

Local Action Plan of the Pomáz CHL



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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-puszta 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-puszta 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.¹

¹ 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.

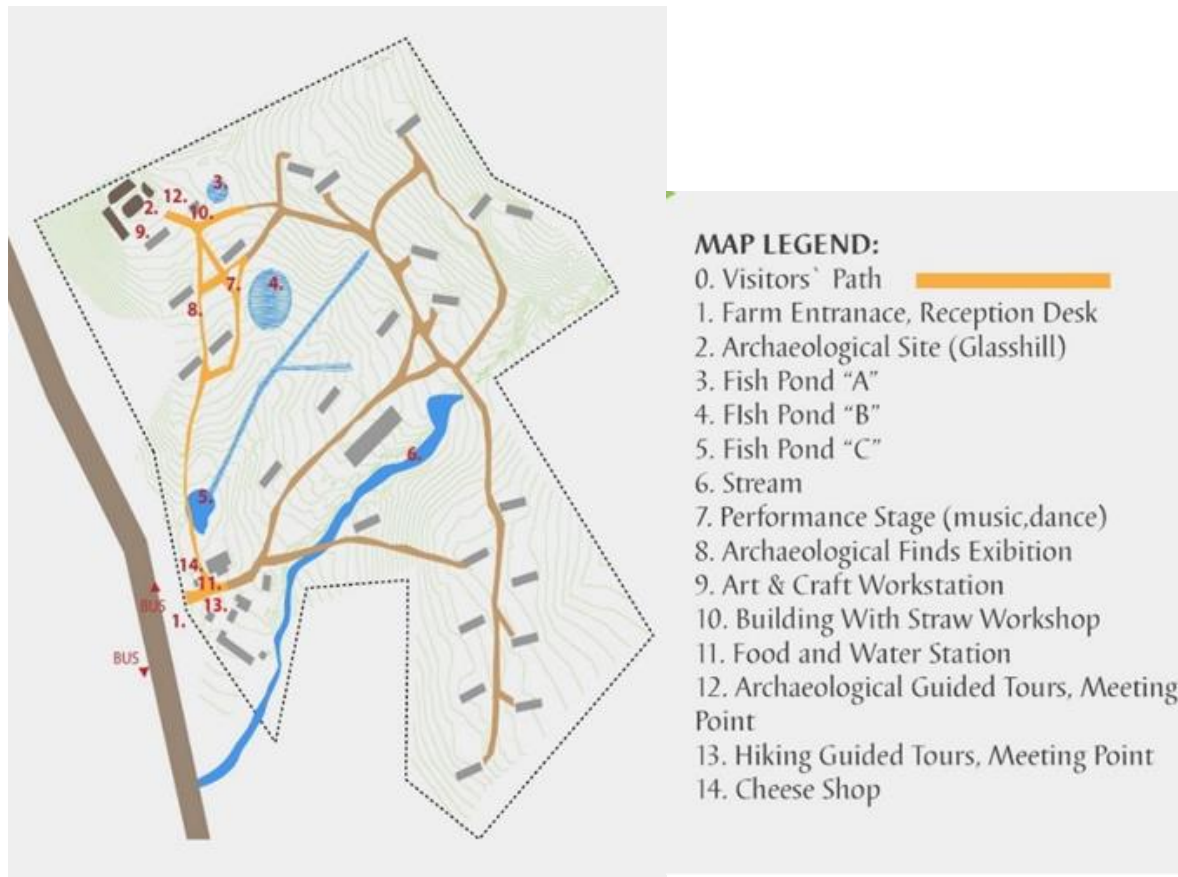


Figure 1. Pomáz on the map

1 Mission, Objectives and Strategies

1.1 Mission statement – for the entire project period

The mission of the Pomáz-Nagykovácsi-puszta 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

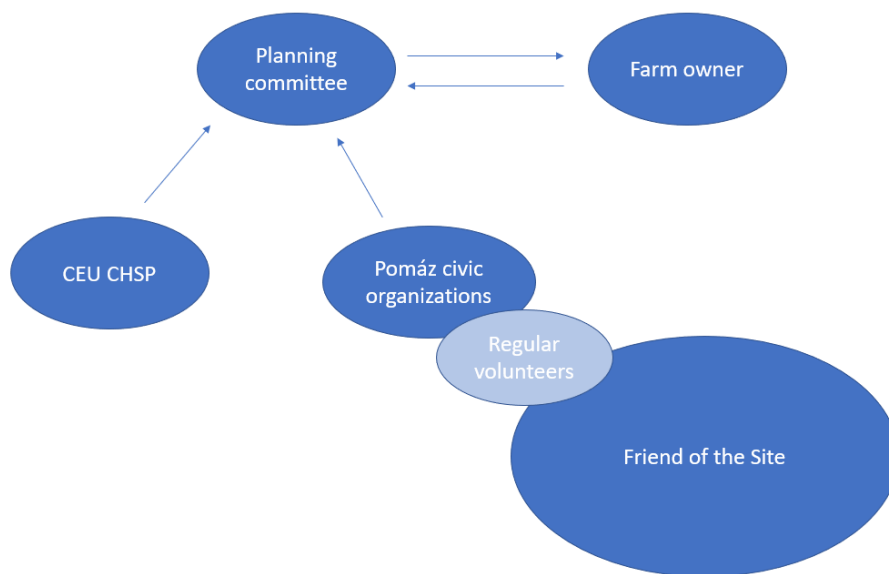


Figure 2. Stakeholder relationships

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"> • CEU Cultural Heritage Studies Program • Moholy Nagy Design University • Eötvös Loránd University Archaeology Department <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-Classicist 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
Annual events				
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
<i>One-time experimental events</i>				
'Pajtatitkok' (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)

1. Objective 1. Create visitor-friendly conditions and spaces (20.000 EUR, including workshops)	
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 €
Objective 2. Identify the existing and potential heritage communities around the site (3.500 Eur)	
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 €
Objective 3. Explore potential management structures for the site (3.500 EUR)	
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 €
Objective 4. Explore potential financial models for the site (8.500 EUR)	
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 €
Objective 5. Build co-operation with local institutions using the concepts of local historical heritage (6.000 EUR)	
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 €
Objective 6. Create a broader community around the site – using on-line tools and existing networks Communication, networking (7.000 EUR)	
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 €
Objective 7. Integrate the site into the regional heritage routes, network of sites (3.500 EUR)	
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 €
Objective 8. Incorporate the Lab into higher educational curricula on cultural heritage, spatial planning, and architectural planning (8.000 EUR)	
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-puszta site 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 involvement, financial management, regional integration). The *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 constrains, 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