

OpenHeritage, D4.3

Interim progress report of the Cooperative Heritage Labs

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Executive summary

The six Cooperative Heritage Labs (Labs) of OpenHeritage are experimental sites that have reached a milestone: they have been operating for 16 months, arriving to the point of their mid-term review. Although milestones are often arbitrary moments in time, the current one is by no means: the fact that Labs are working on their new, improved Local Action Plans (LAPs) necessitates a reflection on their operation so far.

The diverse Lab sites – situated in the outskirts of Pomáz (Hungary), the Praga neighbourhood of Warsaw, in the manorial complex of Hof Prädikow (outside of Berlin), in the High Street of Sunderland (UK), around the Parco Archeologico Centocelle in Rome and in the former aristocratic building complex of Marquês de Abrantes in Lisbon - are ideal experimental areas, due to their unique combination of comparative similarities and differences. They are similar in their marginality, understood either in a geographical or in a social sense. Furthermore, they are all forgotten, underused places, in the processes of finding their new function(s). But herein lie the differences as well: this process takes place in different environments. The Labs operate with various ownership structures (private – public – civic), in different territorial settings (urban – peri-urban and rural) and in variable site types (building complexes – larger sites – urban areas).

The most important task all Labs were confronted with as they started working on their first LAPs (submitted in May, 2019) and then set off implementing them was to (1) find a proper focus for their activities, and to (2) define how OpenHeritage can contribute to their previous work. (Five of the six Labs had been operating beforehand.)

As a result, diverse development and maintenance trajectories were created and refined in the course of 2019/2020. These are shown below.

Lab	Focus
Praga Lab	Defining local heritage (both tangible and intangible) through the lens of “work” and creating a local identity in an area facing fast-paced gentrification
Pomaz Lab	Embedding a geographically marginal site into the local community consciousness and designing a sustainable business plan for the excavation and maintenance of a

	Cistercian monastery applicable on this privately owned site
Lisbon	Anchoring a vulnerable community by the careful development of the abandoned aristocratic site, first through experimenting with temporary use and later as a place for social housing
Centocelle Lab	Rediscovering forgotten ancient heritage as a way to develop the local community, and using this development to support neighborhood level economic and social interventions
Sunderland Lab	Renovating and finding new functions to three buildings on the High Street, that is supported by the local community and contributes to the revival of the area
Hof Prädikow Lab	Crafting a meaningful relationship between village residents and the residents of the cohousing what is transforming the heritage site of Hof Prädikow, overcoming old prejudices and socio-cultural differences

The development trajectories all emphasize the need to invest time and energy into community development and establish/expand the local heritage community around the sites, parallel to engaging with various local stakeholders. The Lab activities carried out in the period (between June 2019 and September 2020) reflected the importance of this topic, having taken up much of the time spent. And while it can be safely sad that all Labs succeeded in diversifying the pool of stakeholders they got in touch with, the seminal importance of local authorities was also shown. Building a mutually trusting relationship with them seems to be an essential component of success for bottom-up initiatives. Their support can take many forms - financial, in-kind or in the form of connections/networks – and becomes especially important in mitigating unexpected risks. The significance of the latter aspect was shown by the corona pandemic.

That this is not a one-sided relationship, but can be mutually productive with NGOs providing new pathways for local authorities, was demonstrated by the Sunderland Lab. Here the local authority was the main initiator of the reuse process, searching for an NGO partner as a possible actor to save three buildings in the Heritage Action Zone of the city. Being devoid of financial resources, it found a specialized

NGO (OpenHeritage partner TWBPT) and passed it the three run-down but protected buildings as a gift. The local authority hoped that TWBPT was not only better equipped to come up with a reuse idea but had access to other funding sources. Similarly, the Lisbon Municipality sought civic partners to reach out and work with the local community in the Marquês de Abrantes area, deeming their capacity building ability better and more suited to the purposes of the Lab. On the other hand, the Pomáz Lab demonstrated what happens when this supporting relationship doesn't exist. The Lab had been struggling with an almost openly antagonistic relationship with the local authorities until the municipal elections in October 2019 brought favorable results for them in the over-politicized Hungarian environment. One of the Lab's aims has been to build a local heritage community and use the archeological site in the outskirts of Pomáz to strengthen the local identity of this primarily suburban settlement, which is a barely achievable aim without the support of local institutions.

Financial aspect also played an increasingly important role for the Labs in the period, as they struggled with the need to (1) come up with a sustainable business model and financial plan, (2) have appropriate resources, and (3) excel both in accumulating traditional funding and combine it with new financial mechanisms. With the project's progress the intervention framework became clearer, thus the financial planning also gained momentum: offering multiple consultation opportunities to the Financial Task Force of the OpenHeritage project, and allowing some Labs to start their financial experiments, like the "Buy a brick" campaign of the Sunderland Lab. The experience of Labs like Hof Prädikow demonstrate that a mix of financial resources is essential for undisturbed development: in this case besides their own resources, the cohousing inhabitants could rely on some federal money and could fall back onto the support of the cooperative they are members of. Although they cannot allow to include financially vulnerable households among the new tenants they are looking for to join their cohousing – that would require a more targeted participation of public institutions – the current members are hoping to choose tenants that support a multi-cultural experience and also help the establishment of a good relationship with the local villagers.

The Corona pandemic, which derailed much of the financial experimentation, also showed the importance of public funding and the fragility of standalone, bottom-up initiatives. While all LAPs included a risk assessment, which covered a wide range of probable topics, none foresaw a possible pandemic. As a result, all Labs were unprepared to the effects of the Covid, which changed decidedly their development trajectories for the period. It not only caused major delays but hit the vulnerable communities around the Labs the hardest. It also meant that physical activities could not take place between March 2020 and mid-summer. During this period many teams – like the Lisbon municipality and LabGov/Luiss team – became actively involved in ameliorating the living conditions of their communities.

While the pandemic deprived the Labs temporarily from the mid-term assessment of the Advisory Board members (Task Force visits), it also offered new opportunities. Major replanning and rethinking were possible suddenly – even

forced by the circumstances – offering a chance used by the Labs.

Among others the Centocelle Lab developed a concept for an online platform for the local community, with a clear economic and a social aim. The lockdown and quarantine measures generally put the use of online devices into a new perspective, increasing the willingness of people to try new tools. The Praga Lab moved its planned events online, focusing on one project – the revival of an old, local bakery – and managing to work on it even under the quarantine conditions, engaging various professional groups to design development scenarios for this site. Similarly, the Pomaz Lab also started its heritage inventory project, collecting locally important heritage objects from volunteers and placing them online with an appropriate description. For them this was especially important, as they were strongly affected by the move of the Central European University to Vienna, since students of the heritage studies programme had provided a steady support for the development of the Pomáz site.

The move online also allowed project partners to see and explore work in the Labs from a new perspective. Task Force visits were turned into Task Force webinars, where the Labs introduced their work in detail and discussed future development options with project members and a few Advisory Board members, who were interested to join. While this set-up deprived participants from seeing and understanding first-hand the issues the Labs were facing, it also allowed the expansion of participants (the Task Force visits were designed to include 11 people, the webinars were open, allowing all project members to participate). Although it remained an internal event, the webinar focusing on the Centocelle Lab was also streamed, more to experience with this format for later use.

Despite the heightened interest in online tools it was also easy to see their limits, as shown using Decidim platform. Decidim provides the software for OpenHeritage's project level co-creational participatory platform and the individual Lab participatory sites. The experience in the period showed that it is very challenging to move an off-line community online and to compete with available social media sites as Facebook and Twitter. Additionally, certain age groups might be less inclined to join online, thus the online development remains an option when the target group is adequately diversified. As OpenHeritage is developing a participatory tool to be used in bottom-up initiatives, difficulties like this have informed substantially the tool development process. As a result, it was decided that two Labs – Pomáz and Praga – are creating simpler, easy to maintain platforms that resonate better with their small, local audiences. The latter team developed a very strategic use of the online tools, being the only one Lab with no previous project: for them the online outreach supported a low-cost strategy to put their initiative on the map (both in a literal and in a figurative sense) and start to build their community.

Overall, the assessment of the first period also shows that the Labs have worked substantially to achieve their major objectives, and have been really successful in reaching out, establishing their local communities. They have also managed to carry out focused campaigns for financial or for community building purposes. At the same time, they are lagging behind their original schedule, not only because

of the Covid epidemic, but because realizing plans can be difficult, unexpected obstacles happen with the most precise planning. Among others in the Lisbon Lab the municipality had to work hard to keep the ownership of the building complex and to fend off privatization attempts. Their partnership in the OpenHeritage project provided an important argument in this debate, which closed with saving the site for the public and developing plans for temporary use and social housing as well. Similarly, for the Pomáz Lab the move of the Central European University has created a disruption, causing management difficulties for the partner responsible for the site.

1 Introduction

All Local Action Plans (LAP), submitted in May 2019 were envisaged to provide guidance for the first year of the Labs' operation. These documents, written already in cooperation with their local stakeholders, were conceived with the idea in mind to help the six sites in the process of their incremental, step-by-step development. As such, they were designed to provide an in-depth assessment of the operating conditions of the Labs – thereby also relying on previously delivered status reports – to really understand the local needs, discover their financial possibilities and using these to create concrete targets supported by detailed actions that they hoped to reach by month 24 of the project.

The entire planning process was based on the three pillars of OpenHeritage: community, resource and regional integration. Along these lines the Labs were asked to rethink their activities, re-evaluate their options and set their aims. They served to narrow down the path of development, to come up with an encompassing vision and to find the place of the Labs in their respective environment. The LAPs were viewed as adequate tools to support a balanced development in all three central aspects of OpenHeritage, keeping in mind that the Labs themselves typically had strengths in only one or two, requiring assistance in the third.

On the other hand, the idea behind the LAPs as planning tools also relied on the assumption that the living lab methodology employed in the Labs, which is based on the idea of an iterative action research, necessitated a flexible supporting instrument. The six OpenHeritage Labs are conceptualized as open ecosystems, where knowledge and social innovation is co-produced by multiple stakeholders, allowing various actors not only to participate, but also to change and adapt in the process. The envisioned LAPs thus foresaw a step-be-step process to facilitate this common production, providing both an abstract framework and concrete plans for cooperation. It was a developed only for a limited period of time – one year – with a planned mid-term evaluation in place, allowing Labs to experiment and to modify their course in view of the events. This flexibility, originally inserted to accommodate the requirements of the living lab methodology, proved to be of particularly high value in hindsight of the Covid epidemic.

Using these LAPs as a starting point, the current report seeks to create an overview about the how the Labs operated so far. The relevant questions are manifold, but all focus on (1) the extent the Labs have been able to achieve their goals set out in their first LAP; (2) on their strategies to overcome challenges and (3) and finally on their ability so far to provide inputs for the project to develop supporting tools for adaptive heritage reuse in marginalized areas, are crucial.

The timeframe is not the first 12, but the first 16 months. The extra 4 months are the result of the Covid related delay, that profoundly affected the operation of the Labs.

To provide an assessment of the Labs' work in the period, the report is structured into three main parts:

- First it focuses on how OpenHeritage as a project supported the Labs in this period, highlighting the activities of the Financial Task Force and the work behind the Decidim co-creation platform;
- Then it provides a detailed account of how each Lab developed: it gives a brief summary about their achievements, challenges faced by and activities carried. Furthermore, all Labs were asked to reflect on how Covid influenced their work, and this account forms part of the overview. And to illustrate how OpenHeritage has contributed to the local developments, each Lab chose and elaborated one activity, which occurred in the period and with the specific support of OpenHeritage;
- Finally, the report creates a summary of learnings and highlights some future development options, assessing where the Labs are heading based on their current development paths.

2 Supporting the Cooperative Heritage Labs

Activities in the Labs have been central to how work in OpenHeritage has been perceived so far. Many research-oriented activities sought to provide input for Labs – among the already submitted deliverables the ones focusing on the analysis (D2.2), visual presentation (D2.3) and structured comparison (D2.4) of the Observatory Cases. Research and development in WP3 – evaluation – and WP5 – toolbox development – Have also been also guided by the need to help the Labs.

Parallel, less research focused activities provided direct support for the Labs. In the current period they were the 1) Task Force webinars, which created a forum for open discussion with the consortium partners and Advisory Board members 2) the activities of the Financial Task Force which has been following the development of the Labs since the beginning, and 3) the development of a participatory platform, using the Decidim software.

The section below details these support actions.

2.1 Task Force webinars

Task Force meetings were planned to take place between March and June, 2020. These were originally conceived to be part of the feed-back process for the six Labs, reviewing in peer-to-peer sessions their first operational year. The project Task Force is made up of an interdisciplinary team of experts, consisting of selected consortium members and all Advisory Board members. The planned review sessions were to last for 2 days in each Lab, offering an opportunity to channel specialized knowledge from different disciplines to help the creation of an inclusive model of management in each Lab.

However, with the outbreak of Covid-19 all the planned sessions were cancelled and moved online. The pandemic created a situation, where it became critical to make use of online resources and tools to keep up the momentum of OpenHeritage's work and the vivacity of its community. The Task Force webinars were used for this purpose.

The webinars took place between March 2020 and June 2020:

- 31 March 2020 - Webinar Lisbon
- 21 April 2020 - Webinar Praga
- 6 May 2020 – Webinar Prädikow
- 8 June 2020 – Webinar Pomáz:
- 16 June 2020 – Webinar Rome:
- 23 June 2020 – Webinar Sunderland

The attendee numbers varied between 20 and 40. All the webinars followed the same structure, which remained intact mostly for the entire period. The basic idea behind was to create a forum to receive information and discuss challenges and issues, thus, to alternate between listening and talking parts. Presentation length was maximized in 15 minutes, and every presentation was followed by an in-depth discussion session. The Labs in focus always prepared four presentations: an introductory, one focusing on the community and territorial governance aspects, one on the financial aspects and a last one on the heritage reuse questions. These reflected the main pillars of OpenHeritage.

During the webinars the Labs' larger environment, detailed work, and future plans were discussed. While some partners used this opportunity to provide more detailed information about their progress to the consortium members, others posed questions, asking the partners to provide input. All the meetings were recorded, the presentations stored, and summaries were created by members of the Task Force team. These are partially available on the Co-creation website of OpenHeritage.

Not only were the webinars integral part of the project's pandemic strategy to keep the work going, they were also very informative, revealing important questions and issues the Labs were faced with. For Hof Prädikow the conflict between tangible and intangible values for the site was highlighted, and the interesting dynamic between the villagers and the cohousing residents was shown. The site of Hof Prädikow used to be a central part of the village life historically, providing working opportunities for a large part of the residents, and the rebuilding of this connection is a challenging exercise now. Current changes in the physical structure of the manorial complex also raise questions that cut to the core of adaptive reuse debates about the extent the maintenance of the original buildings is necessary. On a conceptual level heritage expert of OpenHeritage project suggested the community to resolve the conflict between heritage preservation and development by creating a heritage value inventory of the site and elaborate an actions based on this inventory.

During the webinar the Praga Lab's definition about its mission also crystalized as a research-oriented platform that is looking for the best way to 'create a synergy between places and people' based on the heritage values in the Praga district. Their main objective is to combine the assets in the Praga neighbourhood (area-based approach) with the people (people centred approach), using "work" as a key concept. This self-definition allows the team to be partially relieved from the responsibilities concerning financial sustainability.

The activities in Lisbon were shown to be rather complementary to what is done in Praga, whereby the municipality uses the Palácio Marquês de Abrantes as an anchor to support sustainable, urban, economic, social, and environmental local development. The site is a former aristocratic building, but the approach of the municipality is focused less on this, rather on the daily interventions necessary to turn provide social/affordable housing in the building. The webinar revealed possible scenarios and aspects how co-creation and collective decision-making methods with a strong co-governance model are developed. Issues discussed with enthusiasm included questions about neighbourhood and business development, focusing on how can a physically cut off neighbourhood be developed. The area development project has general lessons for industrial sites and their current life, as the entire area was a centre of 19th century industrialisation.

Finally, the webinars revealed the difficulty of finding a balance between financial sustainability and community interest. In Sunderland TWBPT's work revealed that there is a significant public interest in making use of the building and discovering the potential of the place. The main user of the buildings will be 'PopRecs', a community enterprise with good foot in community and music, but less so in business and building management. The OpenHeritage team recommended to try to have a mixture of tenants rather than relying on a single partner. So far there is no clear view on the business case for a venue, creative workspaces and social enterprises. From financial aspect, the main objective is to reach a balanced cost-income level. As a first step, it was recommended to find or create a community association and shape their business-model around the use of the buildings.

2.2 Financial Task Force

Another type of support for the Labs in the period has come from the Financial Task Force, which is a small team consisting of Rolf Novy-Huy (Stiftung trias) and Joep de Roo (Eurodite). It aims at supporting the Heritage Labs by providing input to develop sustainable business cases through various processes and activities. The strength of the Task Force comes from the extensive practical experience of its members in the field of guiding area transformations in the field and setting up (inclusive) business models.

For the Task Force one of the main questions was if civil society can maintain and revitalize heritage reuse projects in a more successful and sustainable way than politicians and commercial actors would. Having many different actors, researchers

and practitioners, involved in the projects, it is necessary to have a constant mutual learning process in order to achieve a successful project and enrich the personal experience.

The main objective of the financial Task Force regarding the Lab's has been:

- to assist the LABs with creating a sustainable business case, built upon clear budgets and financing structures, where possible with an inclusive/group character.

Sub-objectives of the Task Force (in order to build sustainable business cases and financing structures) is to support the Labs in:

- creating multidisciplinary management teams for adaptive re-use.
- determining (financially) feasible plans or programmes of activities for adaptive re-use.
- actions to involve main (financial) stakeholders and institutions.

Main guiding principles and actions

Stiftung trias is responsible for task 4.3 (Management of innovative financial and business solutions) and Eurodite for task 5.4 (Developing inclusive business models). These tasks are strongly interrelated and intertwined; in order to produce inclusive models (task 5.4), first innovative solutions should be designed that are then tested in the Lab's (task 4.3). In this way, it can be identified which solutions work under which conditions and based on that formulate (replicable) models. The distinction between the two tasks cannot always clearly be drawn, but it is clear that the financial taskforce's role is focused on designing, testing and formulating innovative financial solutions for inclusive adaptive reuse.

In practical terms, the Financial Task Force should help the heritage Labs in OpenHeritage to build a structure that enables civic groups to run their projects on a sound long-term financial basis.

The support centres around the following *building blocks* of the Labs:

1. Group – persons and groups involved in the project
2. Objectives – short term and long-term goals of the project or programme
3. Time-activities – planning of the activities of the project
4. Financial needs – for running costs and investments. This includes questions of equity, revenues, private and commercial financing, subsidies etc
5. Financial support – how to manage and create financial support taking into consideration the political and societal context of the Lab. (and the findings out of WP1: flexible-inflexible, well resourced - less resourced)

The Financial Task Force has developed the following *actions* to support the Lab's:

- Task Force visits to support on the spot. Site visits consists of introduction to main stakeholders and partners, create a feeling of the context and systems in which the transformation has to take place, joint sessions to concretize the objectives behind the project and help to formulate clear goals and shape the business-case.
- Monitor progress and giving feedback via
 - input collected from Lab's via questionnaires and e-mails
 - online meetings and webinars with Lab representatives
 - written meeting/status/evaluation reports
 - input in Lab Action Plans (LAP's)
- Providing practical tools and support. This consists of presentations at partner meetings by Task Force members (or related experts), providing financial sheets, calculation models and studies, etc.
- Develop financial guidelines and models for inclusive adaptive heritage re-use. All input collected so-far will be used to give structured input towards the Labs for the coming two years. This takes the form of financial guidelines for the Labs. This was developed in September/October 2020, before the LAP's are updated (due in November 2020). The guidelines will support a structured input and feedback loop (also with new insights to be developed in the course of the next two years) that by the end of the project will support the evaluation of the Lab's and develop replicable models.

Activities of the Financial Task Force since June 2019

15-16th July 2019: Taskforce visit to Sunderland:

A two-day dedicated visit of Joep de Roo and Rolf Novy-Huy was used to get in touch with the main stakeholders and for visiting the site. It should not be underestimated that this visit was also very helpful - if not to say necessary - to develop a feeling of how the situation is in this city and how the relations on national and municipal levels work.

Analysing the local situation and having talks with the project-partners helped our partners either to get a confirmation of their opinion or a second opinion, enabling them to think things over. The financial TF members had the impression that sometimes the neutral and bluntly expressed view of the financial task force helped to back the position related to partners and municipality. The financial task force [made a report of the visit](#) with observations and recommendations for process and follow-up actions.

15th and 16th October 2019 visit to Warsaw:

On 15 and 16 October 2019 the Financial Task Force visited the Heritage Lab in Warsaw, a visit combined with the Informed Cities Forum. It was not a dedicated visit for the Financial Task Force, so without workshops and introduction to several stakeholders to shape the business case, however, it was necessary to understand

the situation of the district within the capital city of Warsaw. Compared to the Netherlands or Germany (home countries of the task force members), the Task Force noticed not only a different commercial situation but also a different everyday life situation and people's ability to engage themselves with time and money for their targets. Although this impression has been already formulated based on the telephone and Skype conversations, the visit helped reach a more concrete mutual understanding. The Task Force will provide further support in the plan to renovate an old bakery by establishing a first CenterPoint within the Praga district.

7th December 2020, Rome:

On Saturday, 7th December 2019, the financial taskforce engaged in an intensive workshop with the Italian partners of OH, as well as a bicycle tour showing the location of the heritage Lab, laid the basis for future financial development. Interesting enough, once again a building - provided by the municipality - could be the start of the future development. However, these plans are confidential so it is not decided yet if these will be the basis for the next steps and considerations.

9th December 2020, Rome

Eurodite organised a dedicated part of the partner-meeting in Rome on the practical aspects of adaptive re-use. An observatory case from Amsterdam, the Marineterrein (Navy Yard) was presented by the project director, Liesbeth Jansen, who is responsible for the adaptive transformation process of this 15ha area in the heart of the city. This was followed by a presentation by Joep de Roo on the elements of adaptive re-use. After that, a Q&A and a panel discussion with all Lab representatives focussing on the financial and organisational aspects of adaptive re-use.

Progress reports based on webinars

Besides the visits to the Labs, due to Corona, in spring and summer 2020, the financial taskforce had to cancel the planned site visits to the various Labs and continued the discussions with them during various skype sessions. Input was collected (and fed back) on Lab action plans and Lab reports and other materials that the Labs sent to the financial taskforce.

Practical tools

In the course of the past year, the financial taskforce has provided input for the Lab's to collect input and support their development, among others:

- Milestones document
- Financial questions
- Function-organisation-finance table

When requested by the Labs, various other models and sheets that served as examples were also sent via email. The idea is to further streamline the process of input and feedback via the financial guidelines and more regular contacts.

Results

The main result of the past period is that the Financial Task Force has a much clearer picture of the Labs' and works on solutions to counter the challenges of working within total different contexts and with people that, in most cases, are not trained as practitioners to manage adaptive re-use processes.

The group and the organisational form

OpenHeritage is an inter-disciplinary project which is also reflected in the composition of the Consortium. The intensive collaboration of Consortium partners highlighted that academic researchers do not always think sufficiently in financial terms. They show a certain lack of systematic planning concerning their ability of taking financial and long-term commercial aspects into consideration. This situation can be compensated by consortium members or consultants with such abilities. Bringing together financial consultants with researchers within the OpenHeritage project made obvious that a focus on research is different to such brought in by stakeholders who aim to realise a civic project. The financial TF members pointed out that the question of "Who is going to run the project in the future" has mostly not been considered sufficiently in most of the cases. In relation to this the question whether there is a need to find a legal structure, like an association or cooperative, and who is going to take over the responsibility for tasks related to finance, legal questions, group processes, organization, communication to partners etc. still need to be addressed in most Labs.

Financial modelling

One recommendation formulated by the Financial Task Force is that most Labs should work on their idea on what will be the income/value generating aspects in heritage redevelopment, who should be the investor and benefactor of the investments and how to run a sustainable business case in the future. Hof Prädikow, is an exception. There one can see a clear objective (housing and maintaining rural values) combined with a clear ownership structure; the land is owned by a foundation, the buildings, by a heritable building right, is owned by an experienced cooperative. Long term use of the buildings is clearly organised within the community with a clear renovation-plan and idea of use the buildings and lands. In Sunderland, the financial process is also well on its way and becoming more structured. There is, however, still a need for developing a clear investment and business case for the future use of the buildings. In all the other Labs (Warsaw, Rome, Pomaz and Lisbon) the developments are in a more premature stage. In these Labs, more support is needed in bringing focus, structuring of the activation-process, ownership structures and future exploitation models.

Management

The Financial Task Force noticed a lack of experience in managing adaptive reuse projects across the Lab teams. Reactivation of (heritage) buildings and areas is a complex process that needs experience and ability to work across various sectors

(urban planning and policies, finance, architecture, organising activities, communication, positioning (marketing) etc.). It is difficult for projects to strike the right balance between organising activities, raising community involvement and generating an income model. In most cases, most energy is directed towards one aspect, e.g. heritage aspects (Pomáz and Praga) or community development (Centocelle). The Financial Task Force foresees a clear role in supporting the Labs in setting up structures (and focus) and processes for transformation as part of building sustainable business models.

The way forward

As far as the Labs are concerned, the Financial Task Force hopes to establish a sound commercial basis in order to enable the local actors to run their project long-term. At the same time, this should be a best practice example for officials, municipality and civil society, showing that it is possible to see civic groups as investors, showing confidence in their capacity of achieving results far beyond all commercial projects.

Another goal of the Task Force is to analyse the transformation processes the Labs go through and test community approaches and tools in order to generate potentially replicable lessons for similar adaptive re-use projects. Results will be integrated into the evaluation of the CHL as part of WP4 and into the toolbox to be delivered as part of WP 5.

From a research perspective, it is already visible that engagement alone will not be able to transform such places into vital societal places. Such groups need consultancy being delivered by experienced people. They show a lack of equity and financial capacity. Working these points out more clearly can be part of the work of the financial task force. This may even show the necessity for structural help or for establishing new development organizations by the European Community.

2.3 Participatory portal

Main aims of the portal

The OpenHeritage platform provides an online space for partners to host collaborations, meetings, and perform tasks like surveys and safeguard their information. The platform also serves as a reference for how community engagement in cultural heritage in the digital age could look like. This aim has become increasingly more salient with the outbreak of Covid-19 and projects now must explore new ways to transition activities and materials onto digital platforms. In parallel to running activities and meetings on the platform a help manual was also created that can be used and reproduced. There is also a blog attached chronicling how each activity worked and what were the end result.

Most important usages

Participatory Text

In order to engage OH partners in co-creating the OpenHeritage platform was creating a manifesto for OpenHeritage that utilised several different tools available on the platform. At the end of 2019, the OpenHeritage partners came together to collaboratively write a manifesto that captured the motivations, organizational ethics, and values that move the project forward.

Using the title of the project *OpenHeritage: Organizing, Promoting and Enabling Heritage Reuse through Inclusion, Technology, Access, Governance and Empowerment* partners together defined each term bringing together their individual contexts and values and bridging them with the wider project. During this process partners were able to see how the platform works and possibly then apply it to their context.

Developing New Features

After the Berlin Consortium meeting last May, Platoniq made several strides in creating and developing new features within Decidim. These additions have come as a result of the variety of contexts of each of the Open Heritage cases. Platoniq as a facilitator for digital participation has worked to support more meaningful use on Decidim through multiple methods, including adding tools and components to the platform. As a result, Platoniq started the development of three new models to be added to Decidim to better serve the needs of the OpenHeritage project.

- The first new feature that Platoniq developed helps navigating CHL's participatory processes using maps and blueprints of the site. It is a widget with the ability to present maps of spaces and enable users to make simple votes on which space to interact with or manage (Praga Lab, Hof Pradikow Lab).
- The second feature that Platoniq developed is a means to measuring volunteers work impact by counting the time spent on a project by a user. The inception for this idea originally came from the Open Heritage project in Sunderland. This addition will allow administrators to see how and how much time different participants are dedicated to a project. Users will be able to 'clock-in' and 'clock-out' of Decidim to show the time that they are working on a project. Moreover, they can write or upload a photograph of their tasks they were working on. The purpose of this feature is not just to measure time, but also observe the kind of Labor that's happening and needed to sustain a project or process. Very often within a project or participatory process a lot of Labor happens to create and sustain a project. With this feature we can better see how things work on the ground and as a result aim to create meaningful pathways to sustainable projects.
- The "time tracker" tool mentioned above works in conjunction with another existing module in Decidim, which is the accountability module. This is a module that is designed to create public report pages for a participatory process and inform the citizens the progress of collectively decided actions.

Work on this module is not finished. Platoniq is currently in the last phase of development. Release date is expected to be by October 2020.

- After this, a new feature will be introduced in the module, to be finished before the end of the year 2020. This feature wants to introduce a gender perspective into the module, with this, participants will be asked to introduce their age and gender into the platform. This action will be optional and will not be public. Also, after performing a task, participants will be asked to answer two simple questions about the value of the activity they performed, personally and for the group. We want to create simple graphs where to visualize if there are gender gaps in preferences about performing certain tasks and its differences between genders.
- The final feature is a space to make reservations for 'resources' such as rooms etc. Frequently, facilitating a participatory process also involves the collective management of resources. For example, with the case in [Pomáz, Hungary](#) where there is an archeological site, it's important for the organizers to be able to make reservations for the space and schedule guided tours. The work of putting together day to day logistics can be time consuming and stressful. However, with this added feature groups can identify shared resources and more easily manage them through a calendar that shows who is using what and when. Development for this module has not been started yet. It's been scheduled to be developed during the first semester of 2021.

Crowdfunding seminar

Due to interest from several partners, Platoniq hosted a seminar on the basics of crowdfunding and how to get started with a crowdfunding campaign. During the seminar participants were asked to fill out a survey that was a resource to help them get started answering essential questions about their project and subsequently their campaign. Participants were also supplied with a number of resources from Platoniq's experience and tools used in to create crowdfunding campaigns. During the seminar participants learned the basics and were able to workshop their ideas with others and get meaningful feedback.

Online Capacity Building

- Help Manual – with every activity and mode of participation partners take part in there is a 'How to' guide that follows. The Platoniq team has been creating a manual for administrators and users on the platform. The platform explains the different digital spaces from assemblies to processes as well as the components attached to them like proposals or blogs.
- Demos – for different Labs that have specific needs within their project, such as the creation of a map for the Praga Lab, there are various demos on the platform that show exactly how that could look accompanied by instructions in the Help manual. Different demos exist for partners to see as a template when creating their own processes and assemblies on their platform.

Outside Events

Decidimfest – At the Decidimfest, Platoniq held several workshops to demystify the platform and much of the ideas that surround it. For this workshop Platoniq created a special edition of 'Decidim, The Game'. 'Decidim, the Game' is an analogue game and planning tool created within Platoniq to help groups and individuals think about planning a participatory process and the different phases and facets along the way. The game has helped different Labs such as Pomáz navigate the platform and make the most of the online space.

Rome Capacity Building – In July 2019 a Platoniq team member visited the Centocelle Lab to do a capacity building workshop with the neighbourhood residents. There using the Decidim game residents learned about the existence of the platform and the various possibilities for collaboration and organizing online. Residents created their own processes and assemblies in the workshop and given a 101 tutorial on creating online spaces with the aid of the game and Decidim canvas developed by Platoniq.

Main difficulties – constraints of using Decidim

A critical issue faced during much of the OpenHeritage project was negotiating the design of the platform with the needs of the partners and Labs. First and foremost, Decidim was designed by the city of Barcelona to create a digital platform for democratic processes. The ethical principles are open collaborations; transparent, traceable, integrity; democratic quality guaranteed; and privacy and security. So because the orientation of Decidim is towards practical tools for transparent democratic practices, there is a significantly lower priority for design aesthetics and at times the best user design. For example, many terms on the website for participatory practices have been too literally rather than intuitively translated. (this past year participants have been able to change the names on buttons and tabs to remedy this) Therefore, a major constraint was reorienting users and participants towards a platform that was oriented around processes and participation and less around clicks, impressions, and comments which is how a vast majority of digital engagement works online.

For many of the partner needs there is an extensive 'how-to' section in the Help section of the website. In addition, there are several demos that mimic exactly how a Lab might create something they've seen on another website on their own platform. For example, while there is not a mapping component explicit, there is a demo on the OH platform which shows how a Lab might create a map with categories and even have participants add to it to map heritage sites or stories in a neighborhood. Much of the advancement of the platform and the use by different Labs also has to come with a certain degree of understanding that the platform is a possible space to work and collaborate but unlike mega corporations cannot operate with the same speed or aesthetic.

Some other difficulties that Lab partners faced in using the Decidim platform include:

- Translations - one consistent challenge in using the platform has been to create and update definitions of different terms on the platform in different languages. At the beginning of the project partners were encouraged to join translation teams or send lists of words they would like to translate. Now the platform has been updated with a 'Text customization' feature where administrators can change text on their platform without mediating a translation or sending translations to Platoniq.
- Mobile app in development – another consistent challenge that became more obvious during Covid-19 has been that without a computer it is difficult to fully access the platform and the platform has yet to develop a mobile application. This application is in development however there is no set date for its release.
- Regular bug fixes – a process where bugs demonstrated a major constraint was in the creation of the glossary and there were issues around formatting.

3 Operation of Cooperative Heritage Labs

Whereas the previous chapter focused on the various support mechanisms the Labs could make use of, the current one concentrates on their internal development in the period between June 2019 and September 2020.

3.1 Pomáz-Nagykovácsi-pusztá, Glasshill Heritage Lab

Pomáz-Nagykovácsi-pusztá is a complex archaeological-environmental heritage site situated on the edge of Pomáz, a small town 20 km north from the centre 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 developing 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.

In the Lab's vision concretised in the LAP, the Pomáz-Nagykovácsi-pusztá site 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

The mission of the Pomáz-Nagykovácsi-pusztá Lab for period was to begin the slow transformation of turning 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.

Objectives have been:

Objective 1. Create visitor-friendly conditions and spaces

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

Objective 3. Explore potential management structures for the site

Objective 4. Explore potential financial models for the site

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

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

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

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

Activities (2019 May – 2020 September):

On-site events

The main activities focused on establishing regular events at the site joining national or international programs, such as the European Heritage Days, Earth Day, Day of Birds and Trees, Day of Archaeology, Night of Museums. These all contribute to the integration of the site into the network of heritage sites at local, regional, and national level (Objective 7). As part of this process a summer workshop or summer school is organized every year around various topics, combining practical and intellectual activities strengthens the tie with the local and broader heritage communities. All these events explore the intangible aspects of the heritage site besides the preservation of the material remains.

In 2019, the first summer workshop was organized centred around the construction of an outdoor community kiln with traditional techniques. The aim of the workshop was to raise awareness about environment-friendly solutions, the uses of traditional materials as well as the potentials of applying traditional knowledge today. It also contributed to Objective 1, improving the conditions at the site. The workshop was co-organized with the Friends of Pomáz Association,

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.

an NGO which has a key role in the involvement of locals in the Lab activities. The European Heritage Days (22 Sept 2019) explored the same topic in the context of sustainability, and also joined the central theme of the festivities, “Spaces of entertainment” by presenting the community kiln.

Unfortunately, the Earth Day, Day of Birds and Trees, Day of Archaeology, Night of Museums in 2020 spring and early summer all had to be cancelled due to the COVID19 pandemic since no on-site events were allowed. On the European Heritage Days 2020, guided heritage walks are organized in the cooperation of the Lab and the Friends of Pomáz within the territory of Pomáz, connected to the Online Heritage Inventory project (see below), complying with the current COVID19 related regulations in Hungary.

The Lab also aims to establish the site as an educational site for higher education (Objective 8), by organizing regular international workshops with Central European University. In 2019 October the topic of the event was volunteering in cultural heritage organizations, also relevant for the future of the Lab. No workshop could be organized in 2020 autumn, but it was postponed to 2021 spring.

An event series which was not specified in the LAP was launched in 2019 autumn. During the late autumn and winter months, when the site itself is seldom visited by the local public due to the less comfortable weather conditions, the Lab, in cooperation with the NGO called Friends of Pomáz, organized a series of lectures about the history, archaeology and local heritage of Pomáz (Objective 2, 5). The lectures were held in a community centre in the town and were regularly attended by an audience of 40–50 people. The talks covered a wide range of topics, and most of the invited speakers were locals themselves, involved in one way or another in the research of the local heritage and history of Pomáz and the closer region. Four lectures were organized in 2019 autumn, then four more in 2020 winter and spring. The last lecture in March 2020 had to be cancelled due to the COVID19 pandemic and the governmental decree prohibiting community events. Hopefully, when the pandemic is over, the series can go on.

The series of regular events is complemented by one-time events targeting various communities. In 2019 October a local history day was organized with the Friend of Pomáz with the aim of meeting other multi-ethnic settlements and sharing their experiences in the topic of cultural heritage and local identities (Objective 2, 5). A group of locals visited Svodin, Slovakia, a settlement similar to Pomáz in many respects. The visit aimed to gain more information about their community building strategies in relation to heritage sites. The rest of the planned events from March 2020 (meeting with hikers and bikers, glass workshop) had to be cancelled due to the COVID19.

Online activities

A social media revision was performed in accordance with the plans, and the digital strategy was defined. There is a new member in the team (since 2019 autumn) who is working with the online activities of the Lab, and thanks to her, now the online surfaces are regularly updated. The website of the site, *Glasshill.eu* was

significantly renewed. Now it is a bilingual website informing about the site, the activities, events, a collection of news, short posts, and scholarly articles about the archaeological site itself.

For the community to give feedback or contribute to the discussion about cultural heritage or site development, a second [website](#) was launched, created on the basis of the Decidim platform. Launching the Decidim site gave the Lab an opportunity to try and channel the already existing, mostly informal communication between locals about heritage and its modern reuse into a little more formal, more public and more transparent arena. It was clear that the numerous functions of the Decidim website will pose a challenge to the average user, not only because the site offers lots of different options and settings, but also because Hungarian communities are not really used to this form of communication and decision-making, especially outside the modern urban hubs and where many elderly people are involved. However, having various options for communication can help the Lab to establish the preferences of the local community and understand how the discussion on local heritage and its reuse can be made most inclusive. One of the projects through which the team experimented with the Decidim platform is the Pomáz Local Heritage Inventory, in co-operation with the Pomáz Municipality and the Friends of Pomáz NGO (see the description of this project attached below).

Challenges

As the summary demonstrates, the Lab has successfully targeted most of the objectives defined in the LAP with its activities. Two objectives presented challenges largely due to the COVID19 pandemic:

Objective 3. Explore potential management structures for the site

Objective 4. Explore potential financial models for the site

The vision of the site as a meeting point was largely build on the physical accessibility, which was prevented by the COVID19 pandemic. The effects were possible to mitigate with online solutions in the case of the other objectives but these two, interrelated ones require radical reconceptualization.

One more objective was also heavily affected by the pandemic: Objective 1. Create visitor-friendly conditions and spaces. The plan was to do this in the form of workshops facilitated by experts and cooperating with volunteers. The process was started with the kiln building workshop but could not be continued due to the limited access to the site. Now the Lab team is working on the planning phase of these activities (exhibition, self-guided trail) but the realization is postponed.

The Pomáz Local Heritage Inventory

In spring 2020 Glasshill Heritage Lab needed to come up with something to keep the Pomáz heritage community busy during the challenging time of the pandemic, when all community events had to be cancelled, including the lectures and guided tours. The new municipality leadership elected in 2019 fall appointed the [Friends of Pomáz Association](#) to maintain the so-called Local Heritage Inventory, a list of items, tangible and intangible, that are relevant in terms of cultural heritage and have strong links to the Pomáz area. This inventory is prepared as an answer for a national call for bottom-up initiatives in Hungary: all settlements, regions and counties are invited to create a list of their own, put together by the community and managed by local authorities and NGOs. The most prominent elements of these lists can also enter the [National Heritage Inventory](#). New items can be added to this list after proper research is done on the subject and the material is presented to the Committee of the Heritage Inventory.

The committee consists of locals who have been active in heritage protection discussions for years: a business economist, an archaeologist, a school teacher, an architectural heritage expert, an architect, and an engineer. As the municipality commissioned the NGO Friends of Pomáz to manage the Heritage List, the NGO elected the committee. This seemed like a project that would certainly generate interest in the local community of Pomáz, and it was assumed that the Decidim site's functions will provide a framework within which the complicated preparatory and decision-making stages can be presented to the public. A [sub-site](#) dedicated to the inventory was created on the Lab's Decidim page, and the team started documenting the work of the Committee here. The Committee is continuously expecting new proposals, which can be commented on, and to which further contributions can be made, before they gain their final form and are voted on by the Committee.

First already existing but not yet published proposals were uploaded, among which there were very different items: architectural remains (such as the Wattay-Teleki Castle, a centuries-old and restored monument), memorials (such as the graves of Pomáz soldiers who fought and died in Hungary's War of Independence in the mid-19th century), or the life's works of people who were born in Pomáz or had a strong connection to the town in later life (such as sculptor Gyula Jankovits or engineer Aladár Mattyók). All these proposals came from the community in one way or another. The Lab site, Pomáz-Nagykovácsipusztá, is also among the proposed heritage items.

Upon receiving feedback from the community about the project, it became clear that the extremely sophisticated structure of the Decidim page – which is inherent in its original design – actually places a barrier to many users, especially elderly people who are less familiar with the digital world. As inclusion is an important goal, we decided to give it another go and develop [a new site](#) (currently in test mode) that is more user friendly and easy to navigate on, and which has the potential to encourage even elderly folks to meaningfully contribute to the Inventory, either by sharing stories, documents or images they have about the items discussed, or by commenting and expressing their opinion about a proposal.

Multiple ways are open to forms of contribution; ideas that are in an initial stage can be submitted via e-mail or through a form on the website, and so the contributor gets feedback from the Committee if the idea has already been submitted or someone else is working on it; the Inventory Committee also helps in developing these initial ideas into proper, formally acceptable proposals. When a proposal is half-ready, it is published on the site in a forum-like section where the floor is open to anyone to share their views, add comments, submit additional material, or correct mistakes.

Pomáz is a multi-ethnic community, where Germans, Serbians, Roma, and Slovaks as well as Hungarians live together. Therefore, one of the important future goals is to make local minorities more embedded in the project through offering multilingual versions of the site, or at least offering a language choice in the case of minority-related inventory items. Translating the site into English is only a secondary goal, but it has the potential to contribute to the international tourism of the area, presenting Pomáz's treasures for a global public. There are elements in local heritage which are interesting for people who are not local too, e.g. the monastic sites in the Pilis mountains. However, there is a special group of visitors who are interested in things which are "only known by the locals", which are a bit more outside the mainstream. The two spheres can be connected through this group, and it would be beneficial for the locals both financially and in terms of their identity if they could present their local heritage too to the visitors.

The Heritage Inventory participatory project contributes to the strengthening of the local heritage community, by clarifying what they consider as their own heritage and why. It opens a way for a public discourse on heritage exploring various ways of being as inclusive as possible. It is an opportunity to offer feedback for national heritage policies since it is part of a national initiative; it promotes the regional integration of local heritage also by combining tangible and intangible, cultural and natural heritage. It is the result of a partnership between the municipality, NGOs, and academia, so it promotes stakeholder and resource integration. Finally, it addresses the challenge posed by the COVID19 pandemic on the operation of the Lab.

3.2 Hof Prädikow Lab

The village of Prädikow has about 200 inhabitants and its structure mainly characterized by detached single-family houses and semi-detached houses. The area of the Hof Prädikow site covers 9 hectares of land and the several buildings offer a large variety of usage opportunities in different structural conditions. The buildings of the Lab site offer about 15.748 m² gross floor space and about 6.880 m² potential living space. It is planned to develop housing opportunities for about 100 new village inhabitants, which means adding almost half of the current population.

Work in the Lab in the period focused on understanding the past of the Hof Prädikow buildings, and with this knowledge establish a new, fruitful relationship with the village residents, for whom the manorial complex played a significant role previously.

Lab activities supported by OpenHeritage

The Lab activities up to September 2020 can be divided into two types:

- The participatory process or capacity building in the form of general team meetings and specific team workshops.
- The community hub established a taskforce for the village barn with several meetings. Beside that there are further working groups that focus on certain aspects of the project.

A number of working groups, consisting of project group members and village inhabitants, have operated in the period with the aim order to talk about the current architectural design and to develop usage ideas together for sites (the Village Barn most importantly). Since 2019, numerous general team meetings took place, all of them were moderated in order to provide effective discussion and collect results at the end. These were:

1. The Hof Prädikow site will not be used only for living but for commercial work as well. In June 2019 a workshop event for all members of the project was offered in order to collect ideas for commercial usages on the site.
2. The working group, which is responsible for external communication and presentation of the site, used one moderated event in September 2019 to evaluate a previous workshop about the values of the project in order to discuss their guidelines and their next steps.
3. In order to strengthen the connection between the villagers and the project group, the village festival was established. The preparation of this event, which was organized and carried out jointly by the villagers and the project group was supported by a professional moderation and took also place in September 2019.
4. The effective usage of the several buildings and their rooms need the formulation of a strategy in order to avoid conflicts between different use ideas as well as high conversion costs. A moderated workshop in November 2019 was used to prepare a room strategy and to write down certain aims.
5. In December 2019 the possibilities for establishing a co-working space and a guest house were debated within the work group, that is responsible for commercial activities.
6. In April 2020 an event took place that was used by the taskforce stakeholder team to discuss their communication strategies.
7. Four specific team workshops also took place in 2019. The workshop on July 28th was used for the presentation of the current state of the project, incl. architectural design and to development of support and participation possibilities for the members of the project group.

8. The workshop was embedded into the „Summer Camp 2019“, an event of all farm group members to spend time together, work on topics and develop ideas, which had taken place from July 25th until July 30th, 2019.
9. On August 4th the first design ideas were presented by the architects „Hütten und Paläste“ (translated: cabins and palaces). Together with the audience usage scenarios with future users from village and farm were developed. Also, the transfer of these scenarios into the design took place.
10. The village barn will offer spaces for several usages. This needs a good concept in order to prevent conflicts. The room development workshop on August 17th was used to analyze potential conflicts and to find good possible solutions.
11. A workshop with the title “team process/organization” was held on July 20th to have an exchange about the expectations of the Hof Prädikow project and the village barn from village and the surrounding region.
12. The village barn group also held meetings on a regular basis of fourteen days between September 2019 and May 2020 to get familiar with basic creation of architectural planning of an inspiration catalogue.

Further activities in the Lab included:

- 30th of July 2019: Submission of an application for funding from the federal program "Gemeinschaftsaufgabe Agrarstruktur + Küstenschutz" (Joint Task Agricultural Structure + Coastal Protection) for the restoration of the former horse stable in accordance with the preservation order (€ 200,000).
- 31st of July 2019: On-site meeting with the representatives of the monument protection authorities to discuss and coordinate the planned measures in the first construction phase.
- 26th of August 2019: Presentation of the first architectural designs for the buildings former horse stable and former baking house (12 + 3 flats).
- 17th of September 2019: Visit by a delegation from the Federal Ministry for Family Affairs: Parliamentary State Secretary Stefan Zierke and Prof. Dr. Matthias von Schwanenflügel, Head of Department for elderly people.
- 11th of December 2019: Approval of further funding by the Federal Ministry for Family Affairs for the renovation of the former manor house in line with the preservation order and the construction of four flats suitable for the elderly (€ 750,000).
- 12th of December: Submission of the building applications for the "Swiss House" (6 flats) and the village barn.
- 27th of January 2020: Meeting with the head of the building authority, the office director and the head of the public order office. The local administration was informed about the building plans and later uses in the first construction phase.
- 2nd of April 2020: The building permits for the Swiss House and the village barn are granted.
- 15th of April 2020: The application process starts for the flats still available in the first construction phase. Due to the Covid-19 pandemic, all

information events are digital and interactive. The first event takes place as a livestream on Youtube, with around 300 interested people watching.

- 6th of July: Approval of funding from the German postcode lottery for the renovation and conversion of the village barn (€ 90,000).
- 27th of July: Approval of further funding by the Federal Ministry for Family Affairs for the renovation and conversion of the village barn (€ 100,000).
- 18th of August: Approval of funding from the EU LEADER program for the renovation and conversion of the village barn (€ 360,000).

The effects of Covid epidemic on the Lab

Some members of the project group were able to use the site to escape the big city during the peak of the pandemic in April/May 2020 and find peace and relaxation in a safe environment. The site is so large that it is easy to keep the necessary distances.

The application process for the flats still available in the first construction phase was made virtual at short notice. This worked very well thanks to the commitment of the project group: There were large information events and smaller question and answer sessions via YouTube and Zoom. As the number of infections decreased, it became possible to invite applicants to the site and - while maintaining the safety distances - to get to know each other personally.

From a financial aspect, fortunately, the Corona crisis has not caused any major difficulties for the SelbstBau Cooperative so far. There are very few residential and commercial tenants who have deferred their rent. However, for the Hof Prädikow project, Corona brings new, additional challenges. Even before the Corona crisis, these housing costs, in particular the cooperative shares to be contributed, already represented a considerable burden for the future residents; among them are many young, sometimes even single parents. Some of them have already informed the cooperative that the payment of the cooperative shares may no longer be affordable for them due to the threat of loss of income and they are considering leaving the project².

² The approved funding is the following: the cooperative expects cooperative shares of 650 €/m² and a gross monthly rent of 12.50 €/m². This means that for a 60 m² flat, a household must therefore pay cooperative shares amounting to € 39,000 and pay a monthly rent of € 750.

The Village barn

To restore the former function of the Hof Prädikow site as the social center of the village, it is planned to begin renovating one central building, a former barn and convert it into the "village barn". This will be the central point of exchange between the Hof Prädikow site and the village. Therefor a number of different usage ideas had been developed and "fueled" the architectural concepts. First of all is the "village living room", a cosy room for meeting others, drinking coffee, playing games, eating or having a drink together. To provide food and drinks it is planned to have a kitchen both for cooking together but also for catering and being able to offer coffee and cakes, comparable to a Café and or pub. The "creative club" will be the place for private DIY-projects. The people behind the creative club have already become active and produced facemasks for hundreds of people during the SARS-CoV2 pandemic. The village barn building will also become a hub where you can pick up your online ordered regional foods. A co-working space with desks will also be available in the building. There will also be rooms for seminars, business meetings, parties and events. The building will also become a place for sports and yoga, social clubs, local initiatives and politics. To share knowledge and education a "village academy" is one of the several usage formats.

The first event related to the village barn took place in January 2019, and it was the introduction of the "village barn participation process". There were about 20 people from Prädikow and 20 from the farm group project who came to see and hear about the plans and ideas. The concept of the participatory process and the first ideas were presented and the people were invited to participate further.

In June 2019 a workshop event was held focusing on managing conflicts within the community.

In July 2019 the village barn group and the Hof Prädikow group had a moderated workshop about how to integrate the village barn project in OpenHeritage most successfully.

The question of financing the construction of the village barn was addressed in a team meeting in October 2019. As a result, a mix of sources, including equity of the SelbstBau cooperative, private loans and public subsidies were identified to realize the construction. The estimated project costs are about 750.000 EUR.

In January 2020 the meeting focused on building materials. Respecting the historic building substance and apart from the requirements of the monument protection authorities the group has a strong interest in the use of ecological building materials. The participants of the event were informed about the wide range of ecological building materials and their possible applications were discussed.

The question of financing projects within the village barn was addressed on a team meeting on February 2020.

3.3 Sunderland Living Lab

Aims and Achievements

Aim 1: (Re)establishing connections between the various communities and the HSW buildings

In the previous phase May 2019-Sept 2019, Sunderland Living Lab aimed at making sure that direct neighbours were informed about the plans and invite them in to be part of the future of the HSW buildings. The team also wanted to introduce the buildings to wider music community in Sunderland, to establish this new location for music related events. They organised several meetings, tours, workshop, and events to build connections between the various local communities and the buildings as they had been vacant for so long. In the October 2019-Sept 2020 period they continued to organise events, whilst also trying to establish more regular use.

Workshops, building tours, events

Sunderland Living Lab continued to provide tours, in October 2019 they for example welcomed the [Architectural Heritage Fund](#) team and introduced them to the wider Heritage Action Zone and the buildings. AHF is generously supporting the building works through their highstreets funding programme. In March 2020 there was a visit from the Head of Performance at [Sunderland Culture](#). The purpose of this visit was to discuss what works would be required to enable the space to be able to be used for Theatre and other art forms.

More regular use

In November 2019, We Make Culture started to use 170HSW on a weekly base for their [Young Musicians Project](#).

Aim 2: Explore new financial models

To explore new financial models, and future opportunities, Sunderland Living Lab used the advice provided by the OpenHeritage Finance taskforce (Joep de Roo and Rolf Novy-Huy) who visited the project in July 2019.

Future planning

The team developed a 'maintenance and service costs' spread sheet, and together with that they created a document with various 'plans' to provide options in terms of the phased moving into the buildings (plan A, B, C). Various possible rent-facility packages were discussed, together with possible legal structures (e.g. charity, cooperative, etc.). The group of future users was extended to include a bakery and a [food coop](#), and stimulated those future users to develop business plans – with the support of the North East Business and Innovation Centre (BIC).

Community financing

Sunderland Living Lab also wanted to explore crowdfunding. With all TWBPT projects there is a desire to attract a range of funding and it is always very fulfilling for a small element of this to come from the community. Late 2019 they had been granted a pot of match funding by the Architectural Heritage Fund, to match any money raised through crowdfunding. The team developed the idea of Buy-a-Brick for Sunderland, asking people to buy a brick to be used in the building for a £1 which would be matched by a £1 from AHF.

Lab activities

- From January 2019, the site became a 'Living Classroom', a project funded through Coastal Revival Fund. Guided by their lecturers, apprentice joiners, plumbers and electricians from Sunderland College are doing a basic fit out of the building to bring meanwhile use to the building. (<https://www.sunderlandecho.com/news/regeneration-forgotten-city-centre-buildings-given-cash-boost-189444>)
- Early in 2019, Pop Recs got a second-hand coffee machine donated, and after some reparation it was plumbed in. Then it could be used for the community engagement activities, as a pop-up coffee shop. A series of events (coffee mornings, building tours, and other events) funded through OpenHeritage ran between May and November 2019 hosted by Pop Recs and other local partners, in collaboration with TWBPT and Newcastle University. These meetings and events were focussed on building connections and were very helpful in developing the plans for those buildings in the neighbourhood, as they had been vacant for so long. There were coffee mornings with representatives from neighbourhood organisations throughout this period and a tour of the building for people from the Swan Lodge (July 2019), the Salvation Army hostel next door. Pop Recs for example organised craft workshops (crocheting, knitting, painting, august 2019) as well as public podcast recordings and small gigs. Meetings were also organized with Back on the Map, and the Community Arts Hub group who are planning for a housing development on a site close by.
- There were several site visits, from the architects, the funders, the local authority. For example, (May 2019) by Doonan Architects, the design team, visiting and inspecting the site, whilst also discussing the design ideas with future users Pop Recs (May 2019).
- In July 2019 The OpenHeritage Finance taskforce (Joep de Roo and Rolf Novy-Huy) visited the project. They were introduced to the context and met with the key stakeholders in the project. They continue to work with the TWBPT to ensure a robust business plan is developed. The objective of the visit was for the Finance taskforce to get a clearer picture of the situation in Sunderland, so they can better the Lab with ideas for process, financing, use and business case. We had a day long programme, including a tour in the building and the area, and meetings with relevant stake- and shareholders related to the buildings. There were meetings with various representatives of the municipality of Sunderland, working on heritage and on revitalising the Highstreet area, as well as with Pop Recs, and with

Sunderland Culture and with not-for-profit and profit organisations that are running similar heritage renovation and building management projects in the area.

- Sunderland Living Lab welcomed the [Architectural Heritage Fund](#) team in Oct 2019 and introduced them to the Heritage Action Zone, High Street and the buildings. AHF is generously supporting the building works through their highstreets funding programme.
- In March 2020 Helen Green, Head of Performance at [Sunderland Culture](#) visited the site. The purpose of this visit was to discuss what works would be required to enable the space to be able to be used for Theatre and other art forms.
- Sunderland Living Lab decided to organise a big community event for Heritage Open Days 2019 (13-22 Sept.). They opened the shop for all 10 days. The building was open every day 10am-2pm for hot and cold drinks and cake (pay-as-you-can). But there were many more events organised. There was an exhibition - [Rebel Women of Sunderland](#) - commissioned and curated by local partner Sunderland Culture, as well as events around this, such as a Rebel girl workshop, and a [Lecture by Dr. Sarah Hellawell](#). They also hosted the reception for having a blue plaque put up, arranged by Dr. Sarah Hellawell, from Sunderland University, celebrating the first Woman MP of Sunderland (Dr. Marion Phillips). There was an exhibition on the history of the buildings, plans for their future and the wider [Heritage Action Zone](#), curated in collaboration with Sally Watson, a PhD candidate at Newcastle University. There was also a lecture on the history of the High Street and the HAZ by Richard Newman (Associate Director - Wardell Armstrong). Sunderland artist Kathryn Robertson created a mural of Sunderland on one wall of the building (inside) which visitors could contribute to. Student [photographer Amelia Turner](#), from the University of Sunderland, filmed and photographed the event and created a short film (<https://youtu.be/RmyFtVz4ZfQ>).

The effects of Covid epidemic on the Lab

In the case of Sunderland Living Lab the effects of the pandemic coincided mostly with aim 3: Start restoration and building works.

After securing the funding and selecting the contractor Redfern, building works started early 2020. Redfern created a site office within 170 HSW scaffolded the front elevation of the three buildings (see this video <https://youtu.be/PVmdwZ2nxE>) and then started the difficult work of partial demolition to the rear extension of the middle building. This was a lot more complex than had been anticipated and had to be undertaken in a very controlled manner to ensure the safety of workers and visitors. This situation was caused by the layers of extension built off each other, with the original garden walls being at the bottom of the structure. They also incorporated a large amount of timber that was rotten, which created an issue of stability. What was interesting is that more

historic original fabric was found in the second floor, attic and roof space which required us to change the methodology of how we restore the building.

Then, just as the team was getting to grips with the building Covid 19 led to the closure of the site for 8 weeks. They lost time and momentum and they finally were able to insert a new steel beam into the building to make it safe in August 2020 (see <https://youtu.be/T09VvKCpd3E>). Now, the roofs are also nearly done as it can be seen in this video:

(<https://twitter.com/twbpt/status/1303726702477144064>)

The closure and work under social distancing rules unfortunately also means that the shop unit of 170 High St West couldn't be used for community building activities. Returning to the building for the weekly site meeting, there has been a huge change in fortunes during August and September and now the delivery of the restoration can be speeded up. The Lab can start to consider activity later this year or early 2021, and they need to think about how to hold socially distanced events in the space.

Difficulties and Learnings

Collaboration

The Lab team experienced that working with small businesses and music and creative sector proves to be a challenge. Expectations, understandings and timeframes are sometimes very different, and requires continuous effort to keep the conversation open and transparent. The Lab team is learning a lot about how to deal with shared commitments and responsibilities. This became even more apparent in the context of the pandemic. The abrupt stop of the buildings works due to COVID-19, and the changed (financial) position of many of the local partners is affecting the project, but it is impossible to foresee how exactly. They are currently working with various future users to figure out the (new) possibilities.

Expectations

The events co-organised enabled testing of the building for a variety of different events and it was evident that there are various audiences willing to engage. The events raised the profile of the buildings as a new 'venue' in the area, with that comes interest but also expectation. This is positive, but these expectations need to be handled with sensitivity given the uncertain future of the buildings.

The HOD publicity worked well but the events would have benefited from other forms and targeted publicity to attract a wider audience, for example, targeting schools/colleges and local community groups. People didn't engage actively with the displays as it was hoped, however they appeared to be more interested in finding out information.

Venue

Developing a music venue in this moment is something to consider, whilst the layout of the building can accommodate a one-way-system for people to come and

buy a coffee, organising socially distanced gigs and events are going to be a challenge!

Buy a Brick for Sunderland

With all TWBPT projects there is a desire to attract a range of funding and it is always very fulfilling for a small element of this to come from the community. In 2019 Sunderland Living Lab had been granted a pot of match funding by the Architectural Heritage Fund. So, for each £1 they raised this would be matched by a £1 from AHF.

Initially it was planned to run a crowd funding campaign in December 2019 in collaboration with PopRecs. The two communities are very different, and Sunderland Living Lab team was interested in how the heritage sector would be different from the cultural/music area. At this point they looked into what rewards could be offered that reflected the Lab's work.

In terms of heritage, the Lab struggled to find a convincing reward, beyond a scaffold tour. Then they realised that 5,000 new bricks are needed on the site to build the rear wall and repair the damage from the collapsing building.

The Lab team undertook training with one of the OpenHeritage Consortium Partners (Platoniq) which helped them to finalise the plans and then launched their Buy a Brick Campaign where people could buy a brick, buy 5, join the Trust, buy a scaffold tour or simply share a coffee. Messages and links were shared via Facebook, Twitter, LinkedIn and direct email. A target of £5,000 was set, which was reached and triggered a match of £5,000 from AHF.

The lessons from this exercise was that one needs to build a network and keep in regular contact with them. Crowdfunding does not just miraculously happen. It has hard work and needs repeated messaging and input. The Lab team is now just waiting for the foundation to be poured before they can have the bricks delivered to site.

3.4 PragaLAB

Main goals and activities

PragaLAB team identified work, specifically production (from handmade items to large-scale innovative manufacturing) as a main heritage of Praga district. It is reflected in several aspects: places and tangible work-related heritage; people, their skills and professions; and relations between them, expressed in narratives, urban legends, stories, images, through social/professional bonds, as well as art.

During the period of June 2019 – September 2020 the original goals of PragaLAB were followed, while some of the planned actions had to be tailored to the very dynamic and changing environment of contemporary Praga. PragaLAB follows a three-fold framework, encompassing following elements:

- MADE IN PRAGA call to support local entrepreneurs and artists
- WORKSHOPS to build model solutions for heritage adaptive re-use
- MAP, part of the planned website, to promote and connect existing places and people related to Praga heritage.

MADE IN PRAGA - call was launched through the platform under the title PEOPLE to find artists and/or creative entrepreneurs whose work in Praga is pertinent to its heritage <https://ohpraga.pl/processes/people>. The information about this initiative, with a working name of Made in Praga, had been distributed on-line and an off-line face to face meeting with interested parties had been organized. The aim is to support chosen micro- and small enterprises, as well as artists. PragaLAB was looking for people involved in production, repair, art, or working in craft cafés in the Praga district. As a result of the competition, a cooperation was established with [Natural Born Design](#) (the artist behind this brand focuses on designing and producing interior design elements such as lamps in a manner consistent with the spirit of sustainable development), [Look Inside](#) (not only a vintage store – the people responsible for it are passionate about the history of Praga, they created the Museum of Polish Clocks and the Cuda Wianki event, famous among the general public) and [PEDET.SHOP](#) (to be precise, Praga Warszawa – one of the three brands of Pedet's creator, which, apart from its aesthetic values, follows the mission of building a positive image of the district).

The activities of the Praga Lab within the framework of the competition covered a number of issues, from substantive support to grants, but the most important element for both sides is the exchange of opinions on the importance and nature of the district's contemporary heritage. PragaLAB supports the entrepreneurs in linking their brands to Praga heritage and its values and thus developing their businesses based on heritage-related values. Business advisory has been already conducted for two of them, the third is planned for the fall 2020. PragaLAB also supports this year's edition of Cuda Wianki festival, presenting local vintage and heritage oriented small businesses.

WORKSHOPS - one of the events of the [7th edition of the Informed Cities Forum](#) was a workshop on *Mapping values through heritage* conducted by Praga Lab in cooperation with the [Open Door Association](#). The objectives here were to discuss the value and importance of the association for Praga with the participants of the event, as well as discussing known case studies from other EU cities, where entities similar to [Open Door Association](#) managed to achieve financial independence from public administration because – in spite of being a “natural” partner for such associations – it can also be a blocker for initiatives that go beyond its legal and financial capacities. The findings from the discussion were summed up as a document for the Open Door for further use in their work.

In November 2019 a cooperative workshop was launched, based on the model already successfully conducted before by OW SARP. It is a part of the building heritage adaptive reuse tools and models process named PLACES. A very representative site had been chosen – a former Bakery in Nowa Praga, operating for approx. a century and abandoned for last few years. The bakery now is owned by the municipality. OW SARP decided to look for an answer together with the owner (the municipality) and heritage community of Praga. They organized the workshop blending specialists from various fields with two multidisciplinary design teams selected in the open call. The idea was to try and imagine new life for the Bakery, a life based again on production and usefulness, on manual skills of people working there. Teams of at least three members were invited: an architect, a heritage specialist and an economist. Nine teams applied of which two were invited to put forward their propositions and work together with PragaLAB and the jury. It was not a competition for one of them to win – but a dialogue between two different visions, two possibilities. The results were also presented to and discussed with partners from the OpenHeritage consortium. Final version of the recommendations is to be published in the fall 2020.

The MAP – it will be a part of the additional more informative website that will be linked with the existing participatory platform of PragaLAB. The participatory platform, based on DECIDIM solutions, is meant for engaging people through tailored processes, surveys or meetings. The additional site has different function that is not fully possible to achieve with the existing one. It will be much simpler and as mentioned above more informative presenting more complex information about PragaLAB, people behind its actions, its mission, vision, aims and working methods. Main element of the additional website will be the layered map, that will gather information about places, spaces and people related to Praga heritage. The goal is to visualise potentials of Praga heritage and make people aware of the complex and rich tangible and intangible work-related heritage of Praga.

LME and other - to present and promote the results of the afore described activities OW SARP decided to channel them into the Living Memory Exhibition (LME). To

find a proper form for LME a call was launched for a member of the curator team, to co-create the concept together with PragaLAB team. A co-curator was chosen in late 2019 and during the early 2020s she cooperated with the Lab. The concept of the LME is now ready and the work on possible partnerships to realize it has started.

In all crucial decisions, especially about tailoring the main actions to the current Praga situation PragaLAB cooperates with the OH Advisory Board, which started their work in spring 2020. First, very fruitful meeting took place in June 2020.

PragaLAB activities, within the framework of OpenHeritage, were also disseminated through presentation at the scientific conferences, e. g:

- international conference at Faculty of Architecture in Warsaw “Redefining Cities in View of Climatic Changes”, November 2019;
- international conference. European Association for Evolutionary Political Economy “30 years after the fall of the Berlin wall– what happened to Europe? What is new in economics?” in September 2019;
- Baltic Universities Partnership international conference in August 2020 and during public meeting “Architecture of Work”, organized by PragaLAB in November 2019 together with Museum of Praga.
- A scientific paper is also being prepared together with OH project partner from Lviv, and another one, together with MRI.

After deliberate consideration it was decided to switch the cooperation with students from more formal and rigid ways (diplomas, thesis, awards) to more flexible and participative actions. OW SARP joined National Cultural Centre programme of students' internships and two interns were already involved in their activities.

They also decided to increase the elements of circular economy both in research and in practices, thus deciding against the production of Praga - related gadgets.

The effects of Covid epidemic on the Lab

The Covid-19 pandemic impacted the PragaLAB work in following ways:

Impact on PragaLAB	Impact on our Warsaw partners	Actions undertaken to diminish negative results
Impossible or difficult to organize working meeting off-line	Impossible to take part in face-to-face meetings	On-line meetings and adequate use of on-line tools for cooperation within PragaLAB team and with their partners.
This required to reschedule and prolong some of the tasks, but goals were achieved.	On-line work – prolonged deadlines due to the adaptation period.	Prolonged deadlines to obtain necessary results. Use of on-line tools for cooperation within PragaLAB team and with partners.

In case of Made in Praga, there was a need to prolong cooperation agreement with Natural Born Design for 3 months to make sure that all objectives will be fulfilled and in case of LookInside pland had to be changed to support Cuda Wianki festival from spring to autumn edition.	Longer time to use support of PragaLAB, which was actually beneficial for Natural Born Design (in the beginning of lockdown Anna was focused on remodelling business model for her company). Cancelation of Cuda Wianki spring edition.	More on-line work instead of face-to-face meeting. But it also gave more flexibility to meet on Teams more frequently than we could in regular circumstances. Switch from spring to autumn Cuda Wianki festival.
Postponement of activities planned between PragaLab and Museum of Praga in 2020.	Postponement of all activities planned for 2020 in Museum of Praga.	Postponement of the planned conference Architecture of Work 2.0 for 2021.
Risk/reduction of the possibilities of public meetings.	On-line cooperation with team member of Bakery workshop and PragaLab.	On-line version of the Bakery recommendations and on-line launch (work in progress).
Uncertainty regarding to the LME elements which should be conducted for broader public.	None because LME is planned to be launched next year.	Working on the alternative versions.
Suspension of works on plans for repair-café with the Open Door Association.	The Open Door Association – complex situation and work overburdening during Covid-19.	Possible postponement of common activities, meanwhile work on other elements of the project.
Impossible to participate in some conferences due to their cancelling or restrictions.	Impossible to participate in some conferences due to their cancelling or restriction.	Participation in on-line conferences, focus on written dissemination.
On-line work with Ghent University team instead of workshops and site visits.	Planned visit for the Ghent University students could not take place.	Replaced with on-line workshops.

Biggest difficulties/achievements/lessons learned for the period

The main challenges resulting from the dynamic of Praga met by PragaLAB were as follows:

- Even as social dependence and difficulties persevered to some extent, the new wave of inhabitants and investments made gentrification much more serious problem than before.
- Along the same lines, the stigmatized image of Praga had not disappeared but diminished, to some extent even became distorted as some kind of dark “attraction” for the newcomers. New image of Praga emerged, not necessarily more just for the original inhabitants but overshadowing them with new image of commercial development and consumerist culture.

- Work-related heritage of Praga is still endangered, on one hand, as the manufacturing, repair and similar jobs disappear, on the other hand as the authentic values are used and abused for the commercial purposes.

OW SARP tailored the CHL's activities to be better suited to the new challenges in Praga. Covid-19 situation resulted in some delays and postponements, but the planned activities have been carried on, sometimes in a carefully adapted form. It also gave the team a pause to think and investigate more deeply its influence on Praga as a whole, particularly on the productive/creative sector they cooperate with.

The biggest achievements of this period were based on a close and fruitful cooperation with several stakeholders, both institutional and individual, from the members of Advisory Board, to the City of Warsaw, Museum of Praga and activists and "makers". The Bakery project was received with a huge sympathy and interest and the team decided to follow it, through further activities which may give better basis for the final toolbox than adding other case studies. It turned out a very good ground for investigating and further implementation possibilities. Made in Praga call turned out to be very rewarding for the project and also a good basis for more general application study.

Exchanging ideas and knowledge with the consortium partners (especially with MRI, CEU, Stiftung Trias, Eurodite and The Center for Urban History of East Central Europe) gave much broader and deeper insights into the Praga challenges and opportunities. It resulted in tailoring the recommendations for the Bakery, as well as helped the team in more general research, crucial for their activities. The team also had a very interesting meeting with students from Ghent University. They encountered obstacles in adapting existing platform to more informative purposes and layered mapping. Although the DECIDIM platform is an exquisite tool for the participatory processes engaging broad public, PragaLAB also needs a more informative virtual space for dissemination of the results of their actions and for layered mapping of the potentials they decided to develop an additional website integrated with the participatory platform. It is expected to be launch by December 2020.

THE BAKERY PROJECT

As a part of the building heritage adaptive re-use tools and models participatory process named PLACES, the PragaLAB team launch the design workshop. They decided to look for an answer together with the owner (the municipality) and the heritage community of Praga. They organized the workshop based on the formula they already had good experience with – blending specialists from various fields with two multidisciplinary design teams selected in the open call. The idea was to try to imagine new life for the Bakery, a life based again on production and usefulness, on manual skills of people working there. To experiment with this idea an open call was launched in November 2019, inviting teams of at least three members: an architect, a heritage specialist and an economist to design possible future adaptive re-use of the Bakery as a place of modern small-scale production, craft and repair. Nine teams applied of which two were invited to put forward their propositions and work together with PragaLAB and the jury. It was not a competition for one of them to win – but a dialogue between two different visions and solutions. For the jury of the workshop the following people were invited:

- Michał Olszewski (deputy mayor, City of Warsaw),
- Marlena Happach (director of the Architecture and Spatial Planning Office, City of Warsaw),
- Beata Wrońska-Freudenheim (deputy director of Housing Policy Office, City of Warsaw),
- Agnieszka Lizis (Economic Development Office, City of Warsaw),
- Katarzyna Wrońska (Economic Development Office, City of Warsaw),

architecture and heritage specialists:

- Adam Lisiecki (historian, Museum of Warsaw/ Museum of Praga),
- Michał Krasucki (director of the Heritage Protection Department, City of Warsaw)
- Małgorzata Dembowska (Praga inhabitant, architect WXCA studio, OWSARP)

as well as

- Olga Mielczyńska (August Design Studio) and Piotr Jędras (Kłósy studio) – the representatives of NÓW, an association of the modern craftspeople

The two selected teams were asked to pursue further research and inquiries: one team was asked to search for an adaptive re-use concept and business model of the not-for-profit organization. The other team had to propose the solution for more business-oriented enterprise with high standards of social responsibility. They were both asked also to test incremental or organic strategies of the transformation. Now PragaLAB is working on the publication presenting and summing up the results of the workshops. The publication's crucial part will be the recommendation for the adaptive reuse model supporting not only profit oriented investments. The on-line publication is expected in the fall 2020. The team is expecting to continue experimenting with the Bakery case as a pilot project. This way they wish to support the implementation of the most social and circular models of heritage reuse.

3.5 Lisbon Lab

In 2010, Marvila Velha neighbourhood – where Marquês de Abrantes Palace (Lisbon CHL) is located - was identified as one of the 67 Priority Intervention Areas in the BIP/ZIP municipal Chart. The BIP/ZIP is a city-wide program, aimed at supporting local partnerships, active citizenship and self-organization capacities to promote local development and social territorial cohesion in those priority intervention areas. OpenHeritage project, as part of this process, reinforces the strategy from the municipality to use this building as an anchor to support a sustainable urban and social development process, and to use the heritage value as a resource for neighbourhood development.

The current priority is to use the building primarily for affordable housing, with a strong communitarian/cultural usage for one part, strengthening the presence of the inhabitants in the area and promoting the link with the growing creative industry settling nearby. The decision was taken while OpenHeritage was already running, rewriting the initial plan which focused more on creating a mix between housing, culture and small businesses.

The rehabilitation foresees a physical intervention in phases, to enable the use of the building for temporary and pop up activities with/for the community during that rehabilitation period. The revitalisation and adaptation of the building will happen in two stages: the first will be the physical rehabilitation of the building (by the municipality), and the second is its effective reuse and “reintegration” into the community. The process is expected to last up to 3 or 4 years, which means that during this period of OpenHeritage activities and uses 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.

Main goals and activities

- 1. Create a model of community engagement and co-governance, which not only allows the residents and local stakeholders to influence the rehabilitation process but can serve as a model to other rehabilitations.*

The Local Action Group (LAG) was set up including Marvila District, Marvila Velha Communitarian Group, Marvila Municipal Library, AtelierMob and “Associação 3 de Agosto”. The discussion focused on co-governance and co-management models. Being part of the LAG will be a continuous process, so it is (and will be) open to new stakeholders.

- 2. Enhance the local participation and citizens’ awareness*

After a consultation process, two contracts were made in the local stakeholders: one for the settlement of a Local Technical Office at Marquês de Abrantes Palace was made with AtelierMob, who has a great deal of experience regarding project development and research within architecture (including social architecture), landscape, design and urbanism, and the second one with an anthropologist who has a big knowledge on this territory and its community, to conduct an anthropological report of the Marvila Velha (already delivered), aimed to better frame the community activation, development and future CHL co-governance design.

3. Start the rehabilitation of some building areas

Considering that the physical rehabilitation of the building is expected to last up to 3 or 4 years, the process was divided in different phases. The first phase of Marquês de Abrantes Palace rehabilitation process focused on the adaptation of (part of) the building to the programmatic needs of the Local Technical Office. This intervention (already completed) was minimal and reversible, to preserve and respect the heritage value of the building, and is already concluded.

4. Start "pop up" and temporary use of the site

After the intervention referred above, Ateliermob (one of the Local Action Group stakeholders), has settled a temporary Local Technical Office at Marquês de Abrantes Palace, in the context of temporary uses of the palace. This office is (literally) an open door to the community, welcoming everyone (either individually – which is of particular relevance in the times of pandemic crises – or in small groups). It will also be the (main) place where LAG meetings will happen from now on. At the same time, the office is a link to the field, to promote a community program of *pop up* type activities and space usage (like exhibitions, festivals, theatre, etc.) connecting both [Marvila Library](#) and [Beato Creative Hub](#).

The effects of Covid epidemic on the Lab

Faced with the great need to give an immediate response to Priority Communities like Marvila Velha - which are the most vulnerable to the social, economic and cultural consequences of Covid19 – Lisbon Municipality took several measures to mitigate its impact, making use of their experience with BIP/ZIP strategy and tools.

The local stakeholder based on the Marquês de Abrantes Palace – 3 de Agosto Association – was one of the most affected by the Covid-19 outbreak, as they are responsible for the Marvila district folk parade, included in Lisbon annual fest, in June; due to the pandemic, the folk parade was cancelled this year, as well as all the events that are also part of the fest (like community parties in each district, which include music and food - being "sardines" the most popular food at these events). These events are very significant for the community, especially in popular

neighbourhoods like Marvila Velha, since they gather not only the current residents as also the former ones, that come back to participate in the fest (that they still consider theirs).

Moreover, the outbreak led to an economic crisis that affected mainly priority neighbourhoods; this means that citizens are now less available (or motivated) about participating in local events or be part of local groups to think and discuss their city, as their main concerns are focused on employment issues and being able to feed their families. On the other hand, and despite all the negative effects of the covid-19 outbreak, The Municipality of Lisbon took the pandemic times to put in action all the bureaucratic and time consuming processes – like hiring the two entities, as well as start the first phase of the Marquês de Abrantes Palace rehabilitation, to install the Local Office.

Difficulties/achievements/lessons learned for the period

Difficulties

- The difficulty of working and take decisions internally and externally with different actors (from different municipal portfolios to different stakeholders);
- The transition to digital work (like meetings) is not easy in these communities;
- The bureaucracy associated with Public Procurement processes cause significant delays on the project.

Lessons and achievements

- Collaborative processes always demand a big deal of resilience at many levels: team and territory; however, and although difficult and time consuming, the process – and its results – are worthwhile;
- OpenHeritage Project provided a new and interdisciplinary perspective on the territory and Marquês de Abrantes Palace, from different municipal services and local stakeholders, and definitely brought the building to the municipality agenda;
- The agreement between three different portfolios – Housing, Culture and Social Rights – and the different local stakeholders, all sharing a common vision and proposal for the building, was the key factor to ignite its adaptive re-use process. Without this agreement it would have been impossible to have a decision at the mayor's level;
- The contexts and forecasts change – sometimes in a very sudden and unexpected way, like Covid-19 – so we must be resilient, flexible and adaptable more than ever. Projects may become different, but not necessarily poorer;
- Past decisions towards the building must be continuously evaluated, in order to confirm their accuracy in the actual circumstance.

3.6 Centocelle Lab

Overview of main objectives in the past months (May 2019- September 2020)

The past year was aimed to implement the social and physical infrastructure for the development of the community and the social and economic activation of the group. Several activities were organized to support the development of self-sustainable local services to empower the community in enhancing and promoting the heritage district. The neighborhood service cooperative ("CooperACTiva") which has worked and works in close collaboration with the association of volunteers for the protection and enhancement of the Public Park of Centocelle ("Comunità per il Parco Pubblico di Centocelle- CPPC"), and several other partners like Luiss Guido Carli and LabGov mostly gathered in the Co-Roma coalition have been crucial drivers in setting up the place to organize several activities, which have been taking place starting from the beginning of the project.

The main goal of CHL's activities remains the development of three community-based economic activities / services which could support the territory to achieve the following goals: a) improve access to the local heritage and creation of a cultural identity to promote sustainable tourism; b) support social entrepreneurial activities to generate neighborhood based collaborative welfare services; c) stimulate the creation of an energy community.

Improve the access to the local heritage and creation of a cultural identity

The local community is constantly working for the enhancement and promotion of the district area and its treasures.

To this this purpose, also thanks to the Co-Roma coalition support and efforts, the co-district of southern-east Rome and in which the ACT ("Alessandrino-Centocelle-Torre spaccata") district is embedded, has been included in the Faro Community convention network. Meetings were organized and documents were designed to show the activities that the community carried out in the past few years to enhance the heritage district and the inclusion of different narratives in the cultural values. This inclusion had been an important step for the community and district development and it also allowed the heritage community to build relations with other projects around Europe and also to participate to the events of the Faro Convention Network where good practices, experiences and possible collaborations are shared. The Italian Parliament has recently ratified the Faro Convention. This will only strengthen the legitimacy and the recognition of the Co-Roma coalition and its arm's length SPVs operative in the ACT district: the volunteers' association Comunità per il Parco Pubblico di Centocelle (hereinafter also "CPPC Association") and the service coop CooperACTiva.

Before the pandemic crisis outbreak, the community also thanks to active citizens, the neighborhood cooperative and its partners' efforts developed a series of cultural events in the ACT district.

They organized some guided tours of the tunnel built for the construction of the first subway in Rome (never completed) and the quarries in the area, and throughout the archaeological park of Centocelle. These guided tours were organized also thanks to the support of the "Roma Sotterranea" association.

The district inhabitants participated in the tour and as for the achievements for the first time they had the possibility to newly discover a common reality, and to get to know a heritage and historical values in their district that they have never had the chance to experience before.

The community was also involved and took part to the annual Council of Europe initiative of the "European Heritage Days" through "Heritage Walks" as annually organized on last weekend of September (21-22 September 2019). Thanks to these events, citizens and other visitors had the chance to discover some key locations in the ACT district. The project team supported the community in co-designing, organizing and promoting these activities through several meetings which took place in several weeks just before the events.

The community also planned and organized several cultural activities, by means of CooperACTiva, its members and partners, especially the Co-Roma coalition. In particular, on the occasion of the third edition of the Open Heritage Consortium Meeting (Sunday 8th December) participants were offered the opportunity to take part in a guided tour to discover the Centocelle Archeological Park and the cultural district of "ACT".

As for the achievements, the Lab was able to achieve its goals especially thanks to the direct involvement of citizens in all these activities. This involvement has allowed the community to regain its territory and to draw resources from it, reinventing its uses, also creating spaces for the realization of cultural activities. In particular, the guided visits have helped the local community to share its cultural heritage and have helped to make the testimonies of the archaeological park known also to international visitors.

Thanks to the work of the cooperative CooperACTiva, the CPPC Association, and all the partners of the Co-Roma coalition even this year the district community is going to take part to the European Heritage Days initiative, scheduled for the last weekend of September (26-27 September 2020).

In particular, all the stakeholders work together to co-design a project of "Heritage Walks" based on educational goals to be reached to heritage better knowledge. These walks took place in the territory of the ACT district ("Itinerari ciclopedonali nell'Agro Romano"), they were free and itinerant heritage walks that accompanied participants to the parks, green and archeological areas of the ACT neighborhood.

In addition, the tours offer to participants the possibility to join cultural events experiencing local food and artistic performances, supported by the Co-Roma coalition. As for the achievements in this case, we shall wait until the events are over, but for the time being the community and the managing organizations which operate definitely showed a strong capacity to engage people and other representative, coming from different worlds and areas, even if they all are social-oriented organizations (for example, disabled people's non-profit organizations).

Support social entrepreneurial activities

To reinforce the entrepreneurial spirit of the community, the Co-Roma coalition, also with the support of the project group has promoted and developed two series of capacity building paths (October - December 2019; June-July 2020), named "Community energies" and "Let's re-start from community cooperation".

The "Community energies" process (October - December 2019) has been defined to provide the local community theoretical and practical skills to develop and manage economic-social activities. The Luiss experts coordinated the workshops and local actors have shared with the participants their experience and competences for the development of community enterprises.

The second capacity building process, "Let's re-start from community cooperation" (June-July 2020), aimed to provide very practical knowledge on how to manage and develop cooperative and cultural services. Confcooperative, one of the main national cooperative associations, and ENEA, (the National Agency for the Sustainable Development) supported the organization of the process. The entire processes have been held online due to pandemic and public health restrictions. Participants could learn from experts of the field and from people that have developed similar successfully experiences.

Thus, both the capacity building processes were designed to implement and empower the community with new skills and abilities, especially as for the second one to cope with the new needs and requirements raised during and after the pandemic crisis.

On one hand, in the "Community energies" process the presence of local experts was a great occasion to contribute to the identification and definition of useful, feasible and sustainable activities, taking into consideration the local peculiarities. The workshops were the very first step to define the boundaries of the activities and to understand how to pose at the centre of them the culture and the management of the artistic and cultural activities.

On the other hand, the "Let's re-start from community cooperation" capacity building process was an extraordinary opportunity to (re)start co-design activities, to re-invent and adapt community action to the changed circumstances, especially for what concerns the concept of Community Hub tailoring it to the new needs emerged due the pandemic. As an effect, this co-creative process concretely helped generating new forms of urban cooperatives, creating room for new ideas and experimentations (for example in the field of energy services, sustainable mobility, broadband, etc.) to be tested and implemented in the nearest future.

As for the achievements, both the capacity building processes moderately helped to support and implement social entrepreneurial activities, especially due to potentially limited opportunities offered by the sessions held online have and the effect that they might have had in the creation of stable relationships and networks between participants and operators involved. Even though the participation to online meeting had really been more than fulfilling.

However, before the pandemic outbreak and during the first two months of 2020 (January and February) there had been a series of other meetings at the headquarters of CooperACTiva (Fusolab 2.0).

The meetings gathered cooperative members and members of the Luiss LabGov.City Open Heritage team which supports the community activities in their cultural and social innovative projects. The meetings were aimed at organizing the activities of the following months, also focusing on the improvement of bike tours in the archaeological park of Centocelle and throughout the ACT district.

The aim of working groups organized during these two months was trying to define more complete and attractive services, which might be able to involve visitors interested in “slow tourism” destinations and to take them to discover less known corners of Rome. Part of the discussion also implied the participation to a call for tenders launched by the local district administration of the Municipality of Rome (Municipio V) for the management of electric bikes intended to the development of local district tours. CPPC Association then participated to the call and is currently negotiating the conditions for the assignment of the service by public authority in order to start operations from spring 2021 onwards for a minimum of six months ahead.

In addition, during group meetings was widely discussed the actual possibility to implement local projects already started in the district (such as “UnoNessunoCentocelle!”), and to join new projects. In particular, a negotiation is in progress to get the management of a large semi-abandoned farmhouse near the headquarters of CooperACTiva (“Casale Tor tre teste”). Many ideas came from the working group meetings on how to develop an adaptive re-use of the place and which activities to carry out in those spaces. In the end, the group came to the conclusion that if they managed to get that asset’s management, they will activate spaces dedicated to creating a sense to community and promote collaborative projects. Hence the space could host urban gardens, flower parks and any other cultural and educational lab or initiative able to integrate the local community in the project.

This phase of programming has been especially devoted to the organization of cultural activities and workshops to ensure that the citizens of the district are involved in the realization of cultural events and contribute to the management of social enterprises. However, the pandemic outbreak has blocked or slowed down and postponed the implementation of these projects to future months. However, as will be explained in-depth below, the Covid-19 emergency and issues connected lead to impose a postponement of all the cultural activities co-designed and planned even in early 2020.

Stimulate the creation of an energy community

The CHL’s activities also stimulated the creation of an energy community in collaboration of ENEA. In particular, during the “Let’s re-start from community cooperation” process specific sessions were dedicated to the co-design of the activities to foresee the production, sharing and efficiency of energy services. The creation of energy communities, in line with the Italian policies which regulate the energy sector, represents an important tool to impact on the urban district ACT from different point of view:

- economically: energy communities enable to reduce the costs of the consumption of energy and to make it more efficient, reducing the cost of

energy bills for the residents. In addition, energy communities support the creation of local jobs, thanks to the development of new services, which require the coordination among local citizens.

- socially: energy communities support the creation of a community spirit and to reinforce the idea that the sharing of resources, spaces and ideas is beneficial and can create win-win situations. Energy communities could be a driving force for creating a common vision and integrate additional actors in the activities.
- environmentally: energy communities fight energy waste and support the production of energy from renewable sources, reducing the impact of the community on the environment and its CO2 emissions.

Hence, the local community is planning to integrate its activities to design and develop energy community. The foreseen energy community does not limit its activity, but it aims to provide a variety of services, thanks to the use of a digital platform to be implemented. As it is emerged during the capacity building process, the energy communities could be also the engine for the development of a collaborative and mutualistic economy, which could promote among other services the sharing of unused resources and spaces, the rewarding of social activities and of virtuous energy behaviors.

Capacity Building

In July 2019 a Platoniq team member visited the Centocelle Lab to do a capacity building workshop with the neighborhood residents. There using the Decidim game residents learned about the existence of the platform and the various possibilities for collaboration and organizing online. Residents created their own processes and assemblies in the workshop and given a 101 tutorial on creating online spaces with the aid of the game and Decidim canvas developed by Platoniq.

Challenges, difficulties and achievements

The main challenge during these past times was definitely coping with the effects caused by the pandemic emergency.

Unfortunately, many of the activities organized and scheduled to be taking place in Spring 2020 stalled due to the national lockdown, including all activities and services recalled above (for example, artistic workshops, labs and other CHL cultural activities).

In fact, district cultural activities planned for spring-summer 2020 suffered a lot from the changes imposed by the new social distancing regime, and especially from the national lockdown phase and later restrictions still in force. All the community involvement activities organized by the actors operating in the ACT district (especially CooperACTiva and its members, above all CPPC) have come to a practical standstill for a while. Several events were scheduled from March 2020 to May 2020 and unfortunately had to be cancelled due to the public health emergency. Among them, a series of artistic workshops in collaboration with the neighborhood and district festival "UnoNessunoCentocelle", supported by the Italian Ministry of Culture project "Cultura Futuro Urbano". In addition to these

ones there were also those related to the Living Memory Exhibition and the CHL Local Action Campaign activities.

To discuss these issues and in order to find suitable solutions to the critical circumstances, there has been several online meetings especially from March to May 2020 during which the local managing organizations and the project team talked about the situation and the possible alternative development solutions to schedule future cultural activities and to find innovative models to respond to the crisis. These meetings have been surely important to imagine the future ahead, to keep the community tight and the working group together also in a very difficult moment. In this context, some proposals were made and roughly tuned, such as the creation of an online community platform, managed by the neighborhood cooperative and its members, with the support of the Co-Roma coalition. This proposal, developed during the quarantine, has evolved significantly in the following months.

Currently, the development of this idea is one of the main achievements of the CHL. In fact, the idea is evolving rapidly, and different players have expressed their interest in contributing to its development. Hence, the digital community hub could provide to the local communities not only a community platform, but a virtual space where emerging technologies, digital tools, and community service meet for the development of new and innovative services, contributing to the development of the area. Therefore, the idea that was generated during the national lockdown is at an advanced stage of development and soon the implementation phase will start.

Anyhow, in addition to the main challenge posed by the pandemic, other challenges could be identified as for the CHL, some already present from some time now, others sharpened by social distancing measures. They can be identified at least in three:

- lack of enthusiasm after the pandemic and fear about the future;
- lack of concentration on managerial aspects and willingness to leverage the cooperative as self-sustaining local development vehicle, despite the activation of various capacity building processes on both business modeling and managerial skills;
- difficulty to plan space management activities both outdoors, but especially indoors considering the regulation imposed by social distancing measures.

The first challenges refer to a diffused lack of enthusiasm. The Pandemic is shaping people perception over their environment and the willingness to participate actively in the development of new activities. However, the community is strongly attempting to reinvent itself and its action in ACT district, trying to find some alternative ways in which projects could evolve (e.g. the online platform, the energy community, and the development of Casale Tor Tre Teste). These new activities aim to design innovative ideas which can stimulate enthusiasm and contribute to the involvement and commitment of new people and stakeholders eventually. However, the CHL is still struggling to catch the interests of actors and to funnel them in concrete social and economic activities.

This is also linked to the second challenge mentioned above, which is the lack of concentration and willingness to undertake community activities through the

cooperative. Despite the activation of various capacity building processes and the explanation of the benefits of such organizational form, the community often prefer to develop activities in an unorganized way and to not exploit the economic potentiality of their related services. Anyways, in the last few months new members entered CooperACTiva, both entrepreneurs and civic representatives, and they took part to this spring online meetings to develop new future prospects for the CHL action in the second term of 2020. Different activities have been designed also to increase participation and involve additional players. Expectations for the future are that the entry of new figures and professionals within the cooperative can give an impulse for the concrete realization of the initiatives co-designed in these past months. However, these processes have not had concrete results so far in the implementation of the skills transferred during the capacity building process. As a matter of fact, there seems to be a gap between the interest of the community to learn useful tools to implement new initiatives and the real will to deploy them on the territory.

As for the third and last challenge, namely the difficulty to plan space management activities both outdoors and indoors in light of the regulation imposed by social distancing measures, this represents a challenge that the community and the entire CHL will have to deal with in the forthcoming months and which will most likely further reduce the cooperative's ability to carry on initiatives and certainly may not help the organizations running the CHL.

In fact, with regard to outdoor initiatives there may be variations due to weather and climate instability during autumn and winter times that would prevent the organization of activities in open spaces and will force to cancel or postpone events to future dates.

As for indoor initiatives, there is not always the possibility of having indoor spaces that can accommodate a large number of people participating while respecting the rules of social distancing. In addition, the extra costs that such initiatives involve (sanitization of spaces, safety devices, etc..) are not always sustainable or coverable by the CHL managing organizations. Moreover, whether indoor events are planned and the regulations on social distancing and sanitization are not respected, both the organization that manages and promotes the event and the workers will incur in criminal charges. This is why, even given the current circumstances, it seems even more useful to follow up the idea of building a digital community hub, where people and the whole community can meet, engage and maintain their "social network" by promoting cultural activities and services useful to the society, respecting health safety rules.

However, the effort will be in trying to minimize the impact these rules will have on the activities of the CHL as much as possible.

4 Summary and the way forward

Although the six Labs are in very different stages of development, there were significant results achieved in all of them. However, the task Force webinars held

between April-June 2019 highlighted some of the most important shortcomings and suggestions were made how to address them. The interdisciplinary composition of the Task Force team provided that all four main pillars of the OpenHeritage project (heritage, community involvement, regional integration and financial aspects) were given equal attention and emphasis. The main challenges the Labs face are summarized in Annex 1).

1) Despite the variety of approaches and ideas that can be explored to stabilize the position of *Pomáz-Nagykovácsi-puszta Lab*, there are two main obstacles that need to be addressed before further development:

- The ownership structure: whereas the owner is open and flexibly to new developments, he is not a partner either in financing them or in thinking about future plans. There is a level of insecurity about the future of the site generally, as it can be sold any time (although the owner doesn't plan it right now.) Additionally, any major development would require a collaboration of the owner, which is hard to think under the current circumstances.
- Fragile political situation: after years of hostility, there have been major improvements in the relations following the last municipal elections. But given the precarious Hungarian political climate, the only possibility is to develop a strategy that allows relative independence from the political climate.

Will it be possible to find a couple of people creating a core-group to lead the project into the future and make clear agreements with the private owner for the long term? This is the main question that the site is facing at the moment. If not, then it will probably have limited possibilities to turn into a place with wider potential for inclusive development.

Regarding the financial aspects, it all depends on the future functions and activities. Continuing the excavation, providing an exhibition, maintenance of the ground, organizing workshops (so the general "every-day-costs") are relatively small amounts that can be secured at the moment. More expensive plans would have to be financed by donations or public subsidies. Achieving a long-term rent-contract, heritable building right or buying the land is one of the crucial questions to clarify future activities.

2) The *Hof Pradikow Lab* has clear approach, stakeholder roles and financing scheme. The ownership of the land resides with Stiftung Trias, a foundation. The ownership of the buildings with the Mietergenossenschaft SelbstBau eG' (a registered cooperative). The future use of the buildings is coordinated by an association that consists of (future) users of the Hof. The three-layered ownership and user structure works well in Germany due to its legislation and civil structures.

The project is characterised by 'learning by doing' approach, building up experience along the way. Not everything is defined in detail, but the three different stakeholder groups (owners of land, buildings and the users) are very

active and determined in finding a common ground to develop the project. Plans for the first buildings are already talked over with officials and banks. Building process should start in spring 2021. The project is supported by the National Government (Ministry of Families and Senior citizens) and State government.

From financial point of view, the project can be considered a best-practice. The experience of the foundation and cooperative, as well as a well-developed German toolbox lead to a combination of very helpful financing components. However, the 'entry-fee' for future residents to join the initiative can be considered high for certain groups. Therefore, it is inclusive only up to a certain standard. The question OpenHeritage could look at is how these kinds of initiatives can be made more open to different (less affluent and cosmopolite) target groups like low income, handicapped people or elderly. This can, at the moment only be achieved by the solidarity among the tenants.

The discussion with the Task Force, however, revealed that there is a conflict between tangible and intangible heritage values of the site in a certain respect. The project team sees organic change and adaptability as an intangible heritage value of the site – how to balance it with the preservation of built heritage? The Hof as it survived by now did not result from a single planning phase but from an organic development process shaped by the actual needs of the users. However, it contains elements from the earlier phases which are seen by heritage experts as more valuable and worth to preserve, while other elements not that much based on their physical forms, aesthetic value, materials, technologies. The project team, on the other hand, valued the organic character and intangible aspects of the site in some cases even more than the material remains, and they would be open for more change even in the present. Heritage specialists and authorities entered the process, the "history" of the site as actors, members of the heritage community, and they wish to shape it based on their own value system. The project team are also members of the heritage community, and sometimes they have different priorities. On the practical level this can be solved by negotiating with the representative of the local heritage authorities and by finding ad hoc solutions for each case. However, at a conceptual level – which is interesting for OpenHeritage – there is a conflict between heritage preservation and organic development. The following issues were identified as worth to explore:

- The team could create a *value inventory* for the heritage site for themselves, focusing on both the tangible and the intangible values: e.g. building parts, technological solutions, aesthetics, details, social aspects, memory values, historical values, landscape values, and anything else. This could help to find a balance and to decide what should get more emphasis, and what should be the preferred direction of processes.
- It would be useful to *elaborate an overall program for the site based on the value inventory*, some guidelines to identify the limits before starting the work, and also identify how this relates to the idea of organic development to end up with a harmonious result.

- The value inventory could also lead to a *publication on the site*, even a nice book, to promote the project. It could also contribute to the concept of the video and the on-site exhibition.

3) In case of *the Praga Lab* the team is facing several difficulties in all four main pillars of OH project. Under these circumstances the “Bakery project” can be a precedent model of how to protect a former production building while giving a pace to start new business on a local level and creating a place to the local community and civil society groups as well. As a consequence of the PragaLAB’s wide range of activities, a couple of initiatives, artists and small entrepreneurs seem to be interested in a project like the old bakery. The potential of civic engagement and neighbourhood engagement is probably not yet activated to its full capacity, so the CHL team is taking further actions into this direction.

As the Financial Task Force team pointed out, if stakeholders can be successful, there it may open financial possibilities as well. The question of who (person or group) is going to manage that place and its transformation process will be crucial. As financing civic engagement is not a well-proven, highly experienced method in Poland, the team is considering involving a private investor, although they are aware that this solution obviously works against activating people in terms of self-help and self-empowerment. Raising the necessary equity, if possible private loan givers and finding a local bank who would be willing to close the financial gap would probably create a nation-wide “light-house-project”.

4) *The Sunderland Lab* (Hight Street West 170-175) is located in a ‘Heritage action zone’ of the city and is an outstanding heritage building which can generate processes for the whole quarter. Whereas in the beginning a local social and cultural (music) initiative called PopRecs has been the main partner of the Lab, it is increasingly obvious that they are not able to run the complete capacity of the three houses. As a result of the Task Force meeting it was highly recommended that in terms of stability to have a mixture of tenants. First activities of the Lab show that there is a public interest in making use of the building and discovering the potential of this place.

Although the UK has a very well-developed heritage protection system (both in terms of institutions and financing), cultural and creative development of the city seems to be weak on the political agenda and not supported wholeheartedly by the local council. Tyne & Wear Building Preservation Trust (TWBPT) is enjoying good relationships and networks and constantly working on it, however they are forced to rely more on their own strength and abilities than on public support.

The aforesaid describes the financial situation as well. TWBPT has been able to raise a remarkable amount of money for the necessary renovation. Selling one building to refinance costs for the completion of the others could be an additional option. In respect of cost covering, it already seems to be a challenge to cover running costs for the buildings. Generating sufficient income, for additional interest and repayment for loans, cannot be seen at the moment. As suggested by the Financial Task Force, the task for the next months to come

will be to find a solution for the initiative to reach a balanced cost-income level. The space seems to have all potentials to become the neighbourhood pinnacle for community and creative services. It was recommended that support should be directed at finding or creation of a community association and shape their business-model around the use of the buildings.

5) Changes in the *Lisbon Lab* have been the most dramatic over the period. Due to the long bureaucratic procedures, endless and painful negotiations between the different departments of the municipality which finally led to the decision to keep this site in municipal ownership, the concrete Lab activities are in a different stage, compared to the other OH sites. However, there are several promising factors (in all three pillars of OH) that hopefully will accelerate the processes. The municipality is very experienced in co-governance and participatory processes (BIP/ZIP strategy), so as soon as the current circumstances caused by the pandemic will consolidate, the actual work will begin on this area. Considering regional integration, the municipal ownership of (most of) the surrounding territory is facilitating both the decision-making process and the intervention in the public space. The Local Development Plan for Marvila area will be launched in the near future. The preparation of a protocol between Lisbon Municipality and "CP - Comboios de Portugal" (company that manages railway public transportation) to increase the number of trains stopping at Marvila, to enhance residents' mobility is also in progress.

6) Finally, in the Rome Lab using the Centocelle archeological park as an instrument of revitalisation has been, from the beginning, the objective of the Lab. Making the heritage aspects visible and developing a consciousness for this hidden place seems to be the challenge. With all constraints caused by COVID 19 the concept of bicycle tours and a lot of personal community building did not seem to be adequate for the time being. As a consequence, the Lab changed its scope to an ambitious activity of self-help and new economic structures, based on a neighbourhood-platform to strengthen local business and community. The link between these activities and the heritage aspect has to be considered thoroughly. An additional aspect seems to be how a perspective income generated by the platform can be safeguarded for the heritage aspect. To connect the platform and the heritage aspect financially as well as for future activities is a challenge and at the same time a big chance.

Implications of COVID 19 will make it even more difficult to develop the community. Due to the necessary change of strategy, a new action plan is needed. The main question to be answered is who is in lead of all these actions?

The priorities of municipality do not seem to be very high. The initiative has to rely on their own strength, maybe with some support from the municipality. During The Financial Task Force meeting in Rome, the perspective of getting a building which could be used as a community centre seemed possible. Now to build up a community platform change the financial task thoroughly. Beside a new action plan, a new investment plan has to be worked out as well. As to the financial means it might be possible to get support by anti-Covid 19 measurements provided

by the European Union respectively by the Italian government or Rome municipality.

Considering heritage, in Rome it is easy to have an implicit definition of heritage when dealing with ancient Roman heritage, without considering the aspects mentioned by the Faro Convention and the related theoretical discussion in the heritage literature. In this case, as the Heritage Task Force pointed out, an especially careful and self-critical approach is needed to avoid this pitfall. The lab team considers the built heritage of *Centocelle* different from that of the other labs because it is not visible on the surface. It is mostly manifest in the intangible aspects: how people connect to this past and the material remains and how they identify their communities, their districts with that – how it contributes to processes of identity creation. However, these main questions are not different here from those related to buildings with standing walls and roofs. The Task Force's recommendation was to think about some issues like: "what are we doing to heritage, how we are using or abusing it, what does heritage do for us, how do we deal with heritage? Considering these questions, those elements of heritage should also be included which are not economically useful.

Annex 1 – Main challenges

	Heritage	Community and stakeholder integration	Regional integration	Resource integration
Pomáz Lab - Glasshill Heritage Lab	Presenting an excavation in a comparatively remote area makes it difficult to get a higher attention for this place. Being on private ground adds a further disadvantage.	One of the most important aspects in further development seems the question of who is going to take over the responsibility on all aspects for the next years and manage the adaptive re-use of the space to have impact on wider community (beyond researchers) scale.	There is a lack of support from the national government and institutions. Political changes in the nearby town of Pomaz may rise hope that the activities of current stakeholders are valued and supported.	Founding an association like "Friends of Pomaz" could be the medium-term solution. This would create a clear structure and appearance of the initiative and, with small annual contributions finance some costs.
Hof Prädikow Lab	Conflict between tangible and intangible heritage values of the site.	The relation to the village people is "in the process" but seems to be quite promising.	The project is highly accepted at national level as it considered an activity to develop the rural area.	With engagement from donators, private loans, special banking programs, cooperative shares cost can be financed.
Sunderland Lab	The buildings of HSW are centrally located in a 'Heritage action zone'. Several organisations cooperate to revitalize this historic part of Sunderland.	First activities show that there is a public interest in making use of the building and discovering the potential of this place.	Cultural and creative development of the city seems to be weak on the political agenda and not supported wholeheartedly by the local council.	Support should be directed at finding or creation of a community association and shape their business-model around the use of the buildings.

<p>Praga Lab</p>	<p>Lack of consciousness (on a policy level) towards the necessity of heritage protection. The producing factor, which characterized the area, is in danger being sacrificed for a so-called "modernity" and interest of investors.</p>	<p>The potential of civic engagement and neighbourhood engagement is probably not yet activated to its full capacity.</p>	<p>Despite many friendly talks the inability of the municipal bureaucracy to agree to a long-term contract is one of the main hindrances to realise investments.</p>	<p>Financing civic engagement seems to be still in the pioneer phase in Poland. There is a lack of institutions and tools for financing such projects.</p>
<p>Lisbon Lab</p>	<p>The project managed by the municipality is within a sensible heritage protection program of the city.</p>	<p>The process of co-governance needs to be elaborated in more details.</p>	<p>The site is located between two rail tracks, which disconnects it not only from the city, adding to the perception of abandonment and segregation.</p>	<p>Financing plans and cost-income calculations of the municipality are not known yet.</p>
<p>Centocelle Lab</p>	<p>Making the heritage aspects visible and developing a consciousness for this hidden place seems to be the challenge. The heritage aspects of building up a community platform have to be considered thoroughly.</p>	<p>A concrete action plan is needed to clarify the status of the actual community services (bikes, food, repair, hotel) and the plan to develop a building into a community centre and a community platform.</p>	<p>The priorities of municipality do not seem to be very high.</p>	<p>Due to the change of scope a new investment plan has to be worked out for building up a community platform.</p>

