Revitalization – a common cause „Rewitalizacja – wspólna sprawa” which is managed by the city of Warsaw in the frames of EU project	medium/ high	The City of Warsaw – programme Actions – local government
Local government, district level			Medium/ high	ZGN (supervising) Activists (debates; applications for actions and/or funds; conflicts)
<b>Public institutions including</b>				
Museum of Praga	up. tp 50 thousand visitors/ year	Local branch of Museum of Warsaw	medium	Inhabitants (general public, the museum Activists (partners and

				participants in programmes and public debates° Artists (involved in artistic programme) Local entrepreneurs (mostly traditional craftsmen)
Creativity Center Targowa CKT 56 I 80 (in the p	Over 20 startups and new companies		medium	Managed by BRG
<b>Local communities/ heritage related communities</b>				
Activists	Up to 30	Mostly well-educated people very often not professionally linked to Praga heritage but quite often passionate about it. Very often the activists are also inhabitants of Praga District interested in the general and local urban issues/problems. Good communication skills, broad understanding of how the local government works. Very active in social media.	medium/ high	Inhabitants; local NGO like Stowarzyszenie Praskie Michałów, Towarzystwo Przyjaciół Pragi, Porozumienie dla Pragi, Miasto Jest Nasze etc.
Students	TBC as we plan to approach various universities and fields of studies	Various, but of relevance	low	Depending on personal situation
Inhabitants	Warsaw: 1,6 mln Praga North district 65 thousand	A mixed group with increasing differentiation.	Low to high (some public pressure turned out to be highly efficient in recent years, however generally outside of formal organisations it is low).	Activists (mostly local) Local Leaders Local Gov.



Mentors	Up to 15?	Experienced entrepreneurs, activists or academics/researchers	varied	Students Local gov. Local institutions NGOs Planned to establish links with local enterprisers and craftspeople, possibly some NGOs
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**Table 2. Stakeholders and heritage**

Target communities	Heritage meaning	Heritage contribution
New Wave	Various attitudes: No meaning/ Praga is cheaper Authentic atmosphere of the district and the working space as a value Coolness factor	Direct participation in LAB: Pop-ups presenting modern continuation of Praga artisanship tradition Workshops for the general public and/ or other entrepreneurs Documentation for the Virtual Gallery Cooperation based on the skills (eg. Artisanal print of the dissemination materials etc.) Moving into the municipally-owned premises to participate in the creative/ productive model of Praga district and to help to keep the working space and characteristic scale of Praga urban patterns
Other free-lancers/seeds	ditto	ditto
Artists	ditto	ditto
Local SMEs	Various attitudes: No meaning/ Praga is cheaper Authentic atmosphere of the district and the working space as a value Continuation of the intangible heritage (e.g. artisanship) Coolness factor	ditto
M/L entrepreneurs	Hotel Koneser Enterprise built on the heritage value – renovated buildings, marketing based on the authenticity of character and architecture. Mall Warszawa Wilenska: no special meaning	Cooperation in organization of the events Possible co-funding of the chosen activities
<b>Public administration including</b>		
BPL	Part of the revitalization Programme	Introducing the new elements into the public tenders for the tenants of the municipally-owned stores, including “the heritage clauses” (provided by OH team in cooperation with BPL)
BRG	Part of the revitalization Programme	Space in CKT Support for the local entrepreneurs (chosen on the

		heritage-driven basis)
BAiPP	Part of the revitalization Programme	Inclusion of the heritage-oriented clauses in to the main planning document (Warsaw studium)
ZGN Praga North	Often a burden – poor technical state, high expectations form the activists, new challenges related to the revitalization Programme	Cooperation in the tenders with “the heritage clauses”
Local Leaders (liderki obszarów)	Mostly intangible heritage, local relations, social development	Networking, cooperation with stakeholders
Local government, district level	? To be assessed	Political support
<b>Public institutions including</b>		
Museum of Praga	Very reason of existence. Broad and deep understanding of the heritage by the Museum employees.	Organisation of the events Knowledge resource Networking
Creativity Center Targowa CKT	Mixed attitude. Located in a renovated heritage building but preoccupied mostly with the organizational matters related to the modern creative sector in Praga.	Space for the Lab Co-organisation and organisation of the events Start-ups: Workshops for the general public and/ or other entrepreneurs Documentation for the Virtual Gallery Cooperation based on the skills (e.g. Artisanal print of the dissemination materials etc.) Moving into the municipally-owned premises to participate in the creative/ productive model of Praga district and to help to keep the working space and characteristic scale of Praga urban pattern
<b>Local communities/ heritage related communities</b>		
Activists	Broad spectrum of the heritage meaning: Architecture (with some interested mostly in tenant buildings, other in post-industrial etc.) Authenticity of urban life Praga specific identity, based on the architecture and social relations Intangible heritage (music, work, war, etc.) Minority heritage (Russian; Jewish)	Participation in the events; providing expertise and input; could be crucial in dissemination of the outcomes and networking;
Students and universities (foremost local university)	Part of the curriculum Specific interest in architecture, urban patterns or	Support at the events Research within the diploma

SWPS)	social/ cultural topics	
Inhabitants	Practically the only district with the continuity of inhabitants not destroyed by the WWII. Mixture of local pride and self-stigmatization. Shame and everyday troubles related to the poor technical condition of the tenant houses, streets etc.	
Mentors	Depending on the expertise and specialization (e.g. area of expertise; personal interest in post-industrial heritage etc.)	Mentoring for the entrepreneurs and free-lancers/ seeds

The targeted outreach to these communities and stakeholders covers different actions. These are summarized in Table 3.

**Table 3. Outreach actions**

<b>Target communities</b>	<b>Outreach</b>
<b>New Wave</b>	Direct contacts and snowballs technic Through social media, OW SARP and the Lab websites Through targeted events at CKT
<b>Other free-lancers/ seeds</b>	Direct contacts and snowballs technic Through social media, OW SARP and the Lab websites Through targeted events at CKT
<b>Artists</b>	Direct contacts and snowballs technic Through social media, OW SARP and the Lab websites Through targeted events at CKT
<b>Local SMEs</b>	TBC
<b>M/L entrepreneurs</b>	Direct contact with the management stuff
<b>Public administration including</b>	
<b>BPL</b>	Established cooperation
<b>BRG</b>	Established cooperation
<b>BAiPP</b>	Established cooperation
<b>ZGN Praga North</b>	TBC
<b>Local Leaders (liderki obszarów)</b>	TBC
<b>Local government, district level</b>	TBC
<b>Public institutions including</b>	
<b>Museum of Praga</b>	Established cooperation
<b>Creativity Center Targowa</b>	Established cooperation
<b>Local communities/ heritage related communities</b>	
<b>Activists</b>	Directs contacts; established cooperation with some people; panel discussions
<b>Students</b>	Social media
<b>Inhabitants</b>	Through social media, OW SARP and the Lab websites Through targeted events at CKT and Museum of Praga
<b>Mentors</b>	Mentoring for the entrepreneurs and free-lancers/ seeds

It is also important to emphasize that we have already established contact and plan active cooperation with other projects realised in Warsaw concerning heritage, revitalisation and support of local community. This includes:

- Forget Heritage - Interreg project

Aim - identification of innovative replicable and sustainable private public cooperation management models of the abandoned historical sites - recognised as cultural heritage.

<https://www.interreg-central.eu/Content.Node/Forget-heritage.html>

- Come In – Urbact project

Focused on encouraging individuals to become active in various aspects of tangible and intangible heritage.

<https://urbact.eu/every-single-house-interesting>

### 3.1 Risks and alternatives regarding the stakeholders:

- Creative Center Targowa: it has been planned for some years now to provide (through the public tender) a private operator for the Center. Details are not yet known, but the approach seems significantly market-oriented which may result in restricted forms of cooperation, less accessibility to the space etc. Planned actions to diminish the risks: signing the contract ensuring the access and level of cooperation even in case of the new operator. Planned actions to carry on the Lab activities in the case of the risk realization: find alternative location (e.g. public – Museum of Praga or private, possible partners TBC).
- BPL and ZGN: several months of negotiations regarding the lease of the premises for the LAB PRAGA purposes has not yet resulted in the actual lease, even as all sides declare the will to cooperate. It is possible no store will be available on terms proposed in the LAP. Planned actions to diminish the risks: continuation of the negotiation, with more emphasis on the common goals; introducing the Lab as part of the municipal activities. Planned actions to carry on the Lab activities in the case of the risk realization: to provide alternative forms of support for the entrepreneurs and craftspeople; support those who are looking for the premises to rent (organization-wise all with small grants; support them in terms of business-plans, promotion etc.).

The main activities (off-line) to engage our heritage community are the following:

#### **TO MAP**

Meetings presenting the website.

Meeting presenting the results of the mapping.

Focus groups, workshops.

#### **TO PROVIDE:**

CALL for partners. Connecting people and places. Supporting already active or willing to start working in Praga, but facing problems with finding a proper/affordable space, development of their business plan, or struggling with the development and promotion of their activities/products/services.

There are three possible forms of the support within this framework, depending on the availability of the space (see risks):

CALL\_1: LAB PRAGA has a lease on a small store and invites partners to open their pop-ups for 2-4 weeks (may function alternatively with CALL\_2, depending on the expressed interest from possible partners)

CALL\_2: LAB PRAGA has a lease on a small store and invites partners to establish their store/services/studio there for up to 6 months (targeted groups: new Wave, seeds, artists who has not yet been using other premises then their own apartment or those who are leaving the CKT incubator and want to test their venture in the “real world” with some outer support)

CALL\_3: LAB PRAGA provides nontangible forms of support (mentoring, advise about business plan, plan how to make the business more heritage-driven, grants for heritage-related activities).

INSTITUTIONAL CHANGE: Adding the rules to BPL and ZGN calls, which will strengthen and perhaps give a priority to the creative sector (space, rent rates, grants for space modernisation etc.). This action may prove to be time-consuming and may take longer than the LAB PRAGA operation within the project time-frame. Inclusion of the heritage-oriented clauses in to the main planning document (Warsaw studium)

Action to consider and test during the first years of the Lab operation - MADE IN PRAGA:

Creation of the brand. Entrepreneurs/artists will be encouraged to join the network using this brand. It will be a symbol of quality and also a connector with the heritage in all its aspects including its contemporary dimension.

## **TO PROMOTE/DISSEMINATION**

Information campaign through the lab and OW SARP website, as well as social media, workshops, locally manufactured products (e. g. totes, notebooks) and publications (final publication, articles – newspapers and academic journals) about artists and entrepreneurs connected with Praga heritage by their art/products/services.

All aiming at creation of the positive, less stigmatised image of the district and wider recognition of rich heritage of Praga in its tangible and intangible dimension.

The actions mentioned above will be strongly built on each other. Mapping of entrepreneurs/artists and heritage places will help to prepare and carry on the CALL activities. Workshops, focus groups and public meetings will be used to disseminate the results of the CALL outcomes (partners will share their experience, they will help to create tools or paths to be followed by other entrepreneurs/artists). Networking and creating a community of common interests between them and potential customers/recipients and institutions. The call will also allow to test the solutions and may become a part of brand creating (3 years of testing the solutions, which will be presented to institutional bodies responsible for the future of Praga).

We would like to make it easy for anyone to participate. To achieve this aim, we are planning:

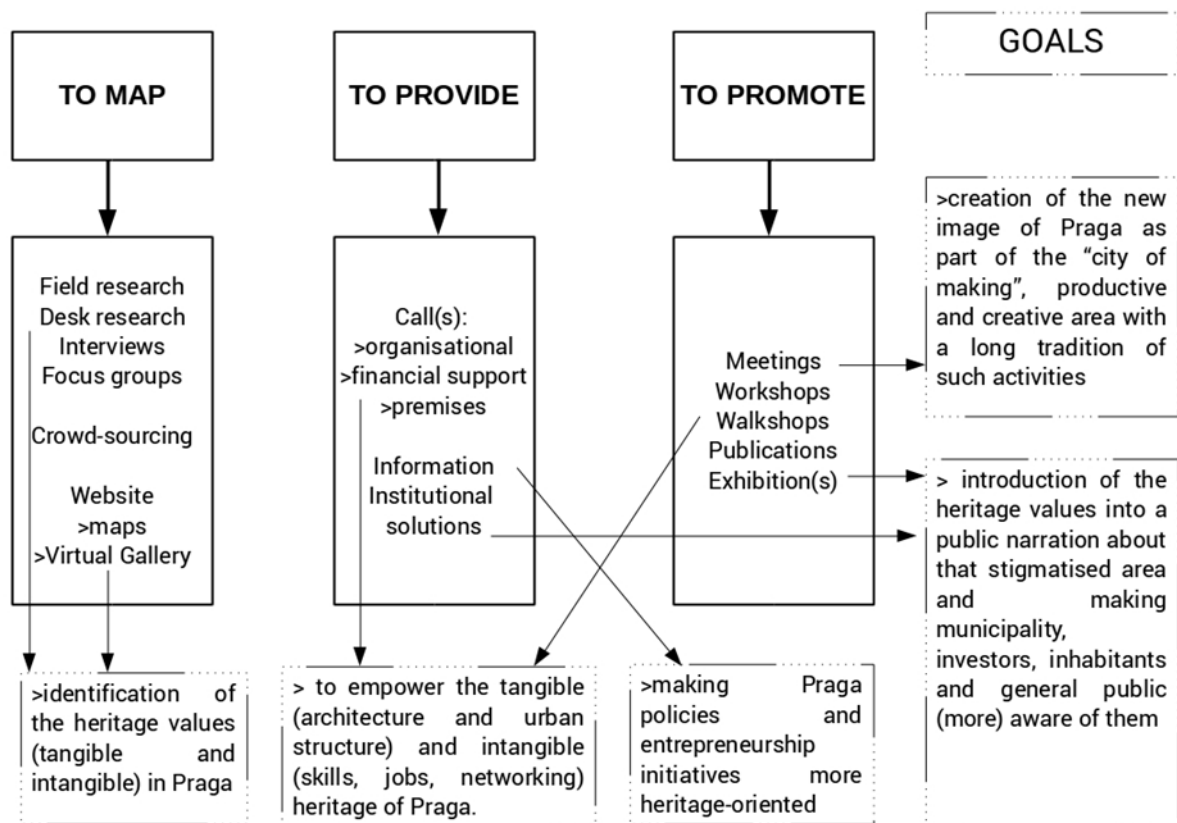
Open call – for various entrepreneurs and artists.

Involvement of students and doctoral researchers – for all representing architecture, economy or other social sciences, history, fine arts and other.



Mapping – not only information but also communication tool, users will be able to share data and insights.

These activities will all contribute to reaching our main objectives. Firstly, all these activities are planned to enable long-term sustainability of the Lab by creating a strong and liveable community of stakeholders consisting of local inhabitants, entrepreneurs, artists and representatives of public administration. Referring to our three main goals Map, Provide and Promote we plan that undertaken activities will allow us to develop an interactive map of the area open to public. All activities, starting with workshops and ending with the virtual gallery are aimed at promoting the values of Praga by emphasizing long history and richness of craftwork, individual entrepreneurship set in the context of physical heritage of the district. This eventually will lead to a wider recognition of Made in Praga and boost the sense of pride.



**Figure 3. Community engagement activities**

Networking between the actors and the broader community is planned through the following channels:

- Open events for the local community
- Events for youth
- Cooperation and co-organisation of events and information campaigns with other projects including Forger Heritage and Come in.
- Formal cooperation with BRG could help us to transfer good practices to other city districts, this way we would network not only in Praga but in the city, which is 1,7 mln inhabitants

- Using contacts, positive image and authority of OW SARP and also Warsaw School of Economics we will create a space/atmosphere of collaboration with numerous individual and groups interested in heritage.

### **3.2 Tangible and intangible heritage**

To ensure recognition of tangible and intangible heritage in Praga we've already taken the steps to ensure cooperation with public bodies – BRG, BPL and finding connections with their revitalisation programme. Also mapping and app will be used for this purpose with a specific focus on work. Also in the open call to the lab and working on Made in Praga and gallery we will work with local artists, entrepreneurs and authorities to give a proper recognition of not only intangible but also tangible heritage (streets, buildings). The very same purpose will have the prize for the best diploma and thesis regarding the heritage of the area.

### **3.3 Empowerment of small-scale local economy**

Open call to the lab and support packages

Organisation of numerous events over the next 3 years in cooperation with the Creativity Center and Smolna (specialising in support of entrepreneurs in the frames of city budget and EU grants)

Testing solutions and procedures in the lab, which will be shared with public bodies involved in regeneration and heritage protection in Praga

### **3.4 Encouraging research on the area**

There will be numerous opportunities to encourage the research, discussions and meetings regarding the area, foremost:

- Mapping and development of the app
- Workshops organised in the frames of the lab
- Summary publication
- Articles prepared by the lab team
- Prize for the best diploma and doctoral thesis

### **3.5 On-line activities to engage heritage community**

Two main tools of our on-line strategy are website and virtual gallery. First one will enable interaction – users will be able to report about place, share information and this will create a sense of engagement. Virtual gallery will be open for browsing, we also plan to promote local artists and activists in the field of heritage – show their photos, share stories, interviews.

Information will be shared through lab website, OH website and SARP website. We also plan to use social media (mostly FB, possibly Instagram) of lab, project and organisation for communication and gathering opinions.

By cooperating with local activists, artists and NGOs we want to reach diversified audience in term of age, gender and occupation.

Social media, foremost FB will be use as a two-way communication. We plan to have open discussions on the meaning of heritage, Praga as a brand as well as to inform about the planned events and gather the feedback.

### 3.6 Complementing activities

During our activities the off-line and on-line actions are connected. For instance, open call for labs will be also promoted on our website and FB as well as in the traditional way (posters, leaflets, meetings). Other example is mapping of the area. Results of the field research will be presented on the participative website.

As mentioned before social media will be used to promote events, workshops etc. and to gather a feedback about them from the participants.

## 4 Financial model

The main foreseen expenditures during the use of the site are summarized in Table 5.

**Table 4. Project costs of Praga Lab**

Type of costs	MAP	PROVIDE	PROMOTE	Made in Praga	Total
Cost 1: Participatory process and capacity building		12 790,7		4 651,2	17 441,9
Cost 2: Community Hub	930,2	16 697,7		1 279,1	18 907,0
Cost 3: Local Campaign	2 093,0	4 883,7	2 325,6		9 302,3
Cost 4: Living Memory Exhibition	3 023,3		8 837,2		11 860,5
National Workshop			1 000,0		1 000,0
OH Dialogue			1 000,0		1 000,0
<b>TOTAL</b>	<b>6 046,5</b>	<b>34 372,1</b>	<b>13 162,8</b>	<b>5 930,2</b>	<b>59 511,6</b>

As for revenues, we consider the following items:

- co-organization and co-patronage of competitions (e.g. best diploma prize, exhibitions)
- selling the "Praga products" (notebooks, totes and similar).
- It is important to emphasize that The Lab consists mostly of the institutional solutions which will strengthen the sustainability of the sector.

We are also considering some co-financing options during the project.

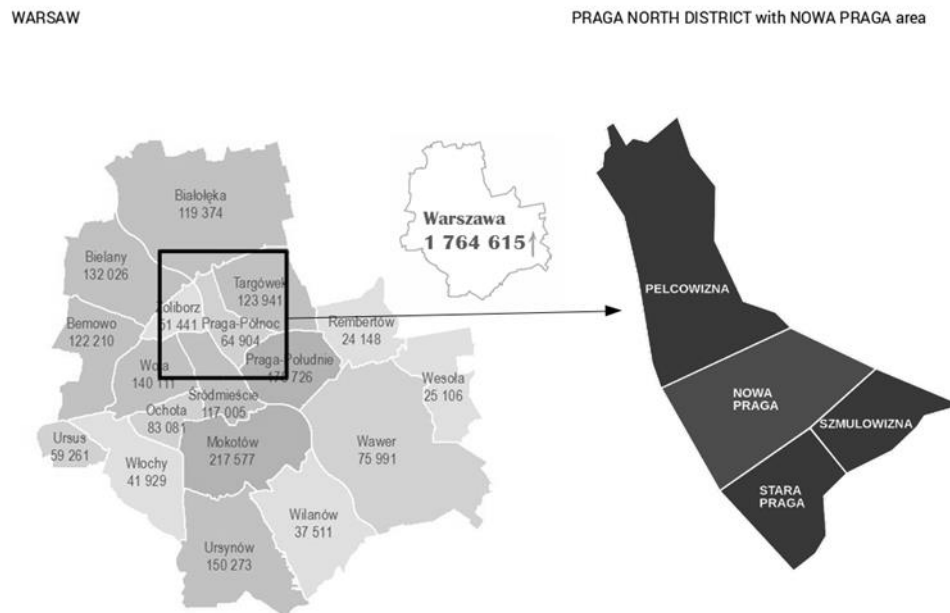
Preliminary ideas for resource integration are:

- Partners, sponsors (medium and large-scale entrepreneurship in Praga; entrepreneurs in the production/creative sector)
- Cooperation with cultural institution in the exhibition organization
- Universities (diploma prize)
- City of Warsaw, OW SARP other institutions (diploma prize)

## 5 Regional integration and territorial integration

We consider the area of New Praga as our site of the lab, within the context of the rest of the district. New Praga is well connected to the Praga North district and to the rest of the capital city. It is located in a central part of Warsaw, connected by metro line, tram and bus lines.

In terms of economy there is a trend of new housing investment and little is happening in terms of economic (number of jobs) development. The total number of jobs in Praga North is more or less stable, but with a significant shift from production/industry towards services, administration and to some extent education (private universities).



Based on <https://www.um.warszawa.pl/o-warszawie/warszawa-w-liczbach/ludnosc> and work by Hiuppo - Praca własna, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=1224301>

**Figure 4. New Praga – Praga North -- Warsaw**

NOWA PRAGA area



**Figure 5. New Praga area**

In terms of visitors Praga North and New Praga can be described in somewhat contradictory terms. On one hand the right bank of Vistula River is rarely visited by the dwellers from the left bank. For one reason, left bank is amply serviced by private and public sector, capital functions are almost all located on the left bank so there is hardly a need to go to Praga. On another hand Praga becomes more and more popular among tourists or more sophisticated Warsaw inhabitants who visit Sinfonia Varsovia (Praga South), Soho Factory (Museum of Neons) or Koneser complex, but also Museum of Praga and clubs/ cafes in New and Old Praga or attend the events there. However, Praga remains mostly important to the locals and part of the tourists' interest may be assessed as unhealthy (ruin porn, poor porn).

In terms of Warsaw public policies Praga became a significant area in last 2 years, as an area of the Revitalisation Programme and an area of political competition (one of the very few with no significant support for the political party in power for last 8 years), so in focus of municipal activities. There are new programmes and institutions which goal is the support for the local entrepreneurship, however the impact is as for now small.

More specific interest of the Praga Lab are the specific spaces dedicated to economic activities – stores on the ground level of the tenant houses and small post-industrial buildings. They consist an important part of Praga urban pattern, create the sense of traditional urban character, so rare in Warsaw. They are both the witnesses of former economic activities and the potential for modern and future ones. We chose New Praga area as central and best connected to the whole district and Warsaw. Ownership of the stores and small-scale buildings varies, high share of them is municipally-owned and this is our primary target in the project. Important aspect is the high heritage value of the authentic architecture and urban patterns of the area.

Our approach towards long-term sustainability of the area is that the correct path of development and heritage adaptive re-use is in manifold way linked both to the inner relations (within the area/ district) and to the Warsaw as a whole. Therefore, the situation is significantly dependent on broader set of factors: overall economic status of Warsaw (also as a capital of Poland); municipal funds and policies; level of outer investment; level of local investments etc. Praga may function in a way as quasi-independent area, as was in fact the practice for several decades. The aim of the Lab is to create stronger and therefore more sustainable links within Praga, within Warsaw and also to the outer world.

Actions to improve this connection include:

- maps presenting the presence and activity of the target group of entrepreneurs and artists in Praga
- possibility to meet and cooperate thanks to the workshops and events organised in the Lab (the entrepreneurs- entrepreneurs cooperation; the entrepreneurs-municipality cooperation)
- new institutional solutions to get together people and places (clauses in public tenders etc.)
- better knowledge of the area by the general public (meetings, virtual gallery)

We believe that the site will profit a lot from this improvement. It should become more recognizable, less stigmatized, more attractive. The profit should take forms of: profiled tenancy (artisans, artists New Wave entrepreneurship); recognition of the area and people living/working there; more effective network of cooperation both on the entrepreneur- entrepreneur and entrepreneur- public administration level; increased interest of clients; number of people visiting; more heritage-conscious adaptive re-use (not only of buildings but also in terms of the area).

## 6 Actions

Table 5. summarizes the planned actions for each dimension of the project (stakeholder involvement, financial management, regional integration), as well as the responsible actor, the timing (by when), the resources and support needed and available and the ways of communication.

**Table 5. List of Actions**

<b>ACTION</b>	<b>By whom</b>	<b>By when</b>	<b>Resources and support needed/available</b>	<b>Barriers and constraints</b>	<b>Communication</b>
<b>What needs to be done?</b>	Who will take action?	By what date will the action be done:	What financial, human and other resources are needed?	What individuals and organizations might resist? How/why?	What individuals and organizations should be informed about these actions?
<b>TO MAP</b>					
<b>Identify the production/ creative sector present in the area</b>	Praga team + specialists form the local statistical office	09/2019			Entrepreneurs, activists, artists, free-lancers. Public administration.
<b>Map of production / creative industry and of heritage places in Praga North (or New Praga – tbd)</b>	Initiative and basic information for the map: Praga team Website (participative platform) for the map: OpenHeritage partner Platonique Following with the information: registered uses possible additional app, one of the start-ups in Creative Center	Map: summer 2019; to be used and developed by the users for the future	Active users (on supply and demand side);  Possible app:Start-up with the adequate skills; possible crowd-funding	No interested users (app not working)	Entrepreneurs, activists, artists, free-lancers. Professional or NGO resources (knowledge sharing). General public.
<b>TO PROVIDE</b>					
<b>PRIZE FOR THE BEST DIPLOMA AND DOCTORAL THESIS Including:</b>				No students, PhD students interested in Praga; adverse tutors or rectors.	Main public and private universities in Warsaw
<b>Contacting the City of Warsaw and Warsaw Universities representatives about including a special prize into the existing process of awarding the</b>		Done, negotiation on-going		City of Warsaw and Warsaw Universities representatives may be against such “empowerment” for only one district.	



best diplomas and thesis on Warsaw				
Creating the prize for the best architectural diploma in Praga awarded by OW SARP		Under discussion	Disagreement within the board	
Call for the best diplomas/ thesis		10/2019 10/2020 10/2021 (planned to continue every year after the project closes)		
Awarding the prize(s)		10/2020 10/2021 10/2022 (planned to continue every year after the project closes)		
CALL, including				
Space renting	OW SARP	6/2019-5/2022 We consider 3-months renting in case of difficulties with the longer rent	No acceptance from the municipality for the lower rent	BPL ZGN Local gov (district level)
Call for participants (various possibilities – three types of calls)	Praga team and jury	6/2019 01/2020 01/2021		
Call results		7/2019 2/2020 2/2021		
Pop-ups or longer-term activities in the store		8/2019-5/2022		
Mentoring programme	Praga team Invited mentors (academic, business, NGO)	Financial resources: for broadening of the programme possibly sponsors, partners		

		Knowledge: specialists in the field of the beneficiaries			
INSTITUTIONAL SOLUTIONS					
Series of workshops (within the framework already present in OW SARP) to create recommendations, solutions, models	Praga team Invited experts Teams chosen in a public call	2019-2022	Financial resources: see costs estimation Knowledge: specialists in the field and corwd-sourcing through public discussions	No interested participants.	Possible participants (specialists in the field) General public, especially Praga inhabitants
Special clauses in tenders for municipally-owned stores in Praga	To be proposed by Praga team	tbc	Institutional solutions	ZGN BPL	BPL ZGN Local gov (district level)
Recommendations for Warsaw Studium	To be proposed by Praga team	2019-2010	Institutional solutions	BAiPP	BaiPP Local gov. (municipal level)
TO PROMOTE					
Publications	Praga team Authors, artists		Possible crowd-funding and/or sponsors, partners		Co-authors General public
Living Memory Exhibition	Praga team curators, artists	1/2022-5/2022		No agreement with Musuem of Praga or/nor Zodiak Pavillion	Museum of Praga Zodiak Pavillion curators Praga inhabitants Warsaw visitors Possible partnerships with other artistic institutions
Virtual Gallery – internet version of the Living Memory Exhibition	Praga team curators, artists	1/2022 - to be continued			
Workshops, walkshops	Cooperation with Forget Heritage and Come In! projects				General public
Possible action					
*MADE IN PRAGA	Praga team in cooperation		Financial resources from	Production/creative	Production/creative

<b>Creation of a brand for local production/creation sector</b>  <b>Including:</b>	with the specialist(s) of branding and public and private sector representatives	the project budget: see the cost estimation. Only other planned financial resources described. Human: specialists as members of the Advisory board; specialists advising about the brand creation; curators, artists; production/ creative sector in Praga. Other resources: Texts, photographs (licences).	sector in Praga may perceive the brand as unattractive or top-down initiative; municipal institution may be wary to join.	sector in Praga. BRG Municipality on city and district level Creativity Center Targowa 56 (and in future also Targowa 80) Partners from the academia/ entrepreneurship environment (possible members of the Advisory board) Praga inhabitants
<b>Production of the model "Praga products"</b>  <b>examples:</b>	Initiative: Praga team. Tender for design and production for the local artists / entrepreneurs.			Production/creative sector in Praga. BRG Creativity Center Museum of Praga Praga inhabitants
<b>Notebook (with photos and texts)</b>	Initiative: Praga team. Editing, curating – specialists from Museum of Praga. Tender for design and production for the local artists / entrepreneurs.	Invitation for the curators: 6/2019. Project: 12/2019 Tender for the photographers (if needed) 01/2019 Print: fall 2020 or winter 2020/2021		
<b>Praga pins/totes or similar</b>	Initiative: Praga team. Tender for production for the local artisans / entrepreneurs.	Design: 5/2019 (already in process). 1st tender: 6/2019 Production: 9-10/2019 2nd tender: 4/2020 Production: 7-8/2020		
<b>Call for proposals for other</b>	Initiative: Praga team.	2021		Production/creative

<b>"Praga products" (possibility – only in case of finding suitable partners for such additional venture)</b>	Choice: call jury (to be created with specialists, local successful artists, partners of the brand)			sector in Praga. BRG Creativity Center Museum of Praga Praga inhabitants (plebiscite?)
<b>ADVISORY BOARD</b>				
<b>Create the Advisory Board granting the right to use the brand</b>	Praga team with local and institutional partners	2020 - onward	Several public institutions or other bodies who do not want competition in the decision-making process	Mentors and experts participating in the Lab If the Advisory Board is closer to be created: general public
<b>Book</b>	Praga team Authors, artists		Possible crowd-funding and/or sponsors, partners	Co-authors General public

## 7 Monitoring Progress

Our strategy for monitoring attainment of project actions includes the following steps:

Month-to-months monitoring of funding sources.

Weekly management meetings to discuss ongoing actions.

It is also planned to share information about the Lab actions and results with broader public (conference, public debated etc.) in order to gain insights opinions. They will be introduced to the aforementioned agendas and reports.

In case of creation of the Advising Board Meetings every 6 months: reports about the project actions, progress and achievements. Revisions of tasks and actions according to the results of the AB assessment.

Reports for the Task Leader after AB Meeting or more frequent if required by the Task Leader.

# Local Action Plan of the CHL Sunderland HSW





<b>Project Full Title</b>		<b>Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment</b>
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# Table of Contents

Table of Contents .....	3
Executive summary .....	4
1 Mission, Objectives and Strategies .....	5
1.1 Mission statement – for the entire project period.....	5
1.2 Objectives and strategies .....	6
2 Participation and Decision-Making Processes .....	9
2.1 Leadership .....	10
2.2 Recruitment strategies.....	11
3 Heritage community.....	12
3.1 Target group and stakeholders.....	12
3.2 Heritage and community .....	12
3.3 Stakeholders’ contribution to project objectives .....	13
3.4 Outreach activities .....	13
3.5 Engagement activities.....	13
3.6 Complementing activities .....	14
4 Financial model .....	15
5 Regional integration and territorial integration.....	17
6 Actions .....	18
7 Monitoring Progress .....	20



## Executive summary

The HSW CHL focuses on bringing three currently highly dilapidated buildings back into use. These are terraced buildings on High Street West (170-175) Sunderland. They were originally built as houses in late 1700's, with their ground floors converted to retail/office very early on. 170/1 (figure 1, on the left) is in best condition and has two front doors. 172/3 has a different layout as it was converted to a department store by removing the first floor and building back into garden (middle building figure 2), which created a large space. This is now considered critical to significance of the ensemble. 174/5 (figure 1 on the right) is not listed, but found to be as old as the other two, which are listed, and also has two front doors (one for shop and one for upper floors).

The three buildings are owned Freehold by the TWBPT. They were gifted (sold for 1 pound) by Sunderland City Council in February 2018. The aim for the buildings (not a legal obligation) is to bring them back into use, and develop them for cultural use. Since, the TWBPT have made the buildings safe / stable, and have received planning permission for its proposed restoration, which includes a music venue with ancillary café and a record shop, and office/workshop space for cultural companies and artists. The Trust were seen as the 'last option' by the council, if this attempt fails then the buildings will probably be lost. Once restored however, the buildings are expected to be a really necessary and positive addition to the street and help the revitalisation of the area, e.g. by increased footfall, floor space brought back into use, and pride.

The main aim for the long term project, post OpenHeritage, is to get the three buildings on High Street West (170-175) in Sunderland (UK) back into long term financially and socially sustainable socio-cultural use. Specifically for the next two years we aim to restore shells, re-open the complete ground floor of all 3 buildings to enable them to be used for a mixture of permanent and temporary cultural uses, while building a case for financially sustainable permanent use in the long run.

The short-term plans are in collaboration with PopRecs, a well known community interest company in the music sector in Sunderland. In collaboration with them we will develop community engagement events, and they have already been organising multiple gigs and other events in the space on a temporary base. The plans for the ensemble comprises several phases, which are overlapping and iterative. This plan provides an overview of the phases, and as much detail as possible on the content of those phases.

# 1 Mission, Objectives and Strategies

## 1.1 Mission statement – for the entire project period

The main aim of this CHL is to get the three buildings on High Street West (170-175) in Sunderland (UK) back into long term economically sustainable socio-cultural use.

Specifically for the next two years we aim to re-open the complete ground floor of all 3 buildings to enable them to be used for a mixture of permanent and temporary uses.

The project is seen as a key opportunity to extend the economic regeneration progress of the City Centre Investment Corridor east along the High Street West (PDF here), and link with other developments in the city. The restoration of these historic buildings is also central to the Sunderland Strategy (the City's sustainable community strategy) that identifies within one of its five strategic aims the importance of protecting and nurturing the City's built heritage in helping to create a strong culture of sustainability.

Figure 1 shows the three buildings comprising the CHL (within the dashed line). There are three terraced buildings originally built as houses in late 1700's. Ground floor was converted to retail/office very early on. 170/1 on the left is in best condition and has two front doors. 172/3 has a different layout as it was converted to a department store by removing first floor and building back into garden. The space created is critical to significance. 174/5 on the right is unlisted but found to be as old and also has two front doors (one for shop and one for upper floors).



**Figure 1: The Sunderland CHL**



Figure 2: Map of the CHL and surroundings

## 1.2 Objectives and strategies

The initial part (until June 2020) is about getting them back into a state they can be used in the first place (focussed on the shell). This will be under ownership and leadership of the TWBPT, and involves a combination of capital works and some meanwhile use when and where possible.

**P0 Pre April 2018:** Community consultation (2016) on future use(s) - this proposed the involvement of PopRecs and other cultural organisations to change the character of the area and help foster community development.

The set of three buildings has for over a decade been on the list of key sites that Sunderland City Council wanted to see restored. The location is central to the city of Sunderland and their state of disrepair was having a detrimental impact on the area. The Council managed to buy the building off the previous owner and transfer them to the TWBPT. The formal start of the project occurred after the buildings had been transferred from the Local Authority to the TWBPT (February 2018) and the Urgent Works (funded by Historic England's Repair Grant Scheme) had been undertaken (March-April 2018).

**P1 Feb 2018 – Oct 2019:** Building is in the ownership of TWBPT, the ground floor of one of the three buildings is now safe to use (including e.g. emergency lighting, smoke alarms) and has also been connected to water, electricity, and gas networks. A lease of the first building is signed to Pop Recs (a Community Interest Company) to use the building for meanwhile use / event space.

The building is currently open on an events base. e.g. Pop Recs have been then been awarded funding from the Arts Council to test the building and run a series of events with the young people of Sunderland. TWBPT (in partnership with Council, Pop Recs and Historic England) opened the building for Heritage Open Days in September 2018 and also welcomed the Historic England Commissioners in October 2018.

Main objectives for this phase are obtaining funding for capital works, developing plans for the buildings and obtaining planning consent, PopRecs are organising some engagement events to build a community base in the area. TWBPT will commission a community audit, to better understand possible collaborations / who is in the area, and possibly explore future users.

Presently the involvement of PopRecs is helping to raise profile and attract project development funding and they are being commissioned to deliver segments of the community engagement / activity programme and develop the meanwhile use of the buildings. This also develops a community base for their organisation, as their current base is in another part of Sunderland.

Current meanwhile use is made possible by some additional works to HSW 170/171 (left hand building), undertaken by Sunderland College apprentices: joiners, plumbers and electricians are doing a basic fit out of the building to bring meanwhile use to the building, and thus to test the business model of PopRecs. Students from Sunderland College (and their teachers) are undertaking the required fit out. They are currently on site with Living Classroom funded £45,000 from central government (Coastal Revival Fund).

**P2 Oct 2019 – June 2020:** Capital works, getting the shells of the buildings in good state (some meanwhile use might be possible, depending on where scaffolding will be, and the impact of building works / noise).

The total capital works are calculated at circa £2,000,000 for the 3 buildings, this plan includes elements of repair, renovate and new build. At the moment foreseen financing is based on grant funding. Loan financing might come in later, when there is a more definite long term plan, as currently it is not possible to plan whilst there are many unknowns in terms of future use, surrounding area value and developments, European links, etc. The TWBPT are aiming to start on site (capital works) in October 2019 to restore the roofs of the 3 buildings. Currently this is a £460,000 project, for which grant funding it obtained (mix of grant funding including Architectural Fund, Sunderland City Council, and Historic England). Thus TWBPT have been able to secure the majority of the funds (circa £500,000) to secure the shells of the 3 buildings 170-175 High St West.

**P3 July 2020 – June 2022:** A phased development of: some internal works, floors, adding an elevator / fire escape staircase in the back, as well as more permanent cultural use. This might require a different legal structure (e.g. a HSW trust) where the TWBPT is involved, but not the main responsible party for the cultural use. This period will be seeing more permanent activities happening and getting the full group of users in place. This group of users would include PopRecs, but there is an objective of wider (commercial) cultural use, and the need for (a mix of) use to make the project viable and sustainable long term. TWBPT aim to develop a viable scheme that secures the long term involvement

of PopRecs in the development of a culture/arts complex, which would not only meet the original wishes of the community, but also make for a great re-use of the space.

**P4 post June 2022:** Post open heritage development phase, where the TWBPT together with users continue to build a case for permanent and financially sustainable use, as a culture & community centre for the neighbourhood.

Within P1 objectives are:

**A Building 170 back into use**

- The first phase of the 'Living Classroom' project ran from January - April 2019 (funded through Coastal Revival Fund). The students will begin a second phase in May 2019 that will continue to bring the building back to life and install the kit purchased during Phase 1
- April 2019 Gas connected and heating installed
- The Futureheads concert on 18th April 2019

**B Develop Plans for the getting all three buildings back into use / capital works / understand community**

- Community audit > overview of community groups. To better understand who is there & what they already do.
- Architects design (1st phase done)
- Obtaining funding for capital works

**C Develop a community base for PopRecs**

- 12 Coffee mornings (target audience – social / heritage) running between May and August, ran and hosted by PopRecs
- aim to host a coffee morning every Wednesday as a base from which other events / initiatives can feed from (e.g. Living Classroom will continue on Wednesday's)
- stimulate / develop community interest to get other 'spin-off' events

**D Develop Heritage interest**

- During the coffee mornings, there will be possibilities for participants / visitors to also contribute to and talk about the history and memories of the area and buildings. E.g. Display of / exposition of history of the area; Memory wall / booth > collecting memories people have of the buildings
- We will develop an event for the Heritage Open days September

More detailed plans for P2 and P3 will be come at a later stage.



## 2 Participation and Decision-Making Processes

At least until June 2020 the key formal decision making structure sits within the TWBPT, which is a registered charity and membership organisation. The Trustees meet on a quarterly basis in the form of the Council of Management and then more regular in a sub-committee called the Operations Group. Members can become Trustees, ask for issues to be considered and attend the Annual General Meeting.

On a local area level the Trust Manager sits on the Heritage Action Zone Committee, which is organised by the City Council and has a civil servant funded by Historic England. Other groups represented on this board include the Churches Conservation Trust, Sunderland Civic Trust, Sunderland Antiquarians, local business.

PopRecs is leasing the building from the TWBPT and is a Community Interest Company (CIC) that currently has 2 Directors and is examining the formation of a Board, as one of the options to sustain their aims and support their future development. PopRecs provide an opportunity for the TWBPT to engage with local people. The hope is that they take on the buildings long term but their value in the short-term profile is significant for this project. It is clear that the project would not have got this far, this quick without them.

We all believe that the long term solution for the buildings require a new organisation (e.g. a Trust, Charity, cooperative, Social Enterprise, tobd) to provide an overarching organization, but this is a delivery model, and thus will need to be decided upon based on the longer term use / lease. (for illustration: If the buildings became a commercial restaurant then TWBPT would meet majority of our outcomes and would certainly rescue the buildings, it would not need a trust / separate legal structure.)

In time, we will be deciding among the main stakeholders what would be the best legal structure, e.g. a cooperative, a social enterprise, or a charity to both secure democratic governance in the long run, and have access to / the ability to use funding structures such as crowd funding and community shares. <https://mycommunity.org.uk/resources/types-of-organisational-structure>

This means we would have to follow structures accordingly. We will then also develop a governing document for this and decide about scope, aims, who will have a vote and voting structures.

This is an ongoing conversation between the owner of the properties (TWBPT) and the current leaseholder (PopRecs), as well as potential other organisations / future users, which needs time and serious consideration of all the options.

Potential collaborators in this structure will be consulted on this as well e.g. Sunderland Culture, Local Authority, and Newcastle University.

## 2.1 Leadership

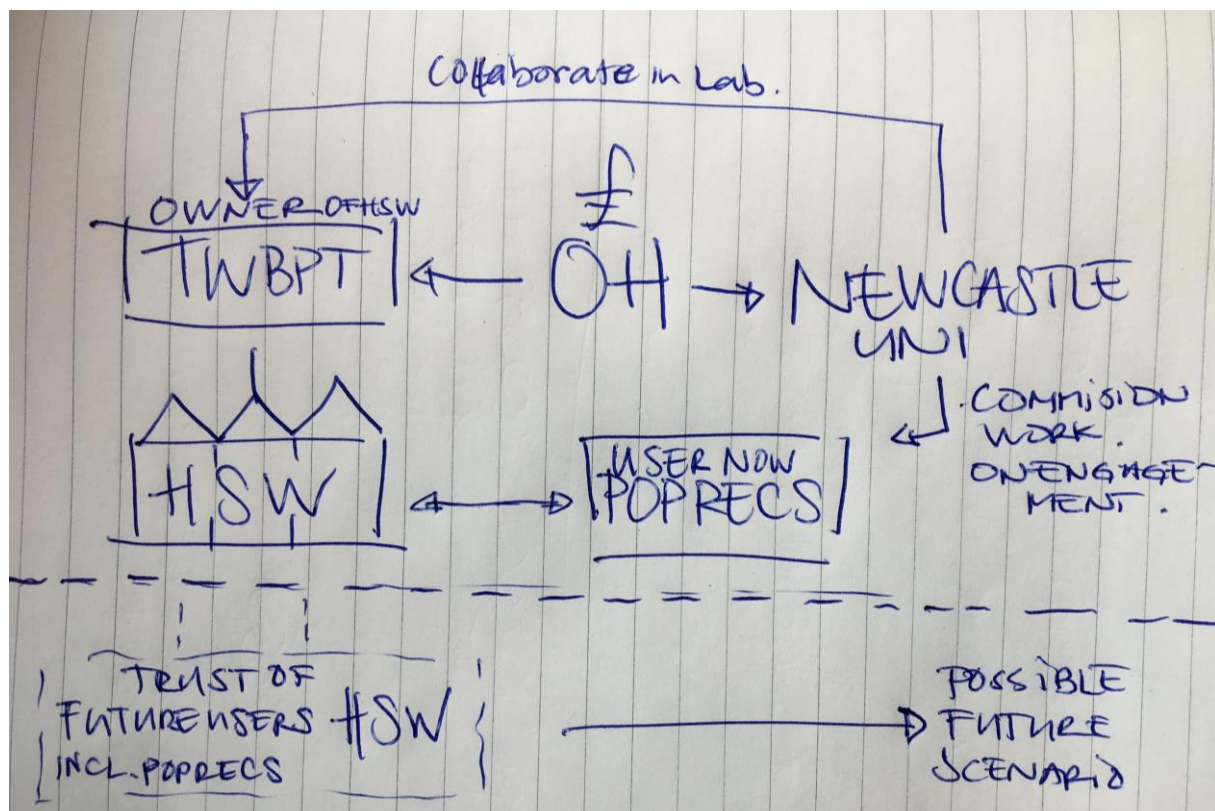
The Trust Manager and Deputy Manager of TWBPT are employed by the Trustees to undertake the work of the Trust.

The HAZ Committee has appointed an independent chair to oversee the delivery of that associated project. The Committee is serviced by a member of staff who is employed by Sunderland City Council.

During these early stages of the project PopRecs's are being commissioned to deliver certain elements. For the community engagement they will be funded to support the events and provide coffee and activity to the themed meetings.

The TWBPT structure is following the legal structure of a Trust. There will be no changes in the leadership / organisation until the format of the next delivery stage is concluded.

Some ideas for this next stage are being looked at e.g. a cooperative <https://www.uk.coop/about/what-co-operative>; or a community shares (1 member 1 vote, no matter how many shares a member has) more via <https://communityshares.org.uk> and <https://mycommunity.org.uk/funding-options/raising-finance-options/community-shares>.



**Figure 3: Diagram of collaborators HSW CHL**

There is not yet a need for a formality to the decision making process of the CHL as it is controlled by the TWBPT Trustees and guidance is provided by the HAZ

Committee. Once the decision is made to work with a certain delivery model then the project will move into a different phase of delivery.

TWBPT Board visited High Street West recently (on the 14th March 2019) and then held a workshop at the Eagle building (nearby building) about future of the trust. Moreover, TWBPT is a community/membership group. The Trustees form the decision making board. The Board meet quarterly and then there is an Operations Group that meets between these larger meetings. Chances require a vote at AGM, members can make a difference by doing so, and attending events.

Other organisations involved are PopRecs (user), Sunderland Culture, and Sunderland City Council as funders and facilitators of process. Various community engagement events that benefit the development of HSW will be organised with and by them. We co-fund these activities through OpenHeritage, both in terms of time and resources, and financial support.

**PopRecs** is a private company limited by guarantee without share capital and a Community Interest Company (CIC). A CIC is a special type of limited company which exists to benefit the community rather than private shareholders. For more info see <https://www.communitycompanies.co.uk/community-interest-companies>

Pop Recs Ltd is a record shop, a coffee shop, an art space and live music venue ran by [Frankie & the Heartstrings](#).

**Sunderland Culture** is fairly new. They are a private company limited by guarantee without share capital, set up to support activities to performing arts in Sunderland and improve life for everyone in Sunderland through culture. They operate Sunderland's most important cultural assets (National Glass Centre and Northern Gallery for Contemporary Art, Sunderland Museum & Winter Gardens, Sunderland Stages, Sunderland Cultural Partnership, Arts Centre Washington and The Fire Station) and they run cross-city programmes such as the recent UK City of Culture bid and the [Great Place Scheme](#). Since 2018 they are a Arts Council England National Portfolio Organisation.

See <https://sunderlandculture.org.uk>

## 2.2 Recruitment strategies

The community audit will give a better insight in who is already in the area, and how to engage with them. It might help build a future use /audience group. Same for the coffee mornings / workshops around community engagement work PopRecs is being commissioned to do.

PopRecs is particularly interested in working with local groups, including vulnerable communities, by offering a platform for developing and exchanging skills. The coffee shop and music are two different vehicles to do so. Their focus is on mental health, homelessness, youth, etc.



## 3 Heritage community

### 3.1 Target group and stakeholders

As described above, there is a need to develop engagement for several reasons. E.g. Information exchange; promotion of what the TWBPT do, what PopRecs does, what the future of the buildings might be (which is as much about informing and consulting as it is about managing expectations) ; improving visibility.

We are now making sure the community are being shown that the buildings are usable, to reawaken interest, test events, as well as to provide an opportunity to build better connections in the area.

The target groups are varied, but mostly based in/ focussed on Sunderland and surroundings, including:

- Young people
- Vulnerable neighbours (e.g. hostel / homeless; refugees)
- Locals / residents of the surrounding neighbourhood
- General public
- Music lovers / interested; Music / creative industries

There is a wider programme, set up through the Heritage Action Zone, with walks and events, as well as research & design around the area see e.g.

<https://historicengland.org.uk/services-skills/heritage-action-zones/sunderland/>

<https://historicengland.org.uk/services-skills/heritage-action-zones/sunderland/get-involved/>

[https://www.sunderland.gov.uk/media/19355/Hendon-East-End-Circular/pdf/Hendon\\_East\\_End\\_Circular.pdf?m=636410807611400000](https://www.sunderland.gov.uk/media/19355/Hendon-East-End-Circular/pdf/Hendon_East_End_Circular.pdf?m=636410807611400000)

<http://altogethercreative.co.uk/2018/04/25/sunderland-heritage-action-zone/>

<https://www.sunderland.gov.uk/article/16329/Heritage-Open-Days-information>

<https://www.facebook.com/Sunderland-History-Heritage-Festival-418079148689628/>

### 3.2 Heritage and community

Heritage in this project is a means to an end. It's a building that serves the purpose and needs of PopRecs / wider cultural use that is wanted in the area. We currently think that, the heritage as it is formally listed doesn't necessarily mean a lot to most in the community. This belief will be tested during the community engagement and the activity linked to the HAZ.

Some of the interest in heritage and meaning can be found in the relation to the location and the ruinous aesthetics, which provides a unique space / feel that fits the character of the initiative. On the other hand it seems related (but we will explore this further) to memories (in living memory), mostly of the building as departments store (Binns). Other histories/stories/memories that specific groups could attach to, or might already feel attachment with have yet to be identified.

This will be part of the Community Engagement / Heritage Engagement objectives.

### **3.3 Stakeholders' contribution to project objectives**

PopRecs are a valuable contributor to the project as they provide future use to & community attachment for the building. This means plans can be more specific, and there is a wider reach for funding (which can through them be aimed at future use as well as capital works)

The identified groups can contribute in multiple ways e.g. Share stories & memories; Support the business; Volunteer for TWBPT and / or PopRecs

### **3.4 Outreach activities**

- Coffee mornings
- Sharing experiences workshop: talks & tips of similar projects in the region (autumn workshop around business plan development & long term economic sustainability)
- Looking into other ideas, such as develop a walk or exposition in collaboration with local history groups. This programme will be developed based on the community audit, and the outcomes of the coffee mornings

### **3.5 Engagement activities**

*Off-line activities:*

- The first phase of the 'Living Classroom' project ran from January - April 2019 (funded through Coastal Revival Fund). The students will begin a second phase in May 2019 that will continue to bring the building back to life and install the kit purchased during Phase 1. Their engagement with the building / heritage is very direct working with the material. Follow up / come back moments will be organised in a later stage, to discuss their experiences and talk about what it means to them to work on a local (heritage) building.
- Develop a community base for PopRecs is not directly about heritage community. But at the 12 Coffee mornings (target audience – social / heritage) ran between May and August, ran and hosted by PopRecs, newcastel university researcher will be present, and develop ways for people to engage with and share memories of the buildings / area. So during the coffee mornings, there will be possibilities for participants / visitors to also contribute to and talk about the history and memories of the area and buildings. E.g. Display of / exposition of history of the area; Memory wall / booth > collecting memories people have of the buildings
- We will also stimulate / develop community interest to get other 'spin-off' events
- We will develop a programme of events for the Heritage Open days in September 2019, together with other organisations, and in the whole area (HAZ).

Our target group is very much the local community, people who have seen the building decay, and are interested to now see it brought back to life. Moreover, PopRecs target groups are more generally, the community that would benefit from their music and community projects. These two communities overlap, but can and should also exist separate from each other. Some events are targeted for general interest / and towards everyone, some events will be more specific in their focus / audience. This is done to make everyone feel welcome, and be inclusive.

The various events will help develop a socially sustainable case for use of the building in the future, as well as increasing the chances for the future use to be financially sustainable whilst being very explicitly focussed on community interest.

#### *Online activities:*

An important part of the plan for the CHL HSW as well as the TWBPT, we want to take sufficient time to design a professional and elaborate marketing and communication plan. This is where we will develop a more in-depth strategy for online communication. The off line community engagement projects will take place over summer 2019 (e.g. coffee mornings, heritage open days) are will be promoted through existing online channels. We will take advantage of these moments to develop a better understanding of how the online engagement platform can support and develop the participatory intentions of the project, and learn how best to build an online community that can be sustained beyond the project. This will be developed during those months (June-September 2019). With the capital works for HSW starting in October, we will then have an online presence to continue developing the project even if physical use is not possible.

Some already identified issues of our digital strategy (a more elaborate strategy will be developed soon):

- We need to build a platform that is valuable in the long term (post H2020) for the community around and the direct users of HSW
- Sunderland is relatively low on digital / online access (85% regular use)
- A community audit is needed in developing insights in how best to cater for the various groups within the communities / target groups

TWBPT as a membership organisation have their own following, through website <http://www.twbpt.org.uk/> and newsletters, as well as

- <https://www.youtube.com/watch?v=aWY6SgjRwlq>
- <https://twitter.com/twbpt>
- <https://en-gb.facebook.com/TWBPT/>
- <https://www.instagram.com/twbpt.org.uk/>

### **3.6 Complementing activities**

At the moment the progression of the project is mostly disseminated via twitter and Instagram, and the website of the trust. The events PopRecs organises are also promoted and disseminated over social media. The communication and

marketing plan should focus on improving the interaction between online and offline actions.

Social media is one of the main means to reach some of the target groups (e.g. music / fans, young people), but will always be used as complementary to off line and personal communications and more traditional media formats for above mentioned reasons, and the aim to reach groups that do not have regular access to internet such as homeless people.

## 4 Financial model

To run a site such as High St West will require circa £50,000+VAT per annum expenditure to include: insurance; utilities (water, electricity and gas); management contracts on alarm, fire alarm and emergency lighting; basic repairs; cleaning; management costs and security. Comparable data can be provided by the Trust's operations at Alderman Fenwick's House in Newcastle.

The revenues from the complex will come from: annual room hire; short term room hire (conference, meeting room); ticket sales for events; food and beverage; and merchandise.

Income (in the long run) from projects is part of the financial sustainability of the TWBPT, projects such as HSW are thus inherently part of the business plan of the TWBPT and cant bee seen separately when it comes to financial models. The TWBPT is a membership organisation. Growth of members will need to be coordinated (e.g. a member / volunteers coordinator plan) and this requires further investment in staff time and development, and the possibility for this to happen is therefore directly linked to the success of projects undertaken. One of the outcomes of OpenHeritage for TWBPT will be to use the expertise in the consortium to think through different future scenarios for the Trust itself, the possible options, and weighing the benefits and costs, feeding into long term plans of the TWBPT, both in terms of organisation and financial considerations.

In order to provide financial sustainability the building must have a mixture of medium term and short lets to ensure the right balance is struck in terms of occupancy and risk management. A room that is let on a daily basis will generate more revenue than one let of an annual basis if high occupancy levels can be achieved.

We are confident that the project will attract large amounts of grant funding. That may fund 50-75% of the requirements to restore the 3 buildings. This will come from National Government, Local Government, National Lottery and Trusts & Foundations.

There is an expectation that debt finance will be required to fill the funding requirements of the project. The options for this include:

- mortgage from commercial bank.
- prudential borrowing from Sunderland City Council
- community Share or Bond Issue

The key consideration must be the level of interest payments required to service the debt and the term offered. Our understanding is that the commercial mortgage would be at least 3% above Bank of England base rate. If obtainable Prudential Borrowing may be as low as 2.5%.

The share and bond issue comes with a range of options to reward investors. Currently offering a 2% return to investors can provide an attractive rate as compared to a saving rate at the bank<sup>1</sup>.

The full budget estimated for restoring HSW is 2 million pounds. Securing this money has been the main aim of the TWBPT for the last year. Currently funding from various sources, including Historic England, Sunderland City Council, and the Architectural Heritage Fund is being secured, for about 1/3<sup>rd</sup> of full amount needed, and therefore capital works are planned for a start in October. In addition funding has been secured to run the Sunderland College apprenticeships projects.

In addition, PopRecs aims to secure further funding for activities they will organise at the venue (including for e.g. Temporary events licences for music / alcohol), and Sunderland Culture has already committed co-funding for the Heritage Open Days events in September 2019.

The 60,000 euros (about £51,000) provided by the OpenHeritage will be spent on:

**Table 1. Sunderland Lab expenditures**

Community Audit	£4,000.00
Coffee Mornings PopRecs	£5,000.00
Further spin off events	£10,000.00
Volunteer subsistence 1500 per year	£4,500.00
Press/PR 1500 per year /	£4,500.00
Printing	£1,500.00
Evaluation / monitoring	£2,000.00
Heritage open Days / specific heritage activities	£2,000.00
Extension of 'Living Classroom' activities	£5,000.00
Open Heritage 2020 visit	£4,000.00
Visit OpenHeritage Financial team	£500.00
Community shares / legal & PR work	£5,000.00
Legal and other fees for trust / coop	£3,000.00
	£51,000.00

<sup>1</sup> Note: The Trust cannot offer a share issue because of its legal structure, being a company limited by guarantee. Also an issue requires a high level of management and works well when there is a large level of support from community.



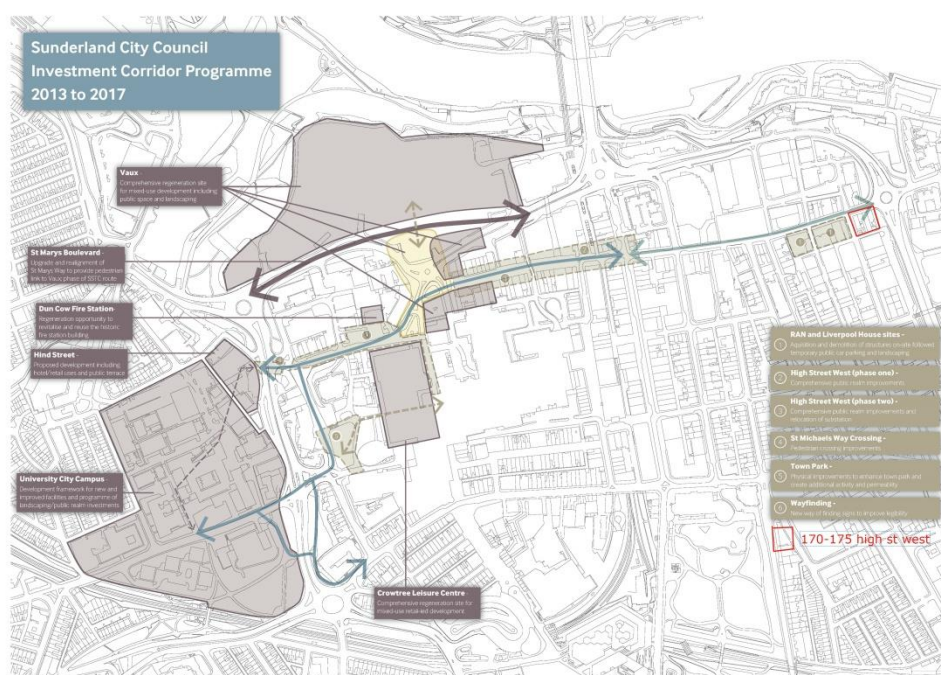
## 5 Regional integration and territorial integration

High Street East, Church Street East, High Street West and Fawcett Street have all functioned as the City's main commercial streets in past centuries but have all since declined as the City's commercial core has gradually moved west. This has left a legacy of economic deprivation in the Heritage Action Zone (HAZ) with high levels of vacancy, key historic buildings in derelict or poor condition with urgent and often vast repair/restoration needs.

There is significant heritage at risk in the HAZ, both area-wide and on an individual building basis. The HAZ contains both Conservation Areas in Sunderland on the Heritage at Risk Register, Old Sunderland Conservation Area and Old Sunderland Riverside Conservation Area. It also includes that part of the adjoining Sunnyside Conservation Area which has the greatest concentration of buildings in dilapidated or poor condition.

Sunderland is a large city on the north east coast that spans the River Wear, which winds its way to the busy Port of Sunderland through working farmland, landscaped parks and thriving urban communities including the Central area of the City. Physically the centre of Sunderland has many strong assets including a City Centre in close proximity to the river, the port and the sandy beaches of the seafront

High St West is a city centre site close to the railway/metro station and a short walk from the civic buildings. The image below shows its relationship to the City Centre Corridor Initiative and starts to explain why the restoration of the site is important to Sunderland City Council.



The Sunderland Economic Masterplan (published 2010) is a statement of intent articulating the City's aspirations and potential for economic development. It was produced by Sunderland City Council in full collaboration with a wide range of cross sector partner organisations.

The Economic Masterplan establishes five strategic aims. Aim 3 'A prosperous and well-connected waterfront city centre' has particular synergy and integration with the aims of this restoration project and the Heritage Action Zone generally. The Masterplan notes that "Sunderland city centre can only be transformed by making it more attractive to private investment.....Public funding and effort will therefore be concentrated on specific investment corridors". The Investment Corridors project seeks to align investment to key routes and destinations within the city centre and facilitate private sector development. The City Centre Investment Corridor is focused along High Street West and thus includes 170-175 High Street West, which are strategically positioned to effectively book-end the eastern end of the Corridor.

The long term future of the building requires the gap site on Villiers Street and Nile Street to be redeveloped. These can then have an impact on the rental values achieved at this site. The economic regeneration of the city centre is partly dependant on the renewal of the rail/metro interchange which currently is a poor quality 1960's station structure.

One transport area that has been identified is the pedestrian crossing of the inner bypass between High St West and High St East. In its current form this acts as a barrier to movement through the old town.

## 6 Actions

This chapter aims to describe actions for each dimension of the project (stakeholder involvement, financial management, regional integration). The *major* action steps are presented in the following table.

**Table 2. List of Actions**

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
What needs to be done?	Who will take action?	By what date will the action be done:	What financial, human and other resources are needed?	What individuals and organizations might resist? How/why?	What individuals and organizations should be informed about these actions?
<b>Series of themed coffee mornings</b>	TWBPT and PopRecs	First session 22 <sup>nd</sup> May 2019	Coffee machine, people, theme.	Idea has been positively received	Each theme will relate to different groups/people.
<b>Main Contractor sought to deliver Phase 1 works</b>	TWBPT	To report to Trustees on 22 <sup>nd</sup> July	Architect, Quantity Surveyor	All approvals have been received.	Public tender process through government portal
<b>Formal Community Audit</b>	UNew	Summer 2019	Consultants to help collate information	Wide number of organisations working in isolation.	Through traditional and modern methods
<b>Develop communication &amp; PR plan</b>	TWBPT / UNew	Summer 2019	ICCLEI / PLatonique to help?	Currently very ad hoc. Coms and PR across events to be streamlined. Design / logo / promo material	...
<b>Develop more detailed business plan</b>	TWBPT / UNew	Summer 2019	Eurodite / Trias to help	Various ideas and options, but need to develop scenarios to talk through / decide with (future users / stakeholders	Plan



## 7 Monitoring Progress

The purpose of this chapter is to outline a strategy for monitoring attainment of project actions over time and provide feedback on goal attainment to the CHL management team and funding sources.

- For the collaboration between TWBPT and UNES, there are regular, (two-weekly) meetings to monitoring project actions over time. This involves undertaking as well as discussing actions, and reflecting on them.
- TWBPT in obtaining funding for capital works for this project, also has several formal monitoring commitments in the context of obtained grant funding. This includes feedback on the works, evaluation of impacts (e.g. on material, financial, wider social context, cultural, community) this will follow set indicators where possible (and or required).
- Within the online plan we are also working with Plantoniq to develop online tools for monitoring impacts.
- Community engagement is at the core of some of the monitoring, as this will provide a real-time feedback moment to understand the impact of the project on various target groups, which will help us reflect on actions and thus steer / change the ones still ahead.

# **Local Action Plan of the Hof Prädikow CHL**

<b>Project Full Title</b>	<b>Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment</b>	
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# Table of Contents

Table of Contents .....	3
Executive summary .....	4
1 Mission, Objectives and Strategies .....	6
1.1 Mission statement – for the entire project period.....	6
1.2 Objectives and strategies .....	6
2 Participation and Decision-Making Processes .....	8
3 Heritage community.....	12
3.1 Main stakeholders .....	12
3.2 Heritage community engagement activities .....	12
4 Financial models .....	15
4.1 Activities and costs.....	16
5 Regional integration and territorial integration.....	20
6 Actions .....	21
7 Monitoring Progress .....	24

## Executive summary

The revitalisation of the CHL can be separated into two parts: The first part consists of the acquisition of the site, the implementation of the leasehold contract and the formation of a project group. The stakeholders are the trias foundation, which purchased the land for 375.000 EUR, and the "Mietergenossenschaft SelbstBau eG" (literary translated: "Do it yourself" cooperation), which took a buildings lease for the estate from the foundation.

The financing structure consists of three columns: The leaseholder payed the heritable building fee for 10 years in advance (150.000 EUR), the group and their friends and supporters are invoked to support the effort with voluntary donations (approx. 100.000 EUR) and equity funds of the trias foundation. The project group has already been established as an association. This first part can be considered as completed.

The renovation and the growing on-site activities of the group can be described as the second part: The renovation will be managed by the leaseholder and will be realized in steps, one building after the other. This will be executed with newly acquired cooperative shares, bank loans, public subsidies and personal contributions (volunteer work, called "subbotnik" / субботота) of the members of the association.

Currently (May 2019) the stocktaking of all buildings have been finished and an in-depth analysis by the architects is in progress. The first stage will include four buildings to be renovated: Several flats will be generated in the former horse stable and the former bakery. Furthermore a former barn will be renovated and converted into a village community center "village barn" and the so-called "Schweizer Haus" ("Swiss house") into a coworking-space ("Prädi/co").

The return on investment is secured by the rental income paid by the project group Hof Prädikow e. V. (an association). The group enjoys a large community network: Beside the neighbourhood in Prädikow and the nearby villages the "Netzwerk Zukunftsorte Brandenburg" ('places of future' Brandenburg) is noteworthy.

The vision is that the first four buildings are renovated and under use at the end of 2020. We believe that as soon as the first group members are constantly living

and working on-site the project will develop new dynamics by itself. The already existing social and economic relations with the inhabitants of the surrounding villages will become even stronger and long-lasting in the course of time.

With the support of OpenHeritage the project is able to provide a series of events and workshops to analyse the different perspectives, needs, feelings and expectations of the project groups and the surrounding population. The result is a common approach for the village barn / village community center and perhaps further project initiatives.

The development of Hof Prädikow is ment to be an example, a best-practice project showing that downscaling of rural areas cannot only be stopped but even turned to the opposite. This building ensemble is ment to be a core to develop new vital life and living perspectives in the rural area. Just living is not enough as it will generate new commuting streams between the center (Berlin) and the rural area. Therefore it is a vital goal to generate working places, which is mainly aimed at computer work and others, not dependent on the infrastructure of a big city. A gardening project is ment to supply dwellers directly. Living for elderly people and handicapped people is not only creating qualitatively good living spaces but generating further working places.

A network between similar projects in the State of Brandenburg would strengthen this idea and lead to an exchange of knowledge an abilities hence leading to a further strengthening of this region. Hof Prädikow can be an example that a "good life" does not necessarily mean living in a metropolitan city. In the best case it is going to motivate people to return to their old places in the rural area.

Open Heritage is specific support as well as a qualitative high publicity. The lab budget helps the project association to develop long-lasting structures with the villagers and the regional networks like "Netzwerk Zukunftsorte" through meetings and workshops. The support makes it possible to do these workshops and public relations on a very professional level and gathers reception not only regional, but national and international. The heritage information boards helps the project to present the heritage value for audiences that couldn't be reached without the support of OpenHeritage. This leads to a better acceptance of the project within the village, the State of Brandenburg and even on the national level. Finally this will ease it to get more support and subsidies for Hof Prädikow.

# 1 Mission, Objectives and Strategies

## 1.1 Mission statement – for the entire project period

As already mentioned, the vision is that the first four buildings are renovated and under use at the end of 2020. For this and for the further development of the site a large support from the surrounding population needs to be established. During the project period the CHL activities are aiming at the (re)integration of the site into the everyday life of the people of Prädikow and the villages belonging to the administrative area of Prötzel up to the town of Strausberg and the rural district of Märkisch-Oderland.

## 1.2 Objectives and strategies

- *Establishing first projects / 1<sup>st</sup> renovation of buildings*

The members of the project group want to start living and working on the site soon. Some people of the project group are already living in temporary structures, mainly trailers and caravans (May 2019). The presence and living on the site is important to develop a social life as a community, for generating relations with the inhabitants of Prädikow and for initiating first projects. All buildings have been analysed by architects and the plans for renovation are under development. The first buildings will be used for the most urgent projects, therefore three of the first initiatives are explained for each objective. The goal is the development of sustainable structures, both financial and personnel terms. Further information please see in Section 3 (Developing sustainable financial models)

- *Apartment building / former horse stable*

The revitalisation of the former horse stable is an example for the continuous process among the growth of the Hof Prädikow group and the revitalisation of further buildings. It consists of several steps and will be executed for each building that will be renovated together with a certain group (crew) of people for their specialized usage.

One of the first buildings that need to be renovated is the former horse stable. This building is almost ideal for a conversion into several flats. The first steps after the analysis of the architects are workshops between the SelbstBau

cooperative as owner and their tenants, the Hof Prädikow association, to define the possible uses and the financial requirements. The demands of the future residents are reported back to the architects, which leads to a financial scheme, a schedule for renovation and the preparation for submitting the building permit.

The goal is the successful development of a new usage strategy for specific buildings, taking into account the former usage, the heritage value, the requirements of the monument protection authority and the demands for the future users.

A team of people that has connections with relevant stakeholders and which is addressable for new stakeholders and guides them through the process will be the long-term result. This process is used for setting up a permanent team that acquires new groups through the revitalisation process in the future.

The support of OpenHeritage is deeply integrated into the activities of the association, which can be seen within the explanations in section 3. Starting with general team meetings, specific team workshops, a taskforce, building workshops, utilization prototypes, through Dorfscheune-blog („village barn blog“) to card set or flyers, documentation of the project, film and photography to heritage information board and expert workshop “Zukunftsorte” (‘places of future’) are actions and events, that are supported by OpenHeritage. Most of these events wouldn’t be possible at all or at this level and intensity without the support.

- *Village barn / village community center*

By the help of meetings, talks and workshops the groups want to determine people who are interested in developing a village community center, which will be used as a meeting point for both project and village people. The group will be able to define, beside the human resources, to formulate the requirements and demands for the building need to be determined.

At this point the support of OpenHeritage is highly needed to initiate an exchange between the involved people, both project group and local inhabitants on a professional level. OpenHeritage makes it possible, for example, to provide high-level workshops, that wouldn’t be possible without. The process enables the stakeholders to define common goals, personal contributions, involvement of further people and organisations (e. g. associations, companies) and long-term usage strategies. This process is accompanied by further support like public



funding programs of the federal state, but also national and European level (e. g. LEADER).

- *Schweizer Haus (Swiss house)*

The project group needs to establish structures that are helping them to develop perspectives for their business activities in Prädikow. This means a perspective for their own activities, but also for combining the activities of different people on the site with the surrounding area. For most of them commuting to Berlin isn't a desired or even possible perspective (60 km, app. 1 hour car ride, 15h public transport). This building will become a co-working space which offers desks, rooms for meetings and office use and small workshops. The process will be initiated by an expert workshop 'Netzwerk Zukunftsorte' ('places of future'), consisting of present and future members of 'Netzwerk Zukunftsorte' from different federal states of Germany, Members of 'Neulandgewinner'. The project is also supported by Robert Bosch foundation. The co-working space will be embedded into the "Netzwerk Zukunftsorte".

## 2 Participation and Decision-Making Processes

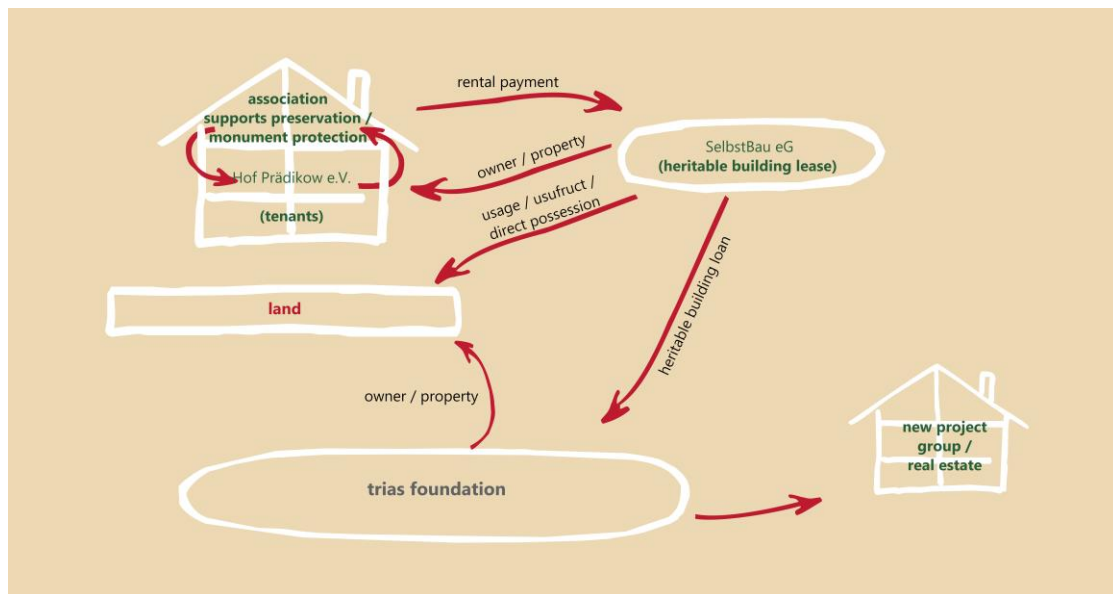
As land owner trias foundation isn't involved into the day-to-day work on site. Their objective to provide long-term access of the site for the project group and securing the project goals. Therefore the foundation receives a ground rent. This is regulated in the contract of the heritable building lease between the foundation and the SelbstBau cooperative.

As the SelbstBau eG (cooperative) is the owner and developer of the buildings (and bears the financial risks) it is their duty to take the decisions on the project together with the architects in charge and the users on-site. The users are represented by the Hof Prädikow association, which rents buildings and land from the cooperative.

On the other hand the overall decision-making is very participative, with high amount of personal contributions of the project group members and the future residents, which are constantly involved in the process. The project group forms a group with its own democratic structure itself. They use digital communication tools which enable them to discuss and decide on a short notice and provide a

constant flow of information. In addition they hold regular meetings, both altogether and in separate task-forces.

The relation between trias foundation, SelbstBau eG and the project group Hof Prädikow e.V. is explained within the following diagram. Additionally the usage of the ground rent is shown. As a non-profit foundation trias is able to give money to non-profit purposes, which includes the non-profit activities of the Hof Prädikow association (e.g. monument protection) or for investing in new projects (buying land).



**Figure 1. Stakeholder relationships**

The SelbstBau eG is responsible to carry out the renovation and reconstruction on behalf of the project group members. It therefore has a general mandate to take decisions on its own responsibility. But on the other hand the cooperative is also responsible for returning the information to the project group and taking its opinions and suggestions into account.

To ensure this the SelbstBau-team is involved in the online and offline communication tools and both sides carefully reflect the democratic legitimization of their decisions.

The SelbstBau is organized as a cooperative. Members can be natural persons, private companies and legal entities under private and public law. The members of the executive board have to be elected every two years. Along with the rental agreement the members of the project group have to become members of the cooperative and have to buy shares of at least 10.000 EUR/person. Along with their shares every natural person has one vote, no matter how many shares he owns. The "one person – one vote" is regulated in german cooperative law (Genossenschaftsgesetz, GenG). Therefore they have the right to vote the executive board of the cooperative. The regular election period is two years.

The project group is organized in the Hof Prädikow association, which also has an executive board, which is voted regularly every two years. Within the project group individual or small groups of persons might take the lead on certain tasks or topics. But as soon they face a decision that affects other parts of the CHL (or the CHL in total) they have to ask all other members for an official vote about it. Beside this there are no official leader positions.

Every natural person or legal entity, if he supports the aims of the association, is able to become a member. Within the statutes of the association an executive board is described, which is elected by the members. The statutes have no rules regarding the elections of their board members, that are beyond the civil code laws. The normal period is two years. Re-election is possible. One member has one vote.

The CHL is driven mainly by members of the project group association, in accordance with the SelbstBau cooperative. Anyone interested can join the association and therefore the CHL process. To become a member of the association the existing members decide whether the person can participate for a probationary period of six months. During these six months, the person may participate in all activities, but has no voting rights in the decisions. After six

months, both sides - the applicant and the project group - decide on full membership. This gives the person the same rights as everyone else in the group and the right to move to the estate as soon as a suitable room is available. For full membership, however, the person must also become a member of the association and the cooperative and pay in cooperative shares.

The cooperative recruits their members of their tenants, living in 23 co-housing projects all over Berlin and the Hof Prädikow site. Since participation is a central concern of the cooperative, it expects the project group to take care of the recruitment of new members itself and has no influence on the selection. However, in order to ensure the financing of the initial investments, it insists on the above-mentioned financial commitment. From the cooperatives point of view the goal of recruiting new members is to improve the financial strength and self-responsibility of the project group. From the point of view of the project group, there is also the aim that the new members have to fit in with the existing group on the one hand, but on the other hand should also bring with them new ideas and skills.

The recruitment "from within" harbours the risk that the project group will not differentiate much socially and form a relatively homogeneous fellowship. The participants are aware of this risk and try to take it into account when selecting new members. In addition, the opening of the project to the local and regional community through various social offers should improve the social mix.

No new members are being admitted at the moment because it is not yet clear how many additional apartments can be created on the site.

By the help of the involvement through the OpenHeritage supported campaigns and the public relations of SelbstBau cooperative and trias foundation. Also a lot of informations about the actions taking place on the site are published, for example in the official journal of the community of Prötzel (Prötzeler Kurier).

There is no written strategy to include women in leadership positions, but a strong will and sensitivity among the group.

At the moment there is no written strategy to include marginalized (ethnic, socio-economic, etc.) groups, but the involved people are very sensitive on this topic and want to include all groups. One of the first groups are elderly people, the cooperative received funding from Federal Ministry of Family Affairs, Senior Citizens, Women and Youth for a co-housing project that meets their special requirements.

## **3 Heritage community**

### **3.1 Main stakeholders**

The heritage value of the Hof Prädikow site is widely known and accepted within trias foundation, the cooperative, the project association, among all stakeholders and the surrounding population. The biggest problem for the project association is that the site disappeared from public perception, caused by the vacancy time of at least 20 years and the failed attempts of revitalisation. Therefore a heritage community has to be formed by the association members together with the owners and all people and groups, who are interested in the site and its revitalisation. The Hof Prädikow association is the starting point for new people and activities and is responsible for coordinating all activities on site. Together with the owner of the buildings, the SelbstBau cooperative, they are developing first drafts for the future use of the buildings. These plans need to pick up the technical and financial framework. Together with interested people an informal team (crew) is formed, which is responsible for the process of renovation and the transformation into normal operation. The term crew describes within this concept a group of people, sharing same aims and working together, consisting of association members and non-members. This instrument makes it very easy for new people to join a specific project, for getting to know each other and for establishing trust and responsibility step by step. Until the start of normal operation the informal structures need to be transformed into a formal merger, normally the crew members become members of the association. This process is accompanied by the owner SelbstBau cooperative and supported by trias foundation, all together forming the heritage community.

### **3.2 Heritage community engagement activities**

The concepts for the different buildings / activities on the Hof Prädikow site are the responsibility of different crews, consisting of several members of the association and non-members, normally people from the surrounding area (supporters). The association is used as a framework for the different activities of the crews and acts as an umbrella organization. The more the supporters are

getting involved into the crew it becomes useful and necessary for them to become a member of the association.

The members of the association had first ideas about establishing a common place, where people from the Hof Prädikow site and the village can meet each other. This refers to the history of the site as the social centre for the village in the past. The idea was born within chats with the mayor and the villagers. Among the members of the association a group of interested people has been formed. They used their already established channels for communication, like eMail, Slack or telephone, because most of the people are living in all parts of Berlin and the surrounding area. Then first talks with the village inhabitants and the SelbstBau cooperative started. This step was mainly driven by direct contacts and talks between the association members and interested people from the surrounding area on site.

Interested people were invited to join the on-line communication channels, to reduce the barrier between direct contact on-site and people outside, e.g. people who still live in Berlin. Beside that it is very important to simplify communication, e.g. informations provided via Slack are available for all participants almost in real-time, compared to eMail distributions lists or telephone calls. These channels are mainly used for organizing appointments, materials, responsibilities, for making decisions and events. At a later point, when the village barn is renovated and actively used, the relation between on- and off-line communication will change until it forms a synergy, on-line for people that are not on-site at the moment, off-line for direct arrangements. Now all on-line and off-line activities have to align on the habits of the people, some villagers are sceptic of intensive use of online tools, they prefer direct communication and telephone calls, otherwise interested people could be deterred.

As the group is growing, caused by a huge interest among the village, the ideas and demands for the building became more and more precise. The talks with the cooperative where intensified and an architect came into charge to analyse the building in detail and to develop a renovation plan and a cost estimate budget. This budget was published among all stakeholders and ideas for financing the renovation where developed and discussed. All stakeholders, which means the crew and the cooperative, started talks about financing the village barn project. The money that is needed for renovation, has to be backed up by equity funds (cooperative), personal contributions (volunteer work, a.k.a. "muscle mortgage"

or subbotnik but also by public funding (e.g. federal government subsidies), financial support from foundations like Robert-Bosch-Stiftung and bank loans. Therefore, a concept is necessary that ensures recurring income through rental. This process will be supported by OpenHeritage, which means that the crew (consisting of association members and supporters), the SelbstBau (owner of the buildings) and trias foundation (responsible for OpenHeritage and land owner) all together are forming the heritage community. As a result, beside the renovated building, a group of people who are responsible for the day-to-day operations of the buildings is formed, but also a group of people that has experience with the process of renovation and developing a concept till normal operation.

This concept can be applied to all buildings on Hof Prädikow site, each building can be driven by different crews, accompanied by the framework of the association, growing from informal into formal structures (supporters become association members). The association establishes a structure that is able to develop a usage for a building, providing knowledge, to finance renovation and for getting a rental income.

This example shows clearly the advantages and disadvantages between on- and off-line communication at different stages. Face-to-face conversations are the very best for establishing first contacts between people, to integrate first interested parties and for building up trust among these people. On-line tools allow people to communicate very fast and easy, they make communication more constant and it allows to overcome large spatial distances.



## 4 Financial models

Together with the Hof Prädikow association the SelbstBau cooperative will renovate each building, depending on interested people that have plans regarding the revitalisation. The revenues will be knowledge and rental income, the expenditures are mainly the renovation costs, because all buildings have very high renovation costs.

We are planning that interested people, together with the association members, are forming crews to develop ideas and usage concepts for the several buildings. When they become association members they are taking over responsibility for their project. With a written down concept all partners are able to search for support (personal, financial), start renovation and become partners within a rental agreement. The amount of money that is needed will be provided through cooperative shares, member fees, loans (banks, private people), equity funds, public funding, volunteer work ("muscle mortgage"), donations and crowdfunding. The long-term goal is to finance the effort through rental income and other ways of profit, e. g. renewable energy, self-supply with vegetables and fruits. So the normal way leads from forming a crew to formalisation and association member, composing the concept and finance plan, getting support up to signing a rental agreement.

Crowdfunding has been implemented within other projects of trias foundation. At the moment we are planning to use a tool called twingle (<https://www.twingle.de/>), which can be integrated into almost every website very easy with a code snippet. This tool makes it very easy for supporters donate money, normally paying is provided via bank account and PayPal. We are planning to use the tool to support specific projects (e.g. materials for the village barn / village community center) on the site, in agreement with the group on the website of the association, [www.hof-praedikow.de](http://www.hof-praedikow.de) or even on the website of trias foundation or OpenHeritage. Of course, we will keep an eye open for other tools. We want to become well-known to a wider audience, therefore the european attention for OpenHeritage can be a large support for the efforts.

## 4.1 Activities and costs

### **Participatory process / Capacity building (18.000 EUR)**

Integration of the future inhabitants of Hof Prädikow into the village: Within 10 years approx. 100 people with urban background will move to the village Prädikow, currently inhabited by 200 people. Our goal is to create as much exchange as possible between the village inhabitants and the project members over the next years. Also we strive to find ways of creating a community space (village barn) and services like a pub, a café and a small shop attached to Hof Prädikow. These will be developed in a participatory process so everyone can identify with the outcome. Also a coworking space, a wood workshop and art ateliers are planned which means that defining and describing the vision, financing and business planning must be developed in the same time.

**(a) "General Team Meetings":** Members of teams like "utilization", "financing", "process/organization" come together for reconciliation. Specific teams consist of project members, local actors, specialists, external guests.

*Professional moderation/presentation (in total 20 / approx. 1 every two months):*

*20 x 600 EUR = 12.000 EUR*

**(b) „Specific team workshops“:** Specific teams are on tasks like prototyping, ideation or business planning.

*Professional moderation/presentations (in total 10 / approx. 3-4 per year):*

*10 x 600 EUR = 6.000 EUR*

### **Community Hub (14.000 EUR)**

**(a) „Taskforce: village barn“:** A team consisting of project members, architects and local inhabitants develops ideas for a community space. Team-facilitation, idea visualisation and planning are parts of the process.

*Professional moderation/organisation/planning (over a time of 6 months):*

*Project coordination = 5.000 EUR*

**(b) Building Workshops for „village barn“:** To provide the CHL with temporarily basic infrastructure project members and local stakeholders are building e. g. furniture for the village barn in a participatory process.

*Material costs: 5.000 EUR*

**(c) Utilization prototypes:** Utilizations developed by „team utilization“ will be built in a participative process for testing and re-developing.  
*Material / equipment costs: 4.000 EUR*

### **Local Campaign (19.000 EUR)**

**(a) Website „Hof Prädikow“:** Presentation of the farms' buildings, history, re-utilization, activities, participatory process for documentation and networking.  
*Design, Editing and programming: 3.000 EUR*

**(b) English version of website for openHeritage-website:** Building an english version of the website for the openHeritage website.  
*Editing: 1.500 EUR*

### **(c) Dorfscheune-Blog („village barn blog“):**

Developing and editing a project blog for documentation of activities and progress. Articles about special tasks e. g. re-use, heritage, participatory processes, knowledge transfer are planned.  
*Editing and programming: 6.000 EUR*

**(d) Card Set or Flyer:** Printed presentation of the cultural, social and economic projects and activities within Hof Prädikow. For lokal/regional/national stakeholders  
*Editing, grafic arts, printing: 4.000 EUR*

### **Living Memory Exhibition (13.000 EUR)**

**(a) Documentation of the project, film and photography:** The documentation shows different steps in the development process of Hof Prädikow and highlights several aspects such as group organisation, planning and building process, village participation, etc. Also the history of the place is reflected via interviews with former workers and inhabitants of the farm. This is complemented by a photographical documentation that will be displayed on the website.  
*Production: 9.000 EUR*

**(b) Heritage Information Board:** Board that contains information e.g. about history, former and contemporary utilization of buildings  
*Production: 4.000 EUR*

### **National workshops and OpenHeritage Dialogues (3.500 EUR)**

**(a) Expert workshop “Zukunftsorte (‘places of future’) – Coliving and -working projects as catalysts for the development of rural areas”:**

How can cooperative projects like „Hof Prädikow“ contribute to the sustainable development of rural areas? Which significance do they have and how can they be supported? How can the network help to tap their full potential?

Participants: present and future members of ‘Netzwerk Zukunftsorte’ from different federal states of Germany, Members of ‘Neulandgewinner’, Robert Bosch Foundation

*Production: 3.500 EUR*

**Table 1. Project activities and costs summary**

<b>1. Participatory process / Capacity building (18.000 EUR)</b>	
General Team Meetings	12.000 €
Specific team workshops	6.000 €
<b>2. Community Hub (14.000 EUR)</b>	
„Taskforce village barn“	5.000 €
Building Workshop for „village barn“	5.000 €
Utilization prototypes	4.000 €
<b>3. Local Campaign (14.000 EUR)</b>	
Website „Hof Prädikow“	3.000 €
English version of website and blog	1.500 €
Blog „village barn“	5.500 €
Flyer and/or set of post cards	4.000 €
<b>4. Living Memory Exhibition (11.500 EUR)</b>	
Multi media documentation film	9.000 €
Heritage Informations board	2.500 €
<b>5. National Workshops (2.500 EUR)</b>	
Expert workshop	2.500 €
	<b>60.000 €</b>

## 5 Regional integration and territorial integration

The CHL is located about 50km north-east of Berlin. With car not much more than 1h driving is needed from the city centre of Berlin to Prädikow. The next train station is in the district town of Strausberg, which is linked to Berlin by rapid-transit railway (50 minutes to city centre). Strausberg also provides the infrastructure for all everyday necessities like shops, medical facilities, public schools, cultural offerings etc.

For the 10km from Strausberg to the village of Prädikow however, public transportation is quite sporadic as the bus connection is served only seven times a day. Therefore the people in Prädikow rely on the use of cars for all daily activities outside the village.

So far there are no economical strings between the site and the surrounding area. But this will hopefully change as soon as the first residents are constantly living on site and develop their own projects and enterprises. For example some handcraft-workshops for pupils of a nearby private school have already taken place on the site with very positive feedback. Furthermore the project participates in the "Tag des offenen Ateliers", a cultural event at the 4<sup>th</sup> and 5<sup>th</sup> of May 2019, when everywhere in the federal state of Brandenburg artists will present their works. Regarding tourism: Prädikow is neighbouring with the natural preserve area 'Märkische Schweiz', which is a well-known destination for hikes, bike and boat tours. In addition Prädikow is part of different cycling-routes.

Hof Prädikow used to be the social and economic centre of the village of Prädikow. Many people in Prädikow have a personal and emotional relationship with the site because they have worked or even lived here before. For this reason the inhabitants are very interested in the development of the project since the beginning. Of course this is also due to the fact that whatever happens on this large-scaled estate naturally will have an effect on the small village community.

Both the project group and the developers are reaching out proactively to the inhabitants of Prädikow, in particular thanks to the commitment of the group members who are already living in the village. We are convinced that it's not possible, or even desirable, to survive as a project in the long term without

improving the relations to the surrounding area. An isolated local community that does not established ties with its local and regional environment would not meet the idea behind this project. Also it would probably provoke many neighbourhood conflicts in the future as the property is located in the centre of the village. The project would live up to its claim of being a place of community and sharing.

- Participatory process to develop the village community barn (January – September 2019), see above.
- The common use of the barn (from summer 2020)
- The arrival of the first permanent residents on the site.
- The co-working space at "Schweizer Haus"
- renovation activities (local handycraft)

## 6 Actions

The actions can be seen in Table 2. Together with the actions, that are listed in Section 3 (Developing sustainable financial models) it shows the huge variety of steps and actions taking place in the CHL, not only during OpenHeritage. Especially the steps that are written down in section 3 are made possible through the help of OpenHeritage, otherwise these steps would happen in a much smaller scale, because all stakeholders, especially the association members, would have to do this on a voluntary basis. This means OpenHeritage helps them to achieve their aims not only much faster, but on a much higher or professional level.



**Table 2. List of actions**

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
<b>Creation of an overall concept for the site (lab budget: Participatory process / Capacity building (18.000 EUR))</b>	The architectural office <i>Hütten&amp;Paläste</i> in consultation with the project group and the SelbstBau eG	End of May 2019	25.000 €		Project group  Local and regional stakeholders
<b>Consultations with the monument protection authority</b>	The executing architects and the SelbstBau eG  If necessary: An external expert for heritage protection.	Ongoing, because each construction work effects the heritage status of the site.	60.000 € – 80.000 €  Close and trustworthy coordination between project planners and the authority.	Authorities (constructions plans might not meet their heritage expectations)  Members of the project group (preservation orders might not meet their housing and financial requirements)	Project group  Political supporters
<b>Creating schemes for the non-housing purposes (especially financing concepts)</b>	Members of the project group who are planning to develop their own business	Ongoing - Only when the financing has been clarified can the cooperative begin to renovate the house in question.		Other members of the project group as each individual project might affect the interests of the others.	Trias foundation SelbstBau eG
<b>Preparation of an</b>	An external expert	July 2019	6.000 €	Monument protection	Project group

<b>energy concept for the site</b>	in consultation with the SelbstBau eG, the executing architects and representatives of the project group			authority (e.g. regarding solar panels on the roof)	
<b>Applying for LEADER-funding for the Swiss House</b>	SelbstBau eG trias	Done in January 2019	3.000 € for professional settlement of accounts	The local LEADER-board might not grant the funding	Political supporters
<b>Applying for LEADER-funding for the village community barn</b>	Members of the project group trias	September 2019	See above	See above	See above
<b>Complete the participatory planning process for the village community barn lab budget: Community Hub (14.000 EUR)</b>	The project-team of the community barn	June-July 2019	Personal commitment of members of the projects group and residents of Prädikow	SelbstBau eG (funding has to be clarified before construction works can begin)	trias SelbstBau eG Local stakeholders
<b>Submit building applications for the first four buildings</b>	Executing architects SelbstBau eG	June – September 2019	400.000 € planning costs	Monument protection authority Building authority	All stakeholders

## 7 Monitoring Progress

The process is monitored by regular consultations between trias foundation, SelbstBau cooperative and Hof Prädikow association. The several actions will be divided into many action and events (e.g. Taskforce: village barn"), which will be subject of conversations between these partners during preparation. After the end of the event a short summary and evaluation will be transmitted together with the bills. This provides the ability for the partners to exchange knowledge and to provide help during preparation, to prevent failures and after the finished event an evaluation makes it able to collect the experiences from the events and to compile and structure information and knowledge.



# Local Action Plan of the Lisbon CHL

<b>Project Full Title</b>	<b>Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment</b>	
Project Acronym	OpenHeritage	
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# Table of Contents

Table of Contents .....	3
Executive summary .....	4
1 Mission, Objectives and Strategies .....	6
1.1 Mission statement – for the entire project period.....	6
1.2 Objectives and strategies .....	6
1.3 Participation and Decision-Making Processes.....	8
2 Creating the heritage community .....	11
2.1 Main stakeholders .....	11
2.2 Heritage community engagement activities .....	12
2.3 On-line activities to engage heritage community .....	13
2.4 Complementing activities .....	14
3 Financial model .....	14
3.1 Revenues and expenditures .....	14
3.2 Tools to provide financial sustainability?.....	15
4 Regional integration and territorial integration.....	15
4.1 Territorial connectivity .....	16
4.2 Transport and visitors .....	16
4.3 Population .....	17
4.4 Services and Equipment: .....	18
5 Actions .....	19
6 Monitoring Progress .....	19

## Executive summary

The mission of Lisbon CHL is to revitalise and adapt Marquês de Abrantes palace in the district of Marvila (Lisbon), owned by Lisbon Municipality (CML), to promote and sustain a Housing, Cultural and Social re-use of the site, creating a local equipment to empower community's resilience over the urban and economic transformation of the area.

The neighbourhood in which Lisbon CHL is located (Marvila Velha – “Old Marvila”) was identified in 2010 as Priority Intervention Area in the BIP/ZIP municipality program (BIP ZIP map identifies 67 deprived areas in the city and it's included in Lisbon Masterplan). The municipal Local Partnerships Program (which is an instrument of public policy to ignite local partnerships, active citizenship and self-organization capacities to promote local development and social territorial cohesion) was the trigger for this process of adaptive re-use and its later inclusion on OpenHeritage Project: through participatory processes and a local diagnose it was possible to understand the needs and wills of the local community towards the site and propose the development of a sustainable model to allow its use.

Meanwhile, this (former to be) complex and marginalized area became attractive to private investors, due to its position near the river, availability of construction area and physical rehabilitation potential, which caused a heavy real-estate pressure.

After a very strong negotiation between three different political portfolios of Lisbon Municipality (Housing, Culture and Social Rights), it was proposed to keep the property within the municipality and, furthermore, to adopt the re-use model: the strategy is now to use the site as an anchor to support community resilience.

This process of negotiation took time and effort from all the involved parts, which, in one hand, ended up causing a significant delay in the start of the project (namely the LAP definition – from the CHL co-governance model to the actions to undertake – and the establishment of the Local Action Group) but, on the other, will hopefully allow us to save time in the near future, considering that the community will be able to use the whole property much sooner than we've anticipated.





# 1 Mission, Objectives and Strategies

## 1.1 Mission statement – for the entire project period

The mission of Lisbon CHL is to revitalise and adapt Marquês de Abrantes palace in the district of Marvila (Lisbon) to promote and sustain a Housing, Cultural and Social use of the site by the local community.

More specifically, Lisbon CHL use will be (find details under development):

**Housing and Local Development:** All integrated temporary & emergency housing, students housing, migrants and refugees housing, artistic residencies, and community equipment for local associations & organizations;

**Culture:** Ateliers and small craft business, Theatre, complementary rooms for Marvila Library, Training facilities for “traditional popular parade”, etc.;

**Social Rights:** Migrants and Refugees welcome and integration center.

Given the poor condition of the property, the revitalisation and adaptation of the building will be made with two approaches: the first will be the physical rehabilitation of the building (by the municipality), and the second its effective re-use and “reintegration” in the community. The process is expected to last up to 3-4 years, which means that during this period CHL’s activities and usage will be progressive and mainly temporary and/or of *pop up* type; these activities will be focused on keeping the local community engagement and to identify and bring local stakeholders together. At the same time, a community contract for development and future CHL co-governance planning will be established.

## 1.2 Objectives and strategies

The Lisbon CHL is located in a complex and marginalized area in Lisbon, currently under heavy real-estate pressure due to its attractive location near the river, availability of construction area and physical rehabilitation potential. It was originally occupied by houses of aristocrats, and in the 19th century by industrial compounds, which is why many workers settled there. In the 20th century, the area was gradually abandoned, being left with many unused warehouses and factories. Today this area is (still) characterized by degraded buildings and a vulnerable, aging, low-income population.

The area was identified in 2010 as Priority Intervention Area in the BIP/ZIP municipal program (BIP ZIP Map, which identifies 67 deprived areas in the city and it's included in Lisbon Masterplan). The municipal Local Partnerships Program (which is an instrument of public policy to ignite local partnerships, active citizenship and self-organization capacities to promote local development and social territorial cohesion), was the trigger for this process of adaptive re-use of the site (and its inclusion on OpenHeritage Project): through participatory processes and a local diagnose made by two municipality funded projects, it was possible to understand the needs and wills of the local community towards the site and to propose the development of a sustainable model to allow its use.

Those two projects ran between 2014 and 2017 with a total support of €100.000 from the Municipality, and gathered a group of partners from cultural associations to social architects and from local schools to informal groups of residents: Xerem, Amigos de Marvila Velha, ArqMob, Ateneu Madre Deus, Externato Camilo Castelo Branco and APELAV Association (please refer to point 2).

The aims of those projects were precisely a) to empower the community towards local intervention – through art and education, making use of their local memories to strengthen their collective identity - promoting a common reflexion about the territory, decision making capacities and the finding of solutions to influence and interfere with the future of their neighbourhood and b) to make a local diagnose of the territory, which was abandoned, segregated and isolated in between two train lines; the projects were called “Desenhar Redes” (Drawing networks), and “Construir Redes em Marvila” (Building Networks in Marvila). This last project was based on Marquês de Abrantes Palace and, among other activities, promoted the exhibition “Entre Linhas” (In between lines) which included an architectural survey of the building, which called the attention of both the community and, mainly, the Lisbon Municipality, to the need of designing a participatory process of adaptive re-use of the building which, in the end, lead to its inclusion on OpenHeritage Project.

Meanwhile, the economic context of the city was changing very fast, and the area that was once abandoned became very attractive to private real-estate investors, leading to a progressive loss of its “old” residents.

So, after some back and forth internal discussions, and a very strong (and long) negotiation between three different political portfolios of Lisbon Municipality (Housing, Culture and Social Rights), it was proposed to keep the property within the municipality and, furthermore, to adopt that re-use model. The strategy that is under development is now to use the site as an anchor to support community resilience and development.

In this sense the main objectives and deliveries for the next two years are:

- To define and close the rehabilitation functional program for site (under development);
- To development the rehabilitation projects;
- To define the Co-governance model (under development);
- To promote community initiatives that empower and enhance the local participation and citizens awareness (under development);
- Start the rehabilitation of some areas of the building and the “pop up” uses the other areas;
- To interact with other city and local initiatives that could help the promotion of this area Local Development;

The Co-governance approach of Lisbon Local Development Strategy for Priority Neighbourhoods (BIP/ZIP) will be a tool that will create the necessary interaction and cooperation between the different (public and private) stakeholders. This means that the community and local partners are key players on every stage of the process.

As previously referred, the rehabilitation and adaptation of the property will be made in two areas: one will be the physical rehabilitation of the building, and the other its effective re-use and reintegration in the community’s daily life. All of the process will be supported with the community involvement and direct participation.

### **1.3 Participation and Decision-Making Processes**

Participation of local communities and stakeholders in the decision-making process is one of the goals of Lisbon CHL. To achieve this, we will make use of

the participatory platform designed within OpenHeritage project, among other (offline) participatory tools.

The long term solution for the Lisbon CHL management is still to be defined, but it will be supported by a strong co-governance model based on participatory processes which will link Lisbon Municipality, as the owner of the property, and the stakeholders – Cooperatives, Associations or Social Companies, etc. - that may apply / be willing to participate in CHL management.

This Co-governance model will be defined and tuned with the different stakeholders, based on “GABIP” experience. Normally under this framework the decision making is made by a collective consensus and in some cases by voting. The managing model for the local activities will consider some local partners contracting.

The requirements to participate in the CHL decision-making process are still to be defined, as it will depend on the co-governance model to be implemented

As in previous point, the recruitment of new members is still to be defined, depending on the co-governance model to be implemented.

The transparency of the project is based on the direct participation and involvement of citizens, local partners in every stage of the process.

Lisbon Municipality is very committed with equal opportunities in compliancy complies with national and European legislation concerning gender equality in the labour market, the example of this is that more than 60% of managing roles in the municipality are women. For the project co-governance model this will be a based point. We don't have any specific strategy defined at this point.

Lisbon Municipality has a long experience in the development of strategies either to include or to empower deprived communities and territories: the best example of these strategies are the BIP ZIP Map of Priority Intervention Territories and the Local Partnerships Program (now on its 9<sup>th</sup> edition), promoting capacity building of these communities to enhance social territorial cohesion; both these instruments are part of a wider Local Development Strategy that has been awarded with a Good Practice City label by URBACT and, for that reason, is now being adopted by seven more European cities within URBACT Transfer Network Program (under the designation of com.unity.lab).

This Local Development Strategy, as well as the one concerning Social Rights and social integration, will be the basis of the inclusion of local communities and potentially marginalized groups.

## 2 Creating the heritage community

### 2.1 Main stakeholders

The OpenHeritage Local Action Group (LAG) is still under construction, with contacts being made with the associations and groups that are working (or intend to work) on the territory; the LAG will hopefully include all the partners responsible for the two referred BIP/ZIP Projects, given their specific contribution to this project and great knowledge about the community, the design of solutions through participatory projects and heritage:

- Xerem, a cultural association for local intervention through art; responsible for art education and artistic residencies' creation.
- Amigos de Marvila Velha, which includes residents, former workers of the Soap Factory and wine distribution companies and actual local commerce workers, acting as mediators and facilitators on the neighbourhood;
- ArqMob, a group of social architects that promoted the diagnose and the analysis of the territory (both material and immaterial), and conducted small rehabilitation actions in one part of the palace, in order to use it for workshops on public space use and capacity building actions, aiming to strengthen the ties between the community and local entities to create a Residents' Association.
- Ateneu Madre Deus, responsible for disseminating the projects among the academic community (both students and teachers); works also as a facilitator on the territory.
- Externato Camilo Castelo Branco, responsible for the creation and implementation of strategies to bring the "school community" into the artistic program; worked also on the pedagogical materials' conception.
- Associação Musical 3 de Agosto de 1885, a cultural, sports and recreate association that is a long term user (as tenant) of (part of) Marquês de Abrantes palace, who plays a very important role in the community in the promotion of sports, cultural and popular activities (like Lisbon annual "Folk Parade", among others);
- "4Crescente", a communitarian group which includes private and public entities (like CML) working on Marvila territory since 2008; its main goal is to create a local network of community intervention to find the most appropriate answers and solutions for the identified problems, and its mission is to promote



communitarian development and quality of life by community empowerment, making them the agents/actors of their own change.

- Marvila Municipal Library, one of the most dynamic local “player”, that goes beyond its specific cultural responsibilities; in fact, Marvila Library has been hosting several projects ran by local associations, offering the community different kinds of capacity building activities;
- Marvila District, as the (elected) executive for local governance that, as well as the municipality, has the responsibility to apply and supervise local policies;
- Lisbon Municipality, as OpenHeritage project promoter, CHL’s owner and responsible for the urban municipal legislation compliance in the city of Lisbon;
- There will also be a “technical team” specialized in heritage rehabilitation and re-use using participatory design, who will develop the rehabilitation project of the building, together with Lisbon Municipality and the other stakeholders.

All these stakeholders share a common concern with this community development in all its aspects (from *people* to *places* to *potential*, quoting OpenHeritage tagline), which makes them the most appropriated to be part of OpenHeritage Local Action Group.

The involvement of these stakeholders is fundamental to find the most adequate CHL management and co-governance model and, consequently, the project sustainability: they all share not only a big knowledge on the territory and its community (in a wider sense) as also a high level of awareness and recognition among them.

## 2.2 Heritage community engagement activities

Lisbon Local Development Strategy (for Priority Intervention Territories) will be the basis of the approach and activities to be implemented within the CHL.

Lisbon Local Development Strategy is an integrated tool to guide and sustain effective intervention in deprived territories. It’s co-designed, co-implemented and co-monitored with a local emphasis, in order to permanently engage all the relevant community players in a participative approach to promote a sustainable urban quality of life for all.

Participation and engagement of civil society in urban development projects – in which we include OpenHeritage - is the benchmark of this strategy: for the last eight years, the municipality has promoted this new approach, inviting civil society to participate in the definition and execution of local policies.

The main activities to engage our heritage community will come mainly from the a) BIP/ZIP Local Partnerships Program and b) the GABIP Local Offices structure and model:

- a) BIP/ZIP Local Partnerships Program finances and supports local community projects aimed to respond to local needs and empower local organizations partnerships under an annual competition cycle; this program promotes the active participation of communities and other relevant players in local development processes. It is a tool to ignite local initiative, developed by Lisbon Districts, Local Associations and NGOs, aimed at fostering social and territorial cohesion.
- b) GABIP Local Offices develop specific local plans for Priority Intervention territories; they're a co-governance structure that gathers the Municipality, Districts and all the relevant local and citizens' organizations, the academy, NGO's, etc. Each GABIP comprises a Coordination Structure, an Executive Commission and an Extended Commission, having as their mission the local development promotion through the empowerment and boosting of local initiatives, following cooperation principles, active participation and transparency.

## **2.3 On-line activities to engage heritage community**

Our partner Marvila Library has several on-going projects to tackle digital, technological and functional illiteracy, so we'll work together on the best ways to communicate with the community. Moreover, we plan to use the OpenHeritage Platform as much as possible (even off-line, to submit proposals from those unable to do it online).

OpenHeritage Local Action Group includes territorial "facilitators" and "influencers"; as stated before, the project for the CHL adaptive re-use foresees migrant, creative/artistic and emergency housing, community equipment for local associations/organizations, community and sports' events and also

complementary rooms to Marvila Library; all these new uses will necessarily promote new users, i.e., to reach more people in (very) meaningful ways.

## 2.4 Complementing activities

As referred before, we plan to use online tools (such as social media – mainly facebook), OpenHeritage platform and the CML institutional website (in case of external activities, i.e., open to a wider audience) to communicate all activities related to Lisbon CHL, OpenHeritage Project and also the ones conducted by ROCK Project in Lisbon on the same territory. By doing this we want to:

- raise citizens' awareness about the added value of OpenHeritage Project and all the different perspectives on heritage;
- boost local community's engagement in the development of their neighbourhood;
- discover, produce and spread local stories and memories on the territory which can inspire actions beyond local reach.

## 3 Financial model

### 3.1 Revenues and expenditures

Planned **expenditures** during the use of the site include:

- Home Services / Utilities
  - Water
  - Electricity
  - Gas
- Security services like alarm, fire alarm and emergency
- Management services
  - Repairs
  - Cleaning
  - Management costs.

The **revenues** from Lisbon CHL will income mainly from public funds. However the project might consider other revenues.

The OpenHeritage project funding (60,000 euros) will have this focus:

- Community events, with the participation of the surrounding neighbourhoods
- Implementing the local Co-Governance model
- Costs for supporting the activities to be developed inbound the site
- Volunteer subsistence
- Press/PR

### **3.2 Tools to provide financial sustainability?**

The *financial sustainability* will assured by the balance between public funds and the revenues mentioned above.

Since Lisbon City Council is a Local Government entity, it's possible that the National Government might participate with some resources. Some private Foundations might participate also. Within this project, at this point, we are not considering crowdfunding or match-funding.

## **4 Regional integration and territorial integration**

The site is located in a complex and marginalized area in Lisbon, which is now under big real estate pressure. It was originally occupied by houses of aristocrats and then, in the 19th century, by industrial compounds, which is why many workers settled there. In the 20th century, the area was gradually abandoned, being left with many unused warehouses and factories. Today this area is (still) characterized by degraded buildings - right next to several social housing neighbourhoods - and a vulnerable, aging, low-income population.

The area was identified in 2010 as Priority Intervention Area in the BIP/ZIP Mapping (BIP/ZIP 53 – Marvila Velha); the general urban fabric is old and in poor condition, settled among tiny streets that, nevertheless, are the living memory of the *place*.

## 4.1 Territorial connectivity

The site is located in between two rail tracks, which “disconnects” it not only from the city but also from the surrounding neighbourhoods, adding to the perception of abandonment and segregation.



**Figure 1. Lisbon CHL location and surrounding area**

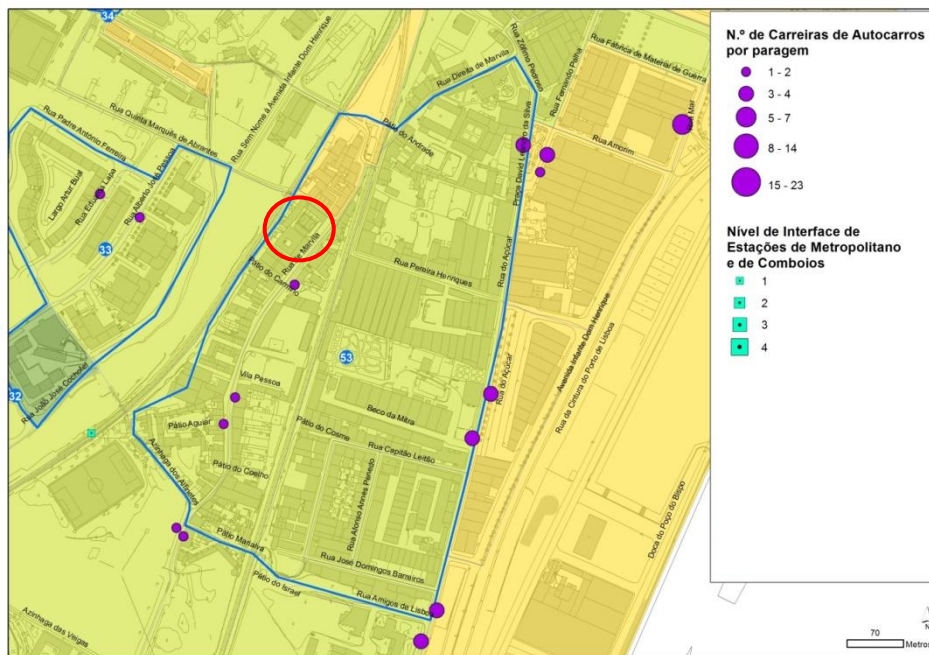
**Source:** ©2018 Google, Inst. Geogr. Nacional.

## 4.2 Transport and visitors

Public transportation in this area is very poor, which makes it hardly accessible from/to the rest of the city. There’s a train stop nearby (although not all the trains stop there) and one bus stop; the lack of public transports and, also, of local attractions make this an almost unknown neighbourhood for people not living/working.

One of the goals of Lisbon CHL is to help reducing this segregation, connecting the surrounding territories (in a first phase) by promoting pedestrian accessibility and soft mobility. In a second phase, the goal will be to connect this territory to the city, to achieve a full social and territorial cohesion. By doing this we expect to promote resident’s resilience, to tackle real estate pressure.





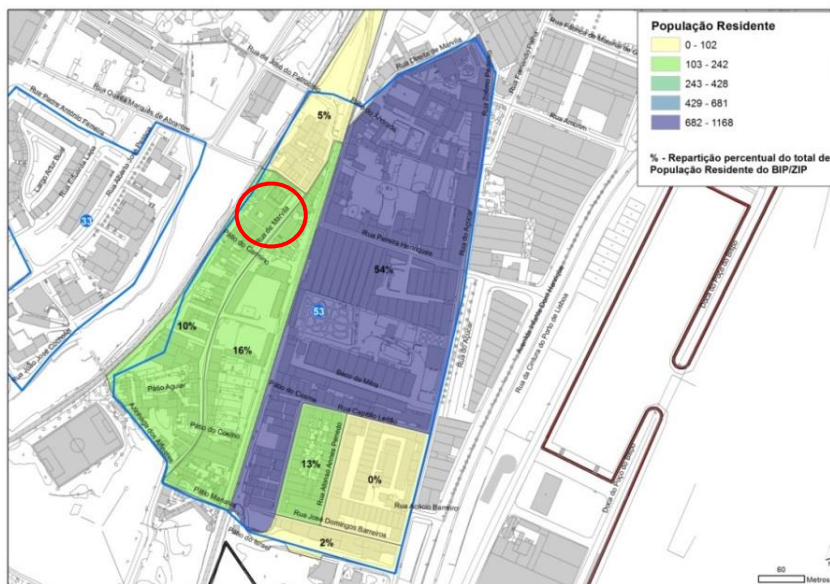
Nr. of bus routes per bus stop

Connection level between train and subway

**Figure 2. Public Transport in Lisbon CHL area and surroundings**

**Source:** Municipal Registry, Lxi, 2018 / Survey by Local Development Department, CML.

## 4.3 Population



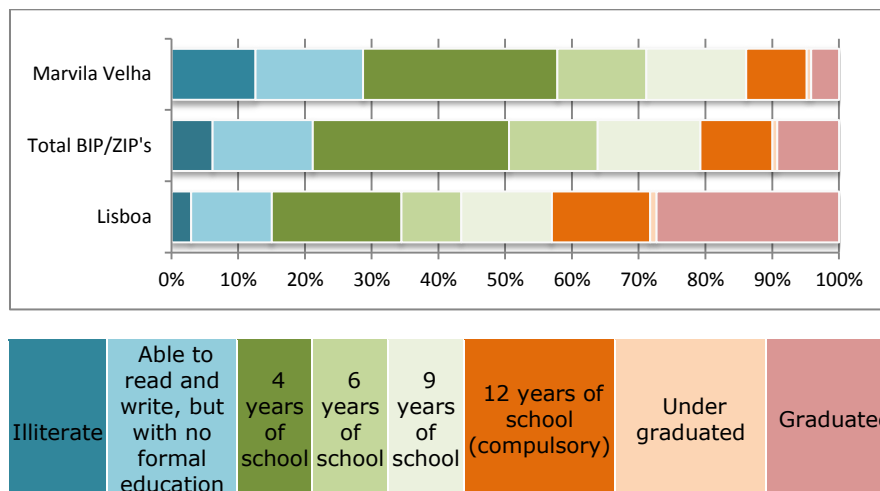
**Figure 3. Population Distribution (by statistical sub-section)**

**Source:** Municipal Registry, Lxi, 2018 / Survey by Local Development Department, CML.

Total: 1296 (0,23% of Lisbon Population).

Residents by gender: 720 women (56%) / 576 men (44%)

Residents by age: 0-13: 12% / 14-24: 8% / 25-64: 46% / 65+: 34%



**Figure 4. Education**

## 4.4 Services and Equipment:

In the old part of Marvila District there are many abandoned and unused warehouses and factories that were unable to compete with city centre's development. There are, however, a few proximity shops (like coffee shops and small grocery stores) and public sports and cultural equipment resulting from municipal investment on the district.

In the diagnose made on social housing neighbourhoods that surround the CHL area, we were able to identify a great difficulty in keeping those proximity shops open, due to the low income of the majority of families (which keeps investors away of the area).

The lack of youth and the low qualification of the population have also contributed to this lack of development.

The Local Partnerships Program has been pointing many social problems that still subsist among the population, such as poor neighbours' relationships, difficulty in getting jobs that enable families to get out of their poor condition, a low sense of "belonging" to the place, etc.

The Program / Management model that we'll implement on the site aims to help solving the problems identified in the local diagnose made for this territory, which means that its sustainability comes also from an efficient problem solving. We believe that this project will evolve in a way that the community, together

with Lisbon Municipality, will find the necessary means to the CHL sustainability, based not only on the referred former and on-going BIP/ZIP projects, as also on the good example of “Largo Residências” Observatory Case, which is a successful outcome of a project supported by Local Partnership Program that was able to grow and become independent from municipal funding.

This CHL will be based on participatory and co-governance processes, which means that both the municipality and the population will work closely to discuss and find the best and most appropriate activities to be implemented. In this exploratory phase, and as referred before, we’re still defining which are the most suitable (and possible) actions for the CHL. Furthermore, we intend to integrate all the existing projects for this territory and surroundings (such as ROCK Project, for instances) in the same local development plan, in order to create synergies and, by doing that, explore their connectivity potential for both the community and the territory.

This CHL site is property of the municipality, which means that its main *profit* will be of immaterial nature: its main aim is to assure that the foreseen goals and outcomes are accomplished and that, in the end, we’ll have a more aware, active and participative population, that will certainly be able to find the way to CHL’s sustainability. The CHL will be the anchor for the local development of this territory and their community.

## 5 Actions

The Actions to undertake will mostly depend on the co-governance model that will be defined for Lisbon CHL (namely the number, kind and responsibility of the stakeholders involved); so, at this point, we’re still unable to list them.

## 6 Monitoring Progress

The monitoring strategy depends both on the co-governance model that will be defined for Lisbon CHL (namely the number, kind and responsibility of the stakeholders involved) and on the Actions undertaken; at this point, both are still to be defined.



# Local Action Plan of the Pomáz CHL

<b>Project Full Title</b>		<b>Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment</b>
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Reviewer(s) (if applicable)	Hanna Szemző (MRI) Andrea Tönkö (MRI)	
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# Table of Contents

Table of Contents .....	3
Executive summary .....	4
1 Mission, Objectives and Strategies .....	5
1.1 Mission statement – for the entire project period.....	5
1.2 Objectives and strategies .....	5
2 Participation and Decision-Making Processes .....	7
3 Creating the heritage community .....	11
3.1 Main stakeholders .....	11
3.2 Heritage community engagement strategies .....	15
3.3 On-line activities to engage heritage community .....	18
4 Financial model .....	19
5 Regional integration and territorial integration.....	25
6 Actions .....	26
7 Monitoring Progress .....	30

## Executive summary

Pomáz-Nagykovácsi-pusztá is a complex archaeological-environmental heritage site situated on the edge of Pomáz, a small town 20 km north from the center of Budapest. The site used to be the manorial complex of a nearby Cistercian monastery in the Middle Ages, which was specialized in glass production. Now it displays the partly excavated ruins of the former church and manorial buildings as well as traces of historical land-use and water systems including medieval fishponds. It is located in the territory of a bio-farm in private ownership. The owner of the farm is interested in the heritage site but its preservation and accessibility can only be secured by constructing the necessary physical, social, and financial infrastructure, which requires the involvement of a broader range of stakeholders, and its integration into the chain of similar sites in the region. The bio-farm is not sustainable yet as an enterprise and it cannot secure the financial resources to conserve and present the site, so the site should generate at least a part of the necessary revenues.

For all these, the physical environment of the site needs to be developed in a certain extent. The social embeddedness of the site should be increased, to ensure the continuity of a community taking care of it since the owner cannot do it alone – a community needs to be created around it. One potential source of this community is the local inhabitants of Pomáz and the nearby settlements, for whom the heritage site could be a recreational place combined with the offer of the bio-farm. The other source of the supportive community is higher education, since the site has already been used for some years as the educational site of Central European University Cultural Heritage Studies Program, the initiators of the LAB as well as other partner universities. The third group consists of the visitors of the region – hikers, bikers, religious pilgrims – who are also attracted by the bio-farm due to the gastronomic offer.

A relatively small, loose group has formed around the heritage site for the past few years consisting of academics and interested local people, who, in cooperation with the owner, have opened it up for the broader public occasionally (a few days per year), offering various activities. The aim of the OpenHeritage lab is to shift this to a regular level by involving a broader community, and thus, to create an operational model that ensures the long-term preservation and presentation of the site.

In our vision Pomáz-Nagykovácsi-pusztá Lab is a meeting point of various groups of people – heritage communities – who value different aspects of the site and who share these values with each other while relaxing, having new experiences, and establishing social contacts in a safe environment.<sup>1</sup>

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<sup>1</sup> The concept of safe space has recently been moved to the focus of discussion on the function of museums as spaces where people spend time outside their everyday environment, thus, where even sensitive topics can be dealt with (e.g. discrimination, death, fear, social and environmental issues). The idea is very relevant in the case of heritage sites in general.

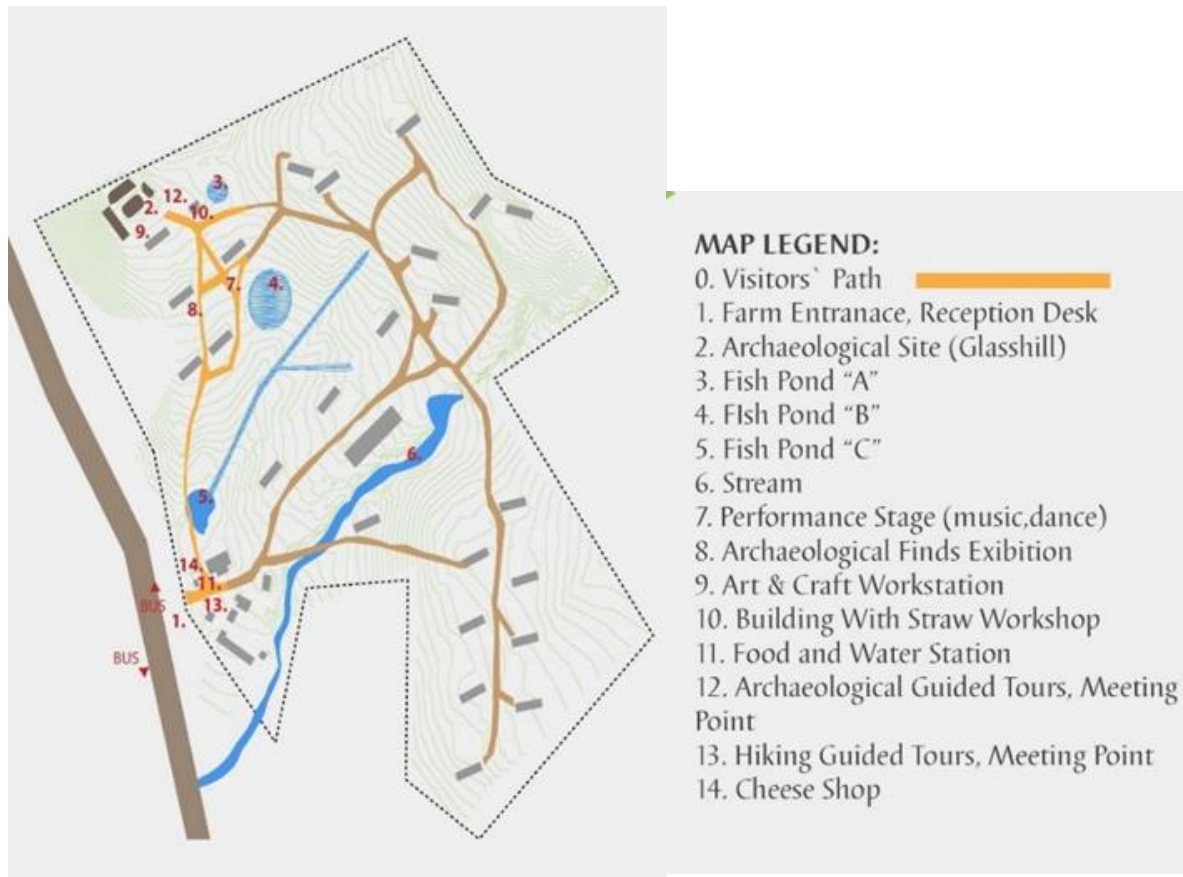


Figure 1. Pomáz on the map

# 1 Mission, Objectives and Strategies

## 1.1 Mission statement – for the entire project period

The mission of the Pomáz-Nagykovácsi-pusztá Lab for the next two years is to turn the complex environmental and cultural heritage site into an accessible place for various groups of audience attracted by the heritage values of the site, by co-operating in the interpretation and presentation of the site with these groups, in a way which can also contribute to the sustainability of the farm where it is located.

## 1.2 Objectives and strategies

### Objective 1. Create visitor-friendly conditions and spaces

New solution for the welcome situation (now the only way is via the cheese shop); designated routes with information within the farm; the development of a minimal infrastructure is needed (toilet, running water), development of the exhibition building and indoor and outdoor community spaces which can host visitor groups.

Relevant dimensions: stakeholder involvement, financial management, regional integration

## **Objective 2. Identify the existing and potential heritage communities around the site**

Update the research on local organizations, contact them, explore their needs, identify two-way communication routes towards them, communicate with them about their understanding of the site and their potential contribution; the same with the relevant university programmes. Explore the circle of visitors in the area (hikers, bikers, etc.) and their understanding of the site via tourist organizations and the national park.

Relevant dimensions: stakeholder involvement, regional integration

## **Objective 3. Explore potential management structures for the site**

Identify the best form of organization around the site, which is not necessarily a legal person but has a name and an identity (branding of the site). The main function is planning – a program committee involving the representatives of main stakeholders. Explore the forms of membership. Create this organization and start operating it. Revision based on the experiences.

Relevant dimensions: stakeholder involvement, financial management

## **Objective 4. Explore potential financial models for the site**

Value definition, definition of strengths based on the previous experiences with the site and the outcomes of Objective 2. Strategy: organic transformation process; identifying ways of temporary use. Explore possible cooperation with the owner in generating revenues for the heritage site within the farm.

Relevant dimensions: financial management

## **Objective 5. Build co-operation with local institutions using the concepts of local historical heritage**

Identify and contact institutions from Pomáz and the nearby settlements (most importantly, schools), identify their needs together with them, co-create programs at the site.

Relevant dimensions: stakeholder involvement, regional integration

## **Objective 6. Create a broader community around the site – using on-line tools**

Create a website with participatory functions. Develop social media management strategy. Establish the circle of 'Friends of the Site' via the website, social media, and the participatory portal, explore their understanding of the site, connect them to the site and the closer off-line community by various events, inviting them to the site.

Relevant dimensions: regional integration

## **Objective 7. Integrate the site into the regional heritage routes, network of sites**

Check the relevant offline and online publications and tools to identify the potential thematic routes and networks (e.g. monastic sites in the Pilis

Mountains; historical landscapes, etc.), signed tourist paths in the area; contact the local and national tourist organizations. Identify the way of managing visitors, offering guided tours by registration. Identify and educate guides. Developing a booklet for visitors. Test the system.

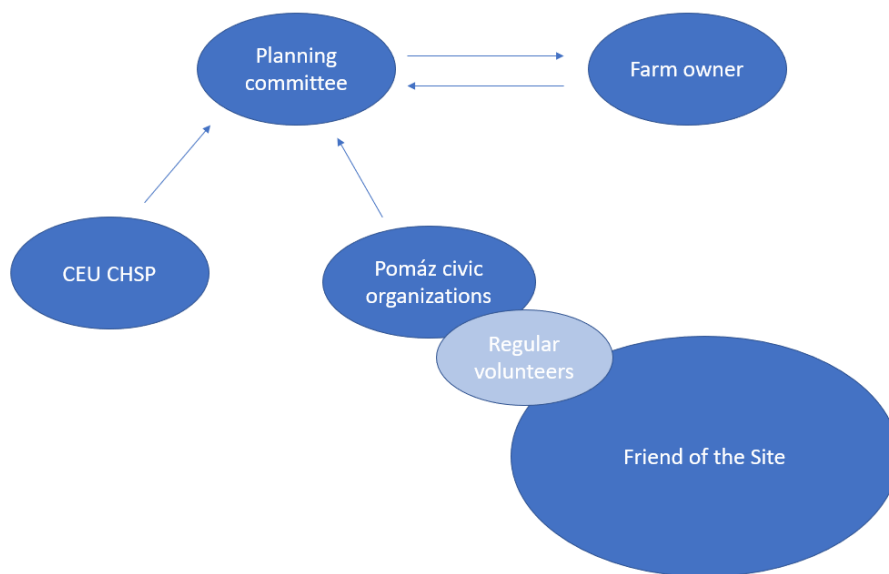
Relevant dimensions: regional integration

**Objective 8. Incorporate the Lab into higher educational curricula on cultural heritage, spatial planning, and architectural planning**

Curriculum development and testing in the Cultural Heritage Studies Program of CEU, co-operation with other universities (for MA students: policy course on participatory approaches in heritage management, course on environmental heritage). Summer University on adaptive heritage re-use of industrial sites in 2020.

Relevant dimensions: stakeholder involvement, regional integration

## 2 Participation and Decision-Making Processes



**Figure 2. Stakeholder relationships**

The Lab is based on a loose cooperation of stakeholders now, with various roles and levels of influence. These are presented in Table 1.

**Table 1. Roles and influences of the main stakeholders**

STAKEHOLDER	ROLE	LEVEL OF INFLUENCE
The owner (natural person) of the territory (Fülöp Goat Farm)	He has an ultimate decision-making role, nothing can be done at the site without his agreement. He also lives on the farm where the heritage site is located.	high
The small companies owned or co-owned by the owner of the territory (legal persons)	They have a role in the financial and administrative management of the farm and the heritage site. These are the legal entities which can apply for EU, national or other external funding.	low
OpenHeritage consortium member: researcher team of the CEU Cultural Heritage Studies Program (hereafter: CEU CHSP)	Initiators of the Cooperative Heritage Lab, heritage experts working on the research, preservation and interpretation of the site. Partners in applications for EU, national, or other external funding.	high
Duna-Ipoly National Park	The site is in the National Park, their permission is needed for certain activities, they are also potential partners for joint activities	medium
Association of Heritage Managers (NGO)	Long-term partners of CEU CHSP in the interpretation of the heritage site. They can be involved in the planning and realization of actions.	low
Museums: Mátyás Király Museum, Visegrád (belonging to the Hungarian National Museum) and Ferenczy Museum, Szentendre	Partners in the archaeological research of the site, and in co-organizing programs and events, also bringing their target groups.	medium
Friends of Pomáz Association and other local civic organization from Pomáz: Életkert (Biogardening), Közösen a Városunkért (Together for our Town)	They are the potential partners of the Lab, who bring activities and people to the site.	medium
Regular volunteers (key persons) from Pomáz	Their role is to connect the Lab to the broader local target group.	medium
Employees of the Fülöp Farm, hired assistance	They contribute to the organization of the site and the actions there with their physical work, they do task which cannot be done by volunteers, they also help coordinating volunteers' work.	low

The aim is to establish an organization around the heritage site, which is not a legal person – at least as a first step – to avoid the administrative load coming



with it (in Hungary, the operation of registered civic organizations is generally not supported by state-level and local policy, and their management puts a disproportional administrative load on the team draining it from creative and productive activities). A planning committee or program committee can be set up from representatives of the primary stakeholders in the LAB: the farm owner, CEU CHSP, and representatives of the Pomáz NGOs. This is the initial circle, but it is flexible, it can be broadened with representatives of a broader circle of potential stakeholders, such as the National Park, KÖME, Visegrád Museum, local authorities depending on their interest. Actions or events are initiated by this group. They accept suggestions from any other group or person; the site can host events initiated by any of these, but if anyone wants to organize a program at the site, they can turn to the committee. The committee will be easy to contact via the website, the participatory portal, and locally in person. They discuss plans at their regular meetings and via online media.

There is no formal organization around the heritage site now, it is a loose cooperation between the people living and working at the farm, and organizations as well as individuals interested in the heritage site. By constructing the semi-formalized planning committee, the represented organizations will elect the representatives in their own way. The committee will work out its operational guidelines. If it grows with time, the election process might be more formalized.

Since the agreement of the farm owner is needed, the committee needs to consult with the farm owner via 'ambassadors', a maximum of three people who have a relationship based on trust with him (the owner is sensitive for this, he does not wish to negotiate with new and new people). One of these 'ambassadors' is József Laszlovszky, member of the CEU CHL team and also a resident of Pomáz. The circle of 'ambassadors' can be broadened step by step, via personal introduction.

If the owner agrees to the specific event or action, the team of organizers – volunteers, students – make the decisions about the form and content, in constant communication with the committee who represent the conditions of good relationship with the owner. Such conditions are the controlled entrance of the public to the farm, their controlled movement so that visitors do not disturb the operation of the farm and they do not endanger themselves there (e.g. by the heavy machinery or the ponds).

Teams for specific events and projects at the farm – which are accepted by the committee – are formed for the occasion, and they have their own project leaders. Whether these leaders are democratically elected or not depends on the actual team (e.g. if it is a student group lead by their teacher it is not democratically elected). The committee has a key role in every case representing the interests of the owner and taking the responsibility towards him, they have a constant leading role in this respect.

There is no formal membership status now since there is no single formal organization around the site. By establishing the planning committee, it will be a more formal structure, but it will be open, anyone can propose any event, program, action, initiative from the broad circle we call the 'friends of the site' to

the committee. Now the main stakeholder organizations are represented in the committee but if there is a dedicated person outside these organizations, he or she should also be able to join the committee; the process should be worked out by the committee.

Recruiting new members - we have three aims in this respect:

1. To broaden the circle of 'ambassadors' and to ensure a continuity in this respect. However, it is a sensitive issue due to the above-mentioned relationship with the farm owner. The aim is to have about two more 'ambassadors' by the end of the project. They will also be involved in the program committee.

Recruitment strategy: these people will be identified among those contributing to our actions, the regular volunteers, who are also key persons towards certain target groups

2. To broaden the circle of those who initiate and facilitate actions or projects at the site (contribute to its co-interpretation) – this can mean the involvement of further NGOs, civil, educational, or other types of organizations too who bring their own projects. Their leaders can also be the future 'ambassadors'

Recruitment strategy: open communication about the site and our previous projects there, active search for such organizations.

3. To broaden the circle of volunteers who contribute with their work, financially, or in kind to these actions and projects

Recruitment strategy: open communication about the site and our actions, events, projects there, identifying and inviting target groups and offering personalized values to them.

4. Establishing the 'Friends of the Site' group with offline and online tools

### *Transparency*

The website will contribute significantly to the transparency of the Lab. Since the farm owner has a key role in making every decision about the site, there are certain issues which are to be discussed with him by the 'ambassadors' without the involvement of the broader public. The ownership structure will always limit the transparency of the Lab. The planning committee will ensure a certain level of transparency via regular reporting.

### *Inclusiveness*

Gender distribution has never been a problem around the heritage site, it has evolved evenly. The Lab is inclusive in this respect, anyone who would like to take up a leading position in actions and projects is welcome. Actions and projects have always been designed in a way that they are inclusive in terms of gender, age, ethnicity, language, and disability. When the planning committee is created around the heritage site, this inclusive character will be kept also in terms of leadership.

The population of Pomáz numbering 17,139 (1 January 2018) traditionally displays a complex ethnic composition. Besides the Hungarian population, Serbs and Germans also have their own minority self-governments. The German school

who is one of the potential local partner organizations. Slovaks and Roma constitute further minority groups. There is a Roma street in the western part of the town displaying characteristics of social segregation. Local schools are the way for us to approach the Roma population, through Roma children from Pomáz and the neighbouring Csobánka. Some workers of the farm are also Roma.

The involvement of universities means another type of multi-ethnic community. At least half of the students of CEU CHSP come from Africa, the Near East or South East Asia. Due to the official Hungarian politics about migration, there is a general concern about people from these areas, sometimes even hostility, especially in rural Hungary where the locals have no personal experience of meeting foreigners. In our vision, the heritage site serves as a meeting point in this respect too, contributing to an increase in the level of tolerance and acceptance by offering an opportunity to share interpretations and experiences of cultural and natural heritage.

The heritage site is also an excellent place to offer a complex experience for disabled people (we have contacted, for example, the Hungarian Association of Deaf and Hard of Hearing). The new interpretation plan takes into consideration blind people too. These groups are marginalized in terms of access to cultural programs and heritage, since a very limited number of programs and sites are made suitable for them in Hungary, especially in an integrative way. The site will be used as an educational site to involve university students in this respect too: how to present and interpret heritage to disabled people or people with special needs.

Since our vision about the Lab is that it is a meeting point of diverse groups and people who share their values attributed to and interpretations of the site, such an inclusive character is an essential part of the project.

## **3 Creating the heritage community**

### **3.1 Main stakeholders**

Table 2. contains a target group analysis, listing the main target groups of the project, indicating their status and their approach to heritage value, describing their potential contribution to achieve the project goals and the main outreach methods.

**Table 2. Target group analysis**

Target group	Status, power	Value offer at the site	Potential contribution	Outreach
Members of local civic organizations	The local municipality does not support them in general, there are many conflicts, their level of influence is low. Civic organizations in Hungary generally do not have political power.	A part of local heritage; they generally value everything from the past of the settlement and the nearby area. They also value the farm as an interesting place for outdoor activities.	They provide the key persons to the broader circle of local residents, who might want to be involved with the site on the long run. Volunteers come from these circles too. They might want to bring their own projects, events to the site.	Through their leaders.
Local schools	They are important organizations in Pomaz, they but their political influence is low.	A part of local heritage, and also a resource for outdoor education in history, archaeology, environmental studies, sustainability, where experts can provide information to the children.	Regular visitors of the site. Schools are an important gate to the local residents, since the site attracts families through their children. Children are also the key to the next generations of target groups, to reach the long-term vision about the site.	Through the directors and teachers of the schools.
Local families with children	Their direct political influence is low, but they are the local electors.	A nice place for outdoor activities with small children with archaeology, animals, machinery, where expert knowledge is available. Together with the children, parents also find an opportunity for edu-tainment there (about local heritage), and they can also meet new people from the other target groups. They have access to fresh bio-food at the farm.	Returning visitors to the site, the parents are also potential volunteers.	Through local media, social media, schools and local cultural organizations
University students	Very low political	A site for fieldwork in medieval	They bring their own	Through faculty

<p>mostly from Budapest (lead by their faculty members), e.g.</p> <ul style="list-style-type: none"> <li>• CEU Cultural Heritage Studies Program</li> <li>• Moholy Nagy Design University</li> <li>• Eötvös Loránd University Archaeology Department</li> </ul> <p>etc.</p>	<p>influence</p>	<p>archaeology, spatial planning and architectural design, cultural heritage interpretation and management, environmental studies - a complex cultural and environmental heritage site with diverse values to work with. They can also present their interpretations to other target groups which is also part of their professional education.</p>	<p>interpretation to the site, contribute to the actions there, share their interpretations with other target groups. They are occasional volunteers at the site</p>	<p>members, professional contacts</p>
<p>Archaeologists in Hungary</p>	<p>Very low political influence</p>	<p>A complex medieval archaeological site (settlement and church, monastic grange, glass production, building archaeology), scholarly significance</p>	<p>They contribute to the interpretation and popularization of the site, to integrate it into the national and regional network of similar archaeological sites.</p>	<p>Through professional network</p>
<p>Metal detectorists in Hungary, other 'civilians' (not trained archaeologists) interested in archaeology</p>	<p>Very low political influence</p>	<p>An archaeological site where they are allowed to practice their hobby under professional supervision, they can also talk about their hobby to other target groups; a place for social interaction</p>	<p>They contribute to the research of the site with their work and knowledge, they contribute to the education offer to the other target groups</p>	<p>Through professional network</p>
<p>Glass manufacturers in Hungary ( Local glass manufacturers and specialists of historical glass production)</p>	<p>Very low political influence</p>	<p>A medieval glass production site; a place where they can meet the other target groups and popularize their activity</p>	<p>They contribute to the research of the site with their work and knowledge, they contribute to the education offer to the other target groups</p>	<p>Via personal outreach</p>
<p>Nearby representatives of the Catholic Church, Cistercian order,</p>	<p>The Church is an influential organization in Hungary but at the</p>	<p>A former ecclesiastical site in the area, specifically a medieval site of the Cistercian Order. A</p>	<p>They might want to bring their own events to the site with their own communities</p>	<p>Via the local priest and personal outreach</p>

Pauline order	local level they have a limited influence	pleasant place for outdoor programs.	as well as their own interpretation of the site.	
Participants of summer field schools in archaeology and heritage studies (international groups)	Very low political influence	The medieval archaeological site, the natural environment, sustainable farm management, good quality food, expert training	Fee-paying participants. They also contribute to the promotion of the site at an international level and to the interpretation of the site by their specific perspectives.	Via specialized communication channels, through university networks.
Members of hiking organizations active in the Pilis including local hiking associations	Very low political influence	An interesting stop for sightseeing and with good-quality food to shop; they might be interested in the historical aspects, the archaeological work, and the private farm.	Occasional, potentially recurrent visitors, who are ready to pay for certain services. They also help to integrate the site into the regional routes.	Via social media and the communication route of the organizations
Random hikers in the Pilis	Very low political influence	An interesting stop for sightseeing and with good-quality food to shop; they might be interested in the historical aspects, the archaeological work, and the private farm.	Occasional, potentially recurrent visitors, who are ready to pay for certain services.	Via online media, social media, via the National Park, information presented at the bus stop in Pomáz
Random bikers in the Pilis	Very low political influence	An interesting stop for sightseeing and with good-quality food to shop; they might be interested in the historical aspects, the archaeological work, and the private farm.	Occasional, potentially recurrent visitors, who are ready to pay for certain services.	Via online media, social media, information presented at the entrance of the site
People from the region interested in bio-production, natural building materials, environment-friendly way of life	Very low political influence	A meeting point with people of similar interests where they can learn from each other, a pleasant natural environment.	Recurrent visitors of the site, volunteers	Via specialized organizations and online media, social media
Visitors of the farm	Very low political influence	The farm offers some other experience: archaeology, learning	Recurrent visitors, financial support	Via the farm management

The site administratively belongs to the settlement of Pomáz, which is the center of the smaller region with villages scattered in the Pilis Mountains. Though the “old town” in the center of Pomáz preserved the eighteenth-century street and plot system with a few contemporary houses, its listed built heritage is represented by three Baroque and Neo-Classical churches as well as a nineteenth-century noble residence under national protection, and a few dozens of traditional dwelling houses protected locally. At the lab site on the bio-farm, the ruin area is a protected archaeological site (Pomáz 23/12), thus, officially proclaimed as part of national archaeological heritage, and the farm is located in the Duna-Ipoly National Park, so protected at a national level. At a supra-national level, it is a part of the Pilis Biosphere Reserve, and the territory belongs to the Natura 2000 network of nature protection areas in European Union.

There is a group of residents of Pomáz who are deeply interested in their local heritage, and who are not satisfied with the activity and approach of the municipal government in this respect. They are mostly members of the ‘Friends of Pomáz’ group. They organize events to commemorate local historical events and figures, take steps to research and protect elements of local (officially not protected) heritage and come up with suggestions towards the town leadership. They see the local historical value of the site of the Lab from the perspective of Pomáz and the region, and they want to learn more about it as well as to explore the possibilities there in terms of their sphere of interest. They are also interested in the more recent past of the site, in the Socialist period, about which the local families still have some personal memories. There is a group of residents who recently moved to Pomáz from Budapest seeking for a life that is closer to nature. Local schools are also interested in these aspects, and also in the archaeological and environmental heritage related work going on there; for them, the locally relevant heritage site is also an opportunity to raise more general issues related to culture, history, and environment. Residents of Pomáz and the nearby settlements are attracted by the bio-farm (animals, good-quality food) and once there, they are also interested in the archaeological activity going on there. University programs and NGOs working at the site see it in the context of national heritage and even as part of the UNESCO World Heritage nominated Pilis area.

### **3.2 Heritage community engagement strategies**

Previously a loose group of people, including faculty of the CEU CHSP, locals, and an NGO, have organized random events at the site aimed at various groups of audiences. Now the Lab aims to create a plan with regular events over the year, plus opportunities for individual and group visits in addition to these events (with registration on the website, on phone, in email). Regular events will allow to create a more solid community around the site, and to start to generate revenues which can be the basis of further development. The events will be scheduled to specific dates in the year, covering the entire spring-summer-autumn season, and, combined with the pre-registered visits, will ensure a continuous presence at the site. It will also offer opportunity for the various target communities to meet and share, to strengthen their network, and to



broaden the circle of recurrent visitors. At least two events per year will be organized in the framework of national and European heritage days, building on their network and marketing tools, which allows us to broaden our target audience and will contribute to the integration of the site into the national and regional network of cultural and natural heritage sites. We aim to involve new people into the organization of the events with time, to turn visitors into co-hosts. The target group of these actions are the locals (schools, families, retired people, etc.), and visitors of the area, mostly recreational tourists from Budapest. We also plan some unique thematic events with an experimental character to explore further directions and interested groups.

In 2018, we have organized a test program for schoolchildren as an archaeological camp. Based on that experience, we plan to develop similar camps at the site. Another type of summer camps will be organized for international students from higher education with a fee-paying financial scheme.

Since the site is a functioning bio-farm in a biosphere reserve, it is a sensitive environment, as well as the home of the owner. Thus, we do not want to attract masses of visitors there, rather relatively small groups (not more than 100 people at the same time).

**Table 3. Planned outreach activities**

Event	Time	Profile	Target group	Outreach
<b>Annual events</b>				
Earth Day	April	Environmental heritage, sustainable farming	Local schools, families	Local media (online-offline), personal outreach
Permaculture gardening program (Day of Birds and Trees)	April	Environmental heritage, sustainable farming	Interested people from Pomáz and the region and from Budapest	Social media, personal outreach
Day of Archaeology / Night of Museums	May / June	Archaeological heritage, historical monuments	Regular visitors of the event series, interested local people	Through the marketing tools of the national organizing body, via local media (online-offline)
Summer workshop / Summer school	June - July	Archaeological and environmental heritage, traditional building techniques, traditional agricultural methods...	University students, people also from outside the region who are interested in learning about the specific topic of the school or workshop, including foreigners too	Online specialized forums, social media, website



First summer workshop	June 22-30, 2019	Using traditional and natural building techniques and materials	Co-organized by the Friends of Pomáz and the Together for Our Town (Közösen a Városunkért) local NGOs. Target audience: owners of old houses who would like to modernize with traditional methods and materials – 20-40 people primarily from Pomáz	Online specialized forums, social media, website
European Heritage Days	September	community archaeology, historical monuments	Regular visitors of the event series, interested local people, people active or interested in community archaeology from all over Hungary	Through the marketing tools of the national organizing body, via local media (online-offline), via the network of partner museums
Local school day	October or March-April-May	Archaeology, environmental sustainability, natural heritage, farming	Local schools	Via personal outreach
CHSP workshop connected to a course	October or March	Archaeological and environmental heritage, sustainable heritage management, participatory heritage management	Students of CEU CHSP, NGOs in the field	Via personal outreach
<b>One-time experimental events</b>				
'Pajtátitkok' (Secrets of Shed) local history day	2019 October	Meeting of multi-ethnic settlements sharing their experiences in the topic of cultural heritage and local identities	Co-organized by the Friends of Pomáz Association and the organization operating the ethnographic house in Svodin, Slovakia, for cultural organizations of multi-ethnic	Via targeted outreach

			settlements	
Meeting with hiker associations	2020 spring	Integration of the site into the national and regional hiking route	National and regional hiking associations	Via personal outreach
Glass workshop	2021 autumn	Glass production, traditional crafts	Craftsmen, researchers of the field, interested people from the region	Via personal outreach, online and offline media
Open Heritage Dialogue event	2021 spring	Community and heritage	Members of all defined target communities	Via personal outreach, online and offline media
National workshop at Pomáz	2022 autumn	Community and heritage	Practitioners, developers	Via personal outreach, online and offline media

### 3.3 On-line activities to engage heritage community

The local community is not very active in using digital tools (they are mostly passive users with a few exceptions); therefore, these tools will play a supplemental role in the community building and public engagement. By using digital tools, we want to increase the site brand awareness, educate, entertain, and broaden the audience, create the circle of 'Friends of the Site', a digital community. We will explore how we can address all main groups of contributors ('creators', 'critics', 'collectors', 'joiners', 'spectators').

Most of the tools at the initial phase will be a one-way type of communication informing about the events and opportunities. We plan to develop a website (news feed model) and social media channels such as Facebook and (optionally) Instagram.

We plan the following actions:

1. Performing a social media audit. This will allow us to examine our current digital demographics, content quality and regularity, level of engagement, and to specify the digital strategy. Due to October 31, 2019.
2. Developing a schedule to make sure that a member of the "program committee" oversees the website and social media content. In case we can secure some financial resources, we will hire a person who will create and post content regularly. Due to October 31, 2019.
3. Setting up a new website with content in Hungarian and English informing about the project. The site will contain some participatory elements such

as commenting, submitting stories and photos by the site visitors, and so on. Due to December 31, 2019.

4. Updating the Facebook page

<https://www.facebook.com/pomaz.nagykovacsi/> regularly. After performing a social media audit, we will decide on what types of content we want to publish and how often. Developing a strategy concerning user-generated content.

Filling in the updated information about the Site and Lab on Google Maps, Trip Advisor, and relevant Hungarian tourist websites. Creating “experiences” in Airbnb when organizing big events. This will help us to diversify our audience and to reach more people in meaningful ways.

The online activities will keep the community informed and involved, they will help to bring the target communities of the offline activities to the site. We will explore the possibilities to use digital tools in a meaningful way to increase the level of public engagement and participation.

## 4 Financial model

The site is in private ownership and the farm has its own revenues. It is not sustainable by itself, only combined with the other enterprises of the owner. He has invested into the preservation and management of the heritage site but in the future, he is only interested in investments which later bring profit – in this respect he considers the heritage site as a distinct unit of his farm.

The revenue previously generated by the heritage site came from applications to various funds to support heritage interpretation projects. The difficulty has been to find funding for infrastructural developments, since a basic infrastructure is needed to accept visitors at the site, especially fee-paying visitors which is the way to generate income. The owner is willing to invest up to 3000 EUR into the development of the heritage site but only if he sees it guaranteed that the investment will turn profitable or at least return in about a year.

The development of the heritage site will be a slow and organic process, since it is embedded into the bio-farm, in a sensitive and protected natural environment. The building remains and historical landscape are fragile heritage themselves, the site cannot host a continuous flood of large visitor groups, only smaller scale programs and visits in a controlled manner. We do not plan a single large investment phase to develop it but a step-by-step process. The regular use of the site started within the OpenHeritage project parallel with the process of conservation and redevelopment will start to generate revenues which will be re-invested to cover first the development, then the maintenance of the site. The annual financial will be prepared by the planning committee which includes also the owner of the farm.

### **Expected revenues:**

- In-kind support by the farm owner: electricity, protection of the territory, cutting the grass...
- Volunteer work
- Participation fees of training workshops
- Participation fees of summer camps and workshops
- After the infrastructural development of the site various parts of the complex can be used for organizations or groups on a fee-paying basis (their activity or the program should be relevant for the character of the site)
- Organizing events on a co-financing basis

### **Expenditures:**

- Creating visitor-friendly conditions at the site – materials, hired specialized workforce (e.g. electrician, carpenter, people to do hard physical work)
- Organizing events: equipment, special services
- Management costs

### **Tools to provide financial sustainability:**

- Creation of a new planning committee and a new framework for the management of the site
- New organizational forms to help the management of the site (Friends of the Site)
- Joining existing heritage networks (Tájház Szövetség – Ethnographic House Association) to develop a broader network of supporters
- Following the previous organic development model of the site we focus on low cost programs with intensive participation of students and volunteers

### **Co-financing options:**

- Joining local and regional organizations and initiatives to participate in different financial support schemes
- Developing institutional connections between the planning committee and local heritage institutions
- Initiate programs housed at the site in the framework of co-organizing and co-financing

### **Crowdfunding and match-funding:**

- We explore the possibility of crowdfunding, but at this moment this form of financial support does not play a crucial role in the program
- We have already used match-funding for some of our programs and development plans, and we will work out a financial scheme for our

standard programs, how to support them not on an ad-hoc basis but with the help more permanent partners or financial sources

**Table 4. OpenHeritage budget plan (60.000 EUR)**

<b>1. Objective 1. Create visitor-friendly conditions and spaces (20.000 EUR, including workshops)</b>	
Developing a new welcome situation: New entrance area and information boards (Material, construction cost)	1.000 €
Infrastructural development at the site: visitor facilities (meeting points, trails, toilets) (Material, construction cost)	7.000 €
Workshops connected to objective 1. (subtotal 12.000 EUR)	
Building workshop (adoptive reuse of the farm building at the site) (Materials, construction costs, materials for the workshop)	3.500 €
Building workshop (adoptive re-use of the medieval ruins, reconstruction of a monastic garden) (Materials, construction costs, materials for the workshop)	2.000 €
Exhibition workshop "Pomáz-Glashill" (Materials, construction costs, installation costs, materials for the workshop, printed materials)	6.500 €
<b>Objective 2. Identify the existing and potential heritage communities around the site (3.500 Eur)</b>	
Development of a cultural route on monastic heritage in the Pilis area with the involvement of local museums, monastic orders and heritage related NGOs	1.000 €
Expert workshop connected to the programs on heritage day on the issues connected to the Pilis region and the Hungarian tentative list of World Heritage site	1.000 €
Site visit and workshop of the Szentendre Open Air Museum (Skanzen) with an interest group for developing a local network of rural heritage buildings (Tájház)	500 €
Development of an exhibition material on the traditional land-use and monastic landscape of the Pilis area in co-operation with the regional museums (Szentendre, Visegrád, Esztergom)	1.000 €
<b>Objective 3. Explore potential management structures for the site (3.500 EUR)</b>	
Planning committee and Friend of the site meetings with planning workshops	500 €
Expert workshop: permaculture and bio-gardening with site visits and on-site fieldwork (Connected to the programs on Earth	1.000 €

Day)	
Expert workshop and open-day with the involvement of hiker and biker organizations (Connected to the programs on Earth Day)	1.000 €
Heritage-day program with a focus on the Rural Heritage Buildings and their management issues	1.000 €
<b>Objective 4. Explore potential financial models for the site (8.500 EUR)</b>	
Summer archaeological and heritage camp with the participation of students, volunteers and fee-paying participants (2 summer camps with different focus)	7.000 €
Housing revenue generating programs at the site (Costs of information materials, advertising, development of facilities)	1.500 €
<b>Objective 5. Build co-operation with local institutions using the concepts of local historical heritage (6.000 EUR)</b>	
Site visits for local NGOs and interest groups connected to the programs on heritage days, day of archaeology, Earth Day	2.000 €
Open-days for local groups of schoolchildren	2.500 €
Building workshop and creation of exhibition materials on the topic of local heritage with the involvement of local NGOs . The materials will be used in school programs	1.500 €
<b>Objective 6. Create a broader community around the site – using on-line tools and existing networks Communication, networking (7.000 EUR)</b>	
Website „Glasshill”	2.000 €
Heritage information boards for the educational trail, QR code system	2.000 €
Content development for the internet based info system	1.000 €
Flyer and/or printed info materials	1.000 €
<b>Objective 7. Integrate the site into the regional heritage routes, network of sites (3.500 EUR)</b>	
Development of a regional network of Rural Heritage Buildings (Tájház) (Planning meetings, info materials)	500 €
Bikers point at the entrance of the farm (Service point and information board)	1.000 €

Integration of the site into the local hiker routes (Mapping, information materials, creating info signs)	1.000 €
Developing an educational program for local guides on the local heritage of the area and on the Glasshill site (Educational program and materials)	1.000 €
<b>Objective 8. Incorporate the Lab into higher educational curricula on cultural heritage, spatial planning, and architectural planning (8.000 EUR)</b>	
Development of poster exhibition materials for higher education programs with three different topics (Archaeological heritage, built heritage, landscape and land-use)	3.000 €
Workshop with students on volunteer work in heritage management (creating low cost heritage programs, exhibitions, new forms of heritage interpretation)	1.000 €
English version of the website and and site infos for the educational program with international students (higher education)	1.000 €
Multi media material and documentation film of the site as course materials (heritage, landscape,management) – English and Hungarian versions	3.000 €
Summe	60.000 €



## 5 Regional integration and territorial integration

The site is one of a series of medieval monastic sites located in the Pilis mountains, the closest being the Cistercian monastery in Pilisszentkereszt, the former owner of the grange. Some of these have been integrated into the national heritage discourse as protected monuments, others have more of a local interest. The most well-known heritage sites in the Danube Bend are two medieval royal seats, Visegrád and Esztergom. The Pilis Mountains located between these used to be the royal hunting forest in the Middle Ages, so the area has not been disintegrated by settlements, but preserved as a forested landscape peppered with monasteries. It was declared a National Park in the 20th century. Though the Nagykovácsi-pusztasite administratively belongs to Pomáz, it is more connected to the environmental and cultural heritage of the Pilis mountains than to the settlement.

The site is situated halfway between Pomáz and Pilisszentkereszt. Generally, the way of access to the site is from Pomáz, a small town in the Danube valley 20 km north from Budapest, while Pilisszentkereszt is already located in the Pilis Mountains. Pomáz brands itself as the “Gate of the Pilis Mountains” due to its geographical position: it lies close to the area of the Danube Bend, where the valley of the Danube meets the mountains. Two important roads cross Pomáz: the one connecting Budapest and Szentendre, and the one between Budakalász and Esztergom. The site is located along the main road leading to Esztergom, which is the way from Budapest through Pomáz to the highest peak of the Pilis Mountains, Dobogókő. Visitors of the mountains coming by car has a parking lot in front of the farm and the goat cheese shop. Bikers also pass in front of the site and the shop. A large number of visitors approaches the Pilis Mountains by the regional bus starting from Pomáz, which they can reach from Budapest by the regional train service (HÉV). The bus has a stop at the farm entrance. It would require a bit more efforts to convince them to leave the bus at the site since it is still in some distance from the hiking roads. Since the site cannot manage mass-tourism, the present transport system is sufficient for the purposes of the lab.

Pomáz is a part of the agglomeration continuum, connected to Budapest by the neighbouring settlement called Budakalász. It is a municipality, but some of the administrative issues belong to the competence of the district center, the neighboring town Szentendre, e.g. construction authorities, land registry. In certain spheres, Pomáz is served by Budapest, e.g. hospitals, secondary schools. On the other hand, Pomáz serves as a center of the closer region, providing services for the nearby villages (including Pilisszentkereszt). Residents in the region travel by their cars or use the above-mentioned regional bus. They mostly commute towards Budapest. The Pilis Mountains would be a natural recreation area for them but many residents have no interest or ties to the local heritage or natural environment. There are, however, civic initiatives established with the aim to raise awareness about these as well as to protect and develop the immediate environment. These civic initiatives and interested people from various settlements in the close region (between Budapest and Szentendre) have

established good connections and regularly join their forces in common initiatives.

It would be essential for the operation of the site to increase awareness about it at regional level. Actions to achieve this are listed in Table 5.

**Table 5. Actions and expected results**

Action	Expected results
Organizing a meeting for the representatives of local history / local heritage organizations from the region	Raised awareness of the site, inviting the organizations to co-organizing events at the site
Organizing a meeting for representatives of hiking organizations at the site	Raised awareness of the site, suggestions of the organizations how to integrate the site into the regional tourist paths, what to offer to the hikers
Including the site into the hiking routes	Broadening the audience of the site with dedicated members, integrating it into the national and regional network of cultural and natural heritage sites
Participation in the Pilisi Natúrpark (Nature Park of Pilis) project initiated by municipalities of settlements in the Pilis region	Value inventory with the help of university students in landscape architecture, integrating it into the network of heritage sites in the region (with special emphasis on monastic heritage), into the network of organizations and municipalities interested in heritage, into the network of the national Nature Park Association.
Participation in the Ethnographic Houses Network (Tájház Szövetség)	The focus is on the local traditions, contribution to the built heritage of Pomáz and the region by involving the residents and raising awareness about the values, offering information about the available materials and methods.

## 6 Actions

**This chapter aims to describe actions for each dimension of the project (stakeholder (stakeholder involvement, financial management, regional integration). The *major* action *major* action steps are presented in**

Table 6.

**Table 6. List of actions**

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
Create a new welcome area for the heritage site at the farm entrance	Lab team and the farm owner	November 2019	Materials, designing, preparing and installing the signs	Agreement with the farm owner is needed	The farm owner
Creating the minimal necessary infrastructure to accept visitors at the site and for workshops	Lab team and the farm owner	April 2020	Buying the necessary facilities, installing them	Agreement with the farm owner is needed	The farm owner
Finishing the exhibition and educational building	Friends of Pomáz, Together for Our Town (local civic organizations)	September 2019	Buying materials, workshop leaders, volunteers	Agreement with the farm owner is needed	The farm owner
Creating exhibition	CEU CHSP	June 2020	Materials, content creation, design, preparing and installing the	-	-
Developing a community space from the old barn building	Lab team and the farm owner	October 2019 (first phase), April 2020 (second phase)	Buying materials, construction service, workshop leaders, volunteers	Agreement with the farm owner is needed	The farm owner
Updating the list of local organizations, contacting them, needs assessment	Lab team	December 2019	Volunteers, online participatory tools	-	Local organizations
Contacting hiking organizations and the National Park, needs assessment of visitors in the area	Lab team	March 2020	Volunteers, online participatory tools	Lack of interest on behalf of the organizations	Target organizations

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
Creating a “planning committee”	Lab team	September 2019	Legal research, potential members	Legal and bureaucratic constraints, lack of interest	Farm owner, relevant organizations (see the stakeholder list)
Creating a financial management plan	Lab team and the farm owner	December 2019	Financial advisors	Lack of formal organization, lack of expertise in the lab team	Farm owner
Developing an MA level course based on the lab and other OpenHeritage cases	CEU CHSP faculty	January 2020	Content, relevant literature, OpenHeritage cases	N/A	CEU management, students
Summer University course on industrial heritage sites	CEU CHSP faculty, invited contributors from the OpenHeritage consortium	July 2020	Content, funding, visiting faculty members, promotion	Lack of funding	CEU management, potential applicants
Setting up a system of pre-registered tours for individual and group visitors	Lab team, the ‘planning committee’	2022	Content, guides (volunteers), infrastructure, registration system	Lack of volunteers, concerns by the farm owner, safety risks	Farm owner, local civic organizations
Organizing scheduled events (see 2.2 Planned Activities)	Lab team, the ‘planning committee’	From June 2019, regularly	Program, content, volunteers, infrastructure, promotion	Lack of volunteers, concerns by the farm owner, lack of funding, safety risks	Farm owner, local civic organizations, other co-organizers
Performing a website and social media audit, creating a strategy	Lab team	October 2019	Human resource	Language barrier	N/A
Setting up a website with participatory elements	Lab team, OpenHeritage consortium	October 2019	IT expertise	Language barrier	Farm owner, local civic organizations
Uploading / updating the site information on	Lab team	2021 January	Human resource	Language barrier	Farm owner, local civic organizations

ACTION	BY WHOM	BY WHEN	RESOURCES AND SUPPORT NEEDED/AVAILABLE	BARRIERS and CONSTRAINTS	COMMUNICATION
the relevant online platforms					
Organizing a meeting for the representatives of local history / local heritage organizations from the region	Lab team, the 'planning committee'	2020 Spring / Summer	Volunteers, promotion, community space, basic infrastructure, funding for hosting	Lack of interest	Farm owner, relevant organizations
Organizing a meeting for representatives of hiking organizations at the site	Lab team, the 'planning committee'	2020 Spring / Summer	Volunteers, promotion, community space, basic infrastructure, funding for hosting	Lack of interest	Farm owner, relevant organizations

## 7 Monitoring Progress

- Setting up indicators of success for the actions (quantitative and qualitative)
- Setting up a project checklist with due dates and approval stages
- Regular progress reports by the planning committee
- Regular revisioning of the LAP
- Building on the monitoring elements in the OpenHeritage project