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Updated Local Action Plans of the Cooperative Heritage Labs

November 2020

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Contributors and reviewers	Hanna Szemző (MRI) Andrea Tönkö (MRI)	
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Executive summary

Local Action Plans (LAPs) are holistic planning tools designed to guide the work of the six Cooperative Heritage Labs (Labs) of OpenHeritage. Their content has been developed to support the Labs, helping them to arrive by the end of the project to 1) a concept for new/broadened reuse functions in comparison to their pre-OpenHeritage status; 2) a community development plan/method to engage their local/heritage communities better; 3) a financial/business plan that includes a variety of resources and can help their long-term sustainability; 4) an organisational development plan; 5) a maintenance and management plan; and 6) a territorial integration plan.

Two underlying assumptions have guided the preparation of the LAPs since the beginning of the project. Firstly, they were viewed as tools to support Labs' development, to provide them useful advice regardless of their strengths and weaknesses, differing aims, ownership and governance structures. Secondly, they were conceived as flexible planning documents, due to change as the Labs developed. To secure this flexibility a feed-back process was included in the planning system: the first Local Action Plans - submitted in month 6 of the project, when the Labs officially started to operate – were to be rewritten after a mid-term assessment in the form of a Task Force visit. The Task Force of OpenHeritage is an interdisciplinary team consisting of the project's Advisory Board members and selected project members with specific expertise ranging from conservation to cultural management, financial and social science knowledge. The on-site Task Force visits were planned to channel this specialized expertise into the Lab development through intensive 2-day sessions, supporting a necessary review and re-planning process in all the Labs, and contributing to the finalised LAPs.

As a result of the Covid pandemic the Task Force visits were postponed – foreseeably until the spring/summer of 2021, but dependent on the circumstances of the pandemic. They were temporarily substituted with a series of webinars, conducted online in the spring of 2020. These provided an opportunity to review and reflect on what was happening in the Labs, allowing the discussion to take place between Lab operators, project partners and Advisory Board members in a more time-constrained manner than the visits would have foreseen. Additionally, to further support the process of re-evaluation, the delivery date of the updated LAPs was postponed by four months. During this time an interim progress report was created – submitted in September 2020 – with the clear aim of providing a detailed assessment of the Labs' work so far.

The report found that the Lab activities carried out in the first period (between June 2019 and September 2020) reflected their commitment 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. And while it can be safely said that all Labs succeeded in diversifying their pool of stakeholders, the seminal importance of local authorities was also verified. Building a mutually trusting relationship with them seemed to be an essential component

of success for bottom-up initiatives. It was also found that this was not a one-sided relationship, rather a mutually productive one, where NGOs can provide new experimental pathways for local authorities.

Financial planning 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) secure appropriate resources, and (3) excel both in accumulating traditional funding and combine it with new financial mechanisms. Additionally, while all LAPs included a risk assessment, which covered a wide range of probable topics, none foresaw a possible pandemic. As a result, they were unprepared for the effects of the pandemic, which changed decidedly their development trajectories for the period. It not only caused major delays but hit the vulnerable communities around them the hardest.

Other lessons learned from the period demonstrate that the importance of digital engagement has grown, with three Labs – the Rome Lab, the Praga Lab and the Pomáz Lab - taking a decidedly “digital turn”. The team in Centocelle, Rome developed a new concept for an online platform for the local community, with a clear economic and a social aim, using the area’s heritage to improve local tourism. At the same time 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 quarantine conditions, engaging various professional groups to design development scenarios for this site. Finally, the Pomaz Lab started its heritage inventory project, collecting locally important heritage objects from volunteers and placing them online with an appropriate description.

Labs also demonstrated that a mix of financial resources is essential for undisturbed development, highlighting the specific importance of reliable public funding. Two Labs – one in Prädikow, Germany and one in Lisbon – could go through the last 10 months with relative ease due to the availability of public funding and institutional securities. In the case of the first one the well-funded financial system and the existing institutional guarantees assured a relatively seamless further operation, while for the second one the municipal ownership of the site together with the leadership of the program provided similarly a continuity that secured the advancement of the large project.

With this background the six Labs were asked to create their detailed new Local Action Plans in the autumn of 2020. As these are to be the final documents, the Labs were asked to focus in a parallel manner both on their short-term strategies – what they want to achieve during the OpenHeritage project – and their long-term goals. The aim was to understand what were the OpenHeritage specific goals for the next period (in five out of six Labs the project is bigger than the part covered by OpenHeritage), and to refine these goals while thinking about long term objectives and sustainability. As a result, the LAPs focus on three interrelated topics:

- 1) They provide an assessment of their aims and objectives. As part of this they describe their long-term vision that is adaptable to their current

circumstances, followed by a short-term list of objectives and goals they want to achieve during the next 1,5 years.

- 2) This is then followed by detailed short-term plans in five areas: community development, financial planning, management and organizational development, territorial integration and finally risk mitigation.
- 3) The LAPs end with a sustainability plan, which focuses on the next five years and the main strategies to continue their operation.

Updated Local Action Plan of Rome CHL “ACT”

November 2020

Elena De Nictolis

Christian Iaione

Maria Cristina Pangallozzi

Alessandro Piperno

Executive summary for the Rome LAP

The updated Local Action Plan (LAP) document shows the aims and objectives that the CHL of Rome ACT Collaboratory aims to achieve in the short term and until the end of the CHLs activities. The activities, governance and economic-financial management plans have been (re)designed to ensure that the operational arm of the CHL, the neighbourhood-based community cooperative “CooperACTiva”, will be able to continue its activities beyond the end of the Open Heritage project.

The document is divided into **three parts**.

The **first part** describes the main targets to be reached in the next year and a half, what is the main value of the project and to whom it relates. It then specifies the main objectives and targets.

There are 4 key objectives:

- (i) collecting resources from public and private investors and sharing activities or projects with different actors;
- (ii) implementing reuse, revitalisation and regeneration strategies for the ACT heritage district based on the green, digital and ethical sharing economy model, implementing a socially and economically sustainable business model;
- (iii) increasing community engagement to implement the CHL activities in order to trigger neighbourhood-based inclusive development in the City of Rome putting the ACT heritage district at the forefront of this process;
- (iv) fostering the revitalisation and promotion of the ACT heritage district.

These objectives correspond to specific targets to be reached in each Open Heritage pillar (regional integration; resource integration; community integration), as described in detail below.

This document will also explain and justify the changes compared to the previous LAP. The changes will look not only at the effects that the global Covid-19 pandemic has had on CHL activities and its re-structuring to adapt to the new needs and challenges that the neighbourhoods are facing while dealing with pandemic prevention measures, but also at the evolutions that have affected them - regardless of the health emergency.

These changes both include a new business model, now more oriented towards the creation of services, and the start (or restart) of a dialogue with public authorities (municipality and region) for the allocation of public interest services (e.g. bike sharing) in favour of the cooperative or its members.

As far as the short-term objectives are concerned, they will be achieved in three different ways: (i) increasing community skills and capacity; (ii) increasing the awareness of heritage values and related activities developed by the CHL; (iii) creating a digital space where community can interact and work together for the development of innovative services.

The **second part** is instead dedicated to the specific description on how to achieve these goals through a plan of community and stakeholder engagement, a financial plan, a territorial integration and risk mitigation plan.

The different plans have been adapted both to the possible future impacts of Covid-19 protocols on CHL activities (e.g. social distancing etc.), and to the developments observed during the previous term of LAP activities. The governance model devised for the CHL, which is based on co-governance, created for the establishment of the cooperative and already widely described as a model in the previous LAP, has remained rather unchanged.

The **third part** concerns the sustainability strategies to be put in place in order to manage the CHL's activities, the groups targeted and, more generally, what are the necessary conditions to ensure that such activities will also be sustainable.

1 Main targets

1.1 Re-evaluation of long-term objectives

1.1.1 The main values of the project for the stakeholders

The Rome Cooperative Heritage Lab (hereinafter the "Rome Collaboratory") project aims to create and address new or existing synergies between the communities located in South-East Rome living in the Alessandrino, Centocelle and Torre Spaccata neighbourhoods (hereinafter the "ACT heritage district"), and to foster the social, economic and cultural development of the area.

The Rome Collaboratory activities want to support the regeneration and valorisation of the district through heritage values shared by its inhabitants and the development of services. To this effect, the main value of the project is to favour social aggregation of the territory inhabitants, through the support and encouragement of the activities already promoted by the citizens and other stakeholders, which have been active for many years in the district. In addition, the project supports local communities to find tools and resources to develop their activities.

Many of the different stakeholders (Heritage Community for Centocelle Archaeological Park, Fusolab 2.0., etc.) active on the District territory have found a common 'forum' for dialogue within the community enterprise established as a neighbourhood-based cooperative ("CooperACTiva"). It has been acting as collector and promoter of these shared socio-cultural values since early 2019, and it is now the main actor of development and innovation initiatives in the area.

CooperACTiva (considering all its members and stakeholders) acts as a pivot and channel all social, cultural and economic activities for the promotion of the Centocelle heritage district values, contributing to the district development.

The cooperative has an open governance which enables organizations and citizens to participate to its activities. There are no entry barriers, the only preconditions the neighbourhood-based community cooperative requires for entry as a member

is the interest in the development of the ACT district, and the respect of its community values.

In this way the Rome Collaboratory activities have been conceived and based on a strategy that will ensure the community the possibility to be self-sustainable also beyond the end of the Open Heritage project. The Rome Collaboratory has been designed in order to empower the community and provide it with specific knowledge, skills and abilities to continue along the path taken by the Open Heritage CHL activities.

1.1.2 Main targets and objectives

According to the three Open Heritage pillars, the Rome Collaboratory aims to achieve the following long-term **objectives**:

- a) collect resources and sharing activities among different actors (e.g., private actors, public bodies, universities, crowdfunding organizations or platforms, banks and ethical investors);
- b) implement reuse, revitalisation and regeneration strategies for the ACT heritage district based on the green, digital and ethical economy model, implementing a socially and economically sustainable business model;
- c) increase community engagement to implement the CHL activities, so to trigger neighbourhood-based inclusive development, and not only within the ACT district, but also in other areas of the City;
- d) foster the enhancement and regeneration of the ACT heritage district, improving its reputation and developing direct activities for its enrichment.

These objectives correspond to specific **targets** to be reached in each OH pillar:

a) **regional integration:**

- create a **narrative path** for the district able to give visibility and tourist attraction to the territory;
- increase **job opportunities**;
- increase **property values and urban environmental sustainability** of the district (and eventually city) area;

b) **resource integration:**

- involve or engage large and/or small entrepreneurs, professionals and promoters of cultural activities of various kinds, in order to connect the specificities of each one to build a network of **resource sharing** and a stimulating environment;
- support the creation or development of economic actors and the **mobilization** of resources through the cooperation of diverse stakeholders and from different sources (e.g., donations, sponsorships, tax credit provisions);
- support the creation of institutionalized **forms of collaborations** to collect resources;

c) **community or multi-stakeholder integration:**

- increase community members to experiment an **innovative attitude or behaviour** towards cultural and entrepreneurial activities;

- support effective **co-creation processes** based on trust and reciprocity between local actors;
- ration within the **ownership of the asset** or infrastructures and process management;

d) **heritage integration:**

- increase in the number of people visiting the Archaeological Park of Centocelle and the whole ACT district;
- increase knowledge of the territory, its cultural heritage and values.

1.1.3 Changes compared to the first LAP

In the past months there have been developments which required some changes in relation to the description and timeline outlined in the initial LAP. These developments affected not only the Rome Collaboratory but the Open Heritage project agenda as a whole.

The changes were mainly because of the Covid-19 pandemic and the related restrictive measures imposed in many European countries for the containment of the pandemic (social distancing, ban on groupings, etc.). These factors mainly affected Italy in the first months of 2020, which was in fact the first country to take measures to limit the spread of the virus.

The emergency is not over yet and the second wave hit Italy as well even though in a less severe way than the first wave. Thus, due to the restrictions imposed and into which we may occur in the next future due to the pandemic, the lines of action described in this updated LAP may be subject to further changes. At the moment they cannot be totally foreseen as they are closely linked to the evolution of the epidemic.

These limitations have imposed a general reconsideration of the Rome Collaboratory activities within the ACT heritage district. The reconsideration has mainly concerned:

- the **business model** on which “CooperACTiva” the neighborhood-based community cooperative is based;
- the **initiatives** that the Collaboratory ACT was planning to launch on such basis, i.e. the launch of bike tours and the identification of a building or a series of places in the area (“community nodes”) to be used as the headquarters of the Community Hub;
- the tools for the **communication and engagement strategy** of the activities.

As for the **business model**, the restrictive measures introduced in the wake of the pandemic have led to rethink the original vision on which the company developed its original business model. As explained in the first LAP the CooperACTiva business model was based on two pillars a service-based and an estate-based model. The former would provide for a minimum initial investment and guarantee the coop sustainability through the sale of services, while the latter through an investment on a piece of real estate would aim at scaling up the project by renting the space for retail, entertainment and cultural activities.

The new business model designed to carry on the activities of the Collaboratory ACT through CooperACTiva and make them sustainable in the long term is instead more centered on the development of services. To increase the possibility to develop new and innovative ones, the cooperative is foreseeing the transformation of the existing Rome Collaboratory digital platform (i.e. www.co-roma.it, hereinafter “Co-Roma.it”) into a blockchain-based, decentralized digital infrastructure through which the coop would (i) sell neighborhood e-commerce services; (ii) create economic opportunities or incentives through crowdfunding or data monetization; and (iii) manage a digital community hub for the Open Heritage project.

Co-Roma.it will strengthen its nature of a network of civic entrepreneurs for culture and heritage. The Council of Europe has already recognized the coalition of members and stakeholders of CooperACTiva as the Co-Roma Faro Heritage Community (“the Co-Roma coalition”). Co-Roma.it will now further strengthen its crowdsourcing and crowdfunding capabilities by enabling all those who are willing to share their energies and resources to get organized and engage for the wellbeing of the ACT heritage district. For this reason, the platform will be redesigned to deliver neighborhood-based collaborative services already to be provided by the community, such as social services (e.g. healthcare, social assistance, etc.), sustainable tourism, cultural and mobility services.

All these services will be useful not only to create a real connection in the socio-economic background of the ACT heritage district, but it will promote the territory intangible heritage value. In fact, the ACT heritage district is an area historically dedicated to agricultural and agro-industrial entrepreneurship, to which the archaeological remains (unfortunately not yet visible to visitors) of the Roman *villae* discovered within the Centocelle Archaeological Park and in its surroundings also bear witness.

The business model based on the development of the digital infrastructure will also make it possible to overcome foreseeable difficulties in the near future due to the restrictions imposed by the pandemic. Many of the activities promoted by the Rome Collaboratory, supported by CooperACTiva and the other stakeholders that are part of the Co-Roma coalition, can be carried out online or in any case enhanced and promoted through the platform, in order to then support offline initiatives in the territory, in compliance with the legal provisions issued following the emergency. This has already been demonstrated through the capacity building activities started in the spring and summer 2020. It was further confirmed in the design and implementation of the Living Memory Exhibition capacity-building process in fall 2020.

Therefore, the initiatives that the Collaboratory ACT was planning to launch on such basis needed to be reconsidered. These are the start of bike tours, the identification and above all allocation of physical spaces in the territory, which are at a standstill for the time being or have been reconsidered, but not completely excluded in terms of research and use.

In fact, the cooperative is negotiating with the Municipality of Rome (Municipio V) for the allocation of a batch of electric bikes, and also for the management of the relative bike-sharing service. At the same time, contacts continue with the Lazio

Region for the search and identification of a property to be used as a Community Hub to be the meeting point of the network created through the platform, and the development of the cultural and artistic activities. In the meantime, the cooperative has also identified a space to be used, in the short term, as an operational center for bike tours and tourist services to be offered within the neighborhood.

The same reasons that make it difficult to plan in detail the activities in physical locations for the following months, are also the same reasons that suggested to put aside the idea of organizing a distributed neighborhood-based hotel. Moreover, given the restrictions imposed by the pandemic the target of visitors or clients to be attracted in the short term remains only that of the Rome inhabitants, and at the very most that of national tourists/travelers, probably during the summer or in periods when the restrictions will not be so limiting.

As far as **communication and engagement strategies** are concerned, the Rome Collaboratory will certainly try to implement online communication with respect to what was already described in the previous LAP. The network campaigns will therefore be disseminated both on Co-Roma.it and partners' platforms and social networks.

1.1.4 Measurement of the long-term impact of the project

The impact the project may have in the long-term will be measured directly and indirectly. Directly, according to the increase in the number of people that will be involved in the cooperative's activities (both workers and volunteers). Indirectly, according to the increase in the number of people (both inhabitants and visitors) that will participate in the initiatives organized in the district.

However, the data on the increase in the number of people involved could be influenced by the restrictions due to sanitary measures imposed by the pandemic emergency. Impact can also be measured by the number of different types of activities and the diversity of the audience reached. Last, impact will be measured also though a qualitative approach (e.g. skills, relationships, projects, etc.).

1.2 Short-term – Open Heritage aim and objectives

1.2.1 Aim

Objectives and targets identified are consistent with Open Heritage aims in the terms described above (para. 1.1.2.).

As for objectives and targets achievement in the short-term they are:

- to provide a digital space where community can interact and work together for the development of innovative services;
- to increase community skills and capacity, especially in relation to develop cultural entrepreneurial activities;
- to increase the awareness of the heritage values and of the activities developed by the CHL and create an inclusive, innovative and participatory environment through heritage values to be shared by the community.

One of the main objectives of the CHL is to connect people creating new networks. The Covid-19 pandemic has dramatically changed social and professional relationships. The way people interact, work together and establish new connections has been adapted to the limitations imposed by the pandemic. The Covid-19 has also contributed to foster the use of digital devices in daily life and to begin to use digital tools for social and networking activities. Hence, the promotion of innovative digital tools has become central to the development of new solutions, especially for ones that require collaboration. Thus, the creation of a digital space, where people can meet, communicate and work together is essential and one of the main objectives of the CHL.

The second objective of the CHL is to provide the community with the tools to foster the local development autonomously. Hence, the CHL activities intend to empower the local community in terms of knowledge and skills. The CHL aims to ensure that the local community could promote, also at the end of the project, new solutions and be able to manage the activities autonomously. The capacity building activities will focus on the field of cultural activities. The objective is to provide to the local community the tools to promote other events like the Living Memory Exhibition activities in the following months, which can contribute to the enhancement of the heritage district and promote territorial development.

The third objective relates to the enhancement of the ACT heritage district itself and the activities carried on within the Rome Collaboratory. Hence, the community shall increase the awareness of the citizens, and not only, of the hidden value of the heritage district. The Rome Collaboratory aims to support the local communities to promote the area from a historical and cultural point of view. The communication of heritage values needs to take into consideration the different narratives and stories, fostering a democratic and participatory vision of heritage.

Increasing community skills and capacity

As already pointed out in the previous LAP, co-design labs are an essential part of the Rome Collaboratory activities development and will be a strategic tool to increase community skills and capacity in the future as well. In fact, despite the pandemic emergency, during spring-summer 2020 capacity-building processes and co-design sessions have made it possible to plan and carry out activities successfully.

As an example, a **capacity-building process** on civic entrepreneurship was carried out by the Luiss team, with the support of LabGov.City and in cooperation with the national network of cooperatives, Confcooperative, in order to identify new services and new members and within the community, but more importantly to raise awareness and technical skills in the everyday management of a cooperative.

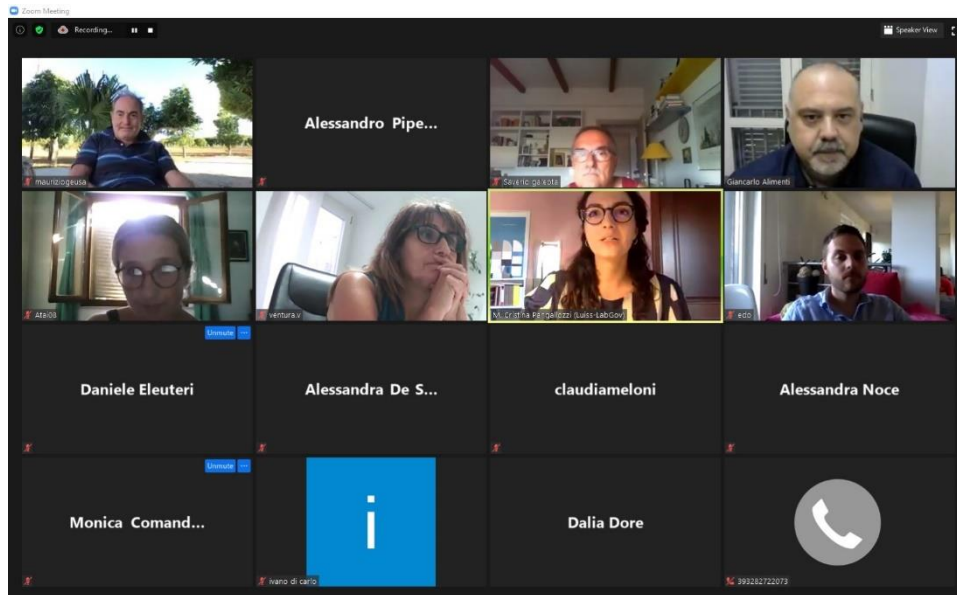


Figure 1. Capacity building on civic collaboration and entrepreneurship online session

Specific sessions were dedicated to co-design activities to foresee the production, sharing and efficiency of energy services in cooperation with ENEA, the Italian sustainable development agency. In fact, one of the cooperative's social aims is just to support forms of sustainable development even through the creation of energy communities.

Capacity building processes represent an important tool to work on the community members skills and capacity, as well as on the urban district of ACT development. Online meetings, supported by digital and interactive tools also allowed the community to actively participate in the meetings, as well as learning new skills and competences. Therefore, this strategy will be replicated and replicable in the future to increase community skills and capacities in order to deliver services.

As also experimented in a more recent capacity building and co-design process started through **a series of workshops for the co-creation** of an artistic project to be carried out during the Living Memory Exhibition (LME).

CooperACTiva, supported by the Luiss team and in collaboration with LabGov.City and Sarteria (an agency specialized in public art events), organized a series of meetings with professionals from the artistic and cultural sector to design the contents of the project, the number and type of artistic works to be created, and the place to install them.

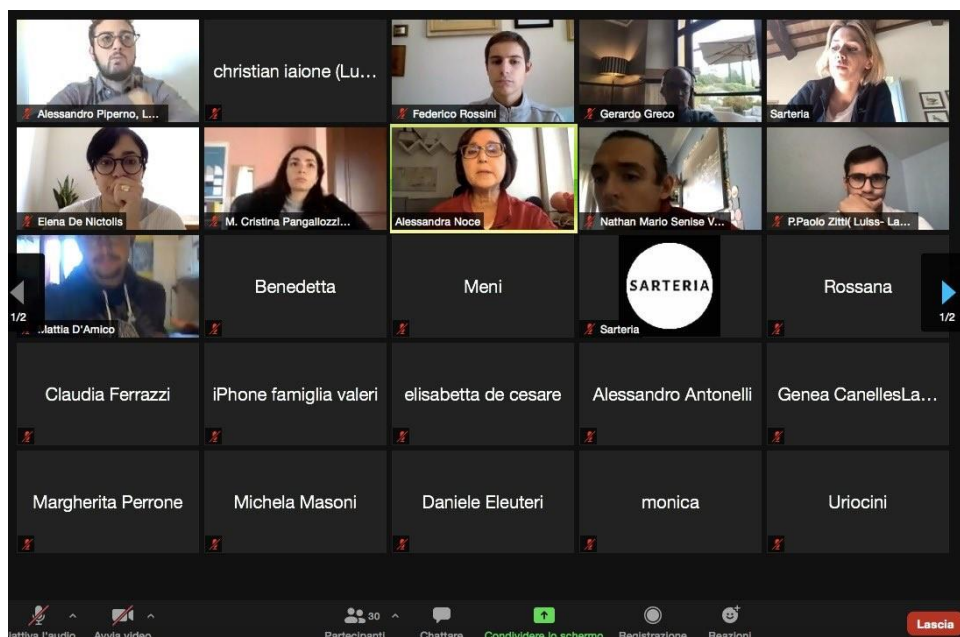


Figure 2. Living Memory Exhibition Workshops capacity building online session

The process aims to stimulate the community and professionals engaged in the workshop sessions to brainstorm over the different possibilities and find a common path to develop the artistic co-created project, which could enhance and promote the heritage district values at their very best and increase community skills and capabilities at the same time.

In fact, the LME has been conceived as a collective and participatory event aimed at attracting and capturing the attention of the local city-wide and eventually international community, on the territory of the ACT district. This exhibition seeks to express an innovative re-interpretation not only of the ACT heritage district, but also a re-interpretation of the entire vast area of the surrounding neighbourhoods, with a view to communicating their cultural value, as well as to help disseminate and promote the Rome Collaboratory activities.

The co-creation workshops have started as online events last October and they are still ongoing. A preliminary framework of what will be the governance of the artistic project to be implemented during spring 2021 has been identified. Members of the community, associations actively working in the area and young people interested in the development of artistic works are involved in the project management and organization.

A few outstanding and public art artists have been engaged to implement the artworks together with the community. Others will then be eventually recruited over the next few months through an open “call for artists” directed to anyone who may be interested in pursuing the co-designed project. Activities will be coordinated by the cooperative, some partners who are experts in the field and organised with the support of the Luiss team.

The LME represents an important tool to increase community skills and capabilities, and to implement the Rome Collaboratory activities from different points of view:

- *economic*: the series of activities developed around the LME initiative will allow the community to develop services, guided (bike) tours, itineraries to

discover not only the district, but also the works that express its cultural value. It will also allow to attract investments from various stakeholders;

- *social*: the LME will support the creation of a community spirit and reinforce the idea that sharing resources, spaces and ideas could be a driving force to create a common vision and integrate additional actors in the CHL activities;
- *cultural*: the LME will allow to reinterpret and reconstruct the historical and cultural value of the area in an innovative way, so that it can be disseminated not only among the local inhabitants, but also to a wider audience. This will have a strong impact on the district heritage, often underestimated because not properly visible or not very well known, thus contributing to its enhancement through the creation of a cultural district.

Increase the awareness of the heritage values and of the CHL's activities

The communication strategy will be essential for the achievement of short-term objectives, and it will be a fundamental part of the Local Action Campaign and to increase the awareness of the heritage values together with CHL's activities.

The communication target is basically the local community, but efforts have been made and will be made to extend the target audience to be reached by the campaign.

As already mentioned in the previous LAP, the Rome Collaboratory campaign will be divided in different streams of action: communication materials, network, and events. Online communication (via social media, websites, etc.) will certainly be further strengthened due to the restrictions on offline communication imposed by the pandemic. However, offline communication will not be overlooked where possible.

The communication campaign will cover all the activities that the CHL is carrying out and in the following months it intends to carry out especially:

- *Living Memory Exhibition activities*: the creation and realization of public artworks, which will be communicated also through crowdfunding campaigns in support of the project co-designed with the community during the capacity building process. The fundraising campaigns will be accompanied by communication on websites, newspapers, magazines (even in their digital versions), supported not only by the work of the cooperative and the Luiss team and the LabGov.City team, but also by external expert partners who collaborated in the project design such as Sarteria;
- *Faro Community initiatives*: all activities that are within the objectives of the Faro heritage community (Co-Roma) operating in the district will be promoted. As it has already happened in the past months for the "European Heritage Days", several events have been organised and sponsored by the Council of Europe and carried out by the community through CooperACTiva consortium. Future similar events will be promoted and supported through special online and offline activities by the cooperative to the Rome Collaboratory purposes;
- *Bike sharing and tours in the ACT heritage district*: also, in view of the works created thanks to the LME activities, guided tours of the areas in which the

exhibition will take place will be promoted, together with the possibility of renting bikes to move throughout neighbourhoods. In this way not only will the heritage value of the area will be shown, but participants will be given the opportunity to visit the local shops and live a full and rich cultural experience. Activities and bike disposal still need to be defined by the community, according to the pending agreement with the Municipality (Municipio V);

- *any other activity consistent with the aims and larger scope of Open Heritage project, which is organised, supported or managed by CooperACTiva: the main reference is to artistic and cultural projects, reuse of cultural heritage, and for the purposes of energy efficiency and the construction of collaborative civic enterprises for the development of circular economy services (e.g. UnoNessunoCentocelle, Agricolhub, etc.).*



Figure 3. Heritage walks during European Heritage Days 2020 in the Centocelle Archaeological Park

Such strategy will not only make the cultural heritage of the district better known and thus enhance it, but it will also be a fundamental tool to stimulate the creation of new networks and the involvement of more people in the CHL's activities.

Digital interactive community space

A digital interactive platform will be designed to provide technological tools to the users to increase their offer and to sell products and services online. The platform will enable the integration on technology for the bike sharing and the LME. The development of the platform is under evaluation.

Thus, the Co-Roma.it digital platform will be redesigned not only to provide neighbourhood services and to stimulate the engagement of a larger network of civic entrepreneurs who are willing to share their potential to improve the wellbeing of their community, but it will also be of great support in building a digital Community Hub with digital community nodes in addition to physical ones. It will

also help to raise funds for financing the urban artworks to be realized in view of the LME.



Figure 4. Digital interactive community hub

The digital platform will therefore make it possible to connect all the activities organised by the Rome Collaboratory through the implementation of a basic layer of an emerging technology such as the blockchain. In this sense it will combine the offer of cultural, economic and social services by creating a continuous exchange between suppliers and users. It will therefore be redesigned to further strengthen its crowdsourcing and crowdfunding capabilities. For this reason, the platform will be revamped to deliver neighbourhood-based collaborative services already to be provided by the community, such as social services (e.g. healthcare, social assistance, etc.), sustainable tourism, cultural and mobility services.

The selection of the partner which will be awarded the task to further develop the Co-Roma.it platform has been initiated. Three proposals are currently under evaluation. There is the interest by at least two other potential partners to submit further proposals. Final choice will be made within the next month.

1.2.2 Changes compared to the first LAP

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The changes were mainly because of the Covid-19 pandemic and the related restrictive measures imposed in many European countries for the containment of infection (social distancing, ban on groupings, etc.). These factors mainly affected Italy in the first months of 2020, which was in fact the first country to take measures to limit the pandemic.

These limitations have imposed a general reconsideration of the Rome CHL activities within the Centocelle heritage district. The reconsideration has mainly concerned: (i) the **business model** on which the "CooperACTiva" the neighbourhood-based community cooperative is based; (ii) the **initiatives** that the Collaboratory ACT was planning to launch on such basis, i.e. the launch of bike tours and the identification of a building or a series of places in the area ("community nodes") to be used as the headquarters of the Community Hub; (iii) the **communication and engagement strategy** of the activities.

These necessary changes from the previous LAP have already been extensively described above (para. 1.1.3).

1.2.3 Contribution to achieving the long-term targets

Short-term objectives will contribute to the achievement of long-term objectives in the sense that: (i) they will encourage potential donors or sponsors or other entities to invest in the project activities, thus facilitating the collection of resources among different actors; (ii) they will help the community to develop new strategies to support the reuse and regeneration of the heritage district; (iii) they will allow a widening of the community involved in the cooperative's activities; (iv) they will allow the organization of initiatives able to foster the enhancement of the district.

1.2.4 Measurement of success

The impact of the project will be measured directly and indirectly. Directly, according to the increase in the number of people that will be involved in the cooperative's activities (both workers and volunteers). Indirectly, according to the increase in the number of people (both inhabitants and visitors) that will participate in the initiatives organized in the district.

However, the data on the increase in the number of people involved could be influenced by the restrictions due to sanitary measures imposed by the pandemic emergency.

Impact can also be measured by the number of different types of activities and the diversity of the audience reached. Last, impact will be measured also through a qualitative approach (e.g. skills, relationships, projects, etc.).

2 Action Plan for Rome Collaboratory

2.1 Community and stakeholder engagement plan

2.1.1 Main lines of development

As described even in the previous LAP, one of the priorities in the Rome Collaboratory action is to integrate into its activities and projects a multitude of stakeholders. Therefore, the more participants involved in the initiatives, the more successful the plan described hereto will be.

The district inhabitants still are the core of the community to be engaged and the engine of the CHL's project activities. In addition, they are also the first and main client of the services provided by the cooperative and by the digital community hub in the next future.

However, the Rome Collaboratory through the cooperative primarily aims to create a value chain that may allow the inflow of capital and resources in the district from outside. Thus, CooperACTiva will focus on enlarging the beneficiaries of the cultural, social and economic services that it can provide, also by attracting people living in nearby neighbourhoods or in other neighbourhoods of the city of Rome. This would in fact make it possible to stimulate tourist inflow as well, even if

moderate due to the limitation of travels caused by the Covid-19 sanitary emergency.

The plan to involve more people in the Rome Collaboratory activities and projects aims above all at implementing communication on the territory, both online and offline. Through the promotion of the LME initiatives, those linked to the LAC and the development of the digital platform, it is expected to broaden the spectrum of people interested in the aims pursued by the ACT heritage district community.

2.1.2 Planned activities

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
Living Memory Exhibition	Artistic Workshops	online	October – November 2020	15-18
Local Action Campaign	Public artworks project communication	online and offline	January – May 2021	5 new cooperative members +100 local people reached
Digital community platform	Developmet of "Co-Roma.it" digital platform	online	January – August 2021	2/3 people involved in the implementation
Community services	Bike sharing and tours	offline	January 2021 – April 2022	Predictions are based on the pandemic evolution
Living Memory Exhibition	Public exhibition	online/offline	Spring-Summer 2021	2-3 artists involved 10 contributors +200 participants (variable number based on the restrictions imposed by the pandemic evolution)
Community services	Urban gardens (Agricolhub)	online/offline	Spring 2021- Winter 2022	5 people involved in the preparation of the activities
Digital community platform	Implementation of the digital Community hub	online	September 2021 - April 2022	100 users 1000 views

2.2 Detailed financial plan

The CHL activities aim to develop a model which foresees the Open Heritage activities as investments for the development of a sustainable community. Hence, the CHL has articulated a financial plan to ensure that the local organization could continue its activities also at the end of the Open Heritage project.

The financial plan of the programme overlaps with the business plan of the neighbourhood-based community cooperative, CooperACTiva. Hence each stream of action is a different project. However, it is necessary to take into consideration the activities as part of an holistic model of intervention.

As described above, each of the activities carried on by the cooperative has its financial plan. The main activities are:

Bike sharing and tours

One of the foreseen activities relates to the experimental use of 46 electric Municipal bikes. After participating in the public call for proposals (expression of interest) for the assignment of the electric bikes' management service of the Municipality (Municipio V), the Cooperative through one of its members (Heritage Community for the Centocelle Archaeological Park) has been selected and is currently defining the project, as the availability of the Municipal bikes is still under negotiation.



Figure 5. Bike tours in Centocelle Archaeological Park

The project idea is to foresee the use of the bikes for the development of cultural and environmental tours, as foresaw by the Municipal expression of interest, and to provide also a diffused bike-sharing service. In this way, the capacity of the bikes will be exploited, and the fix costs divided by different activities. The exact numbers are still not available, due the need to acknowledge the state of the art

of the bikes, their value and their battery status. However, the main cost sources and revenues have been identified:

Cost sources

CooperACTiva aims to develop a system which builds on community involvement to ensure the reduction of costs, and to provide economic and social benefits to the territory. Hence, the V Municipio will provide the electric bikes to Heritage Community for the Centocelle Public Park association (as member of the CooperACTiva consortium), asking for their maintenance and preservation. Therefore, the cost refers to:

Maintenance and campaign assistance

The bikes need to be stored in a safe place. To ensure the services, CooperACTiva has already defined agreements with five local shops which have given their availability to store the bike for free. Hence, the distribution of the bikes on the territory of the ACT heritage district would ensure that the cost associated with the bike storage would be only related to the necessity to move the bikes, when necessary, from one place to the other. However, this cost would be included in the general expenses of the cooperative.

In addition to the distributed network, CooperACTiva has reached an agreement to rent a small warehouse/shop in the Alessandrino district. This space will be the bike-base, where they can hold and rent the bikes, and which could also be the starting point of the tours (the warehouse is in front of the Alexandrian aqueduct). The warehouse will cost around **300€ per month**. However, the investment for the space is strategic as it would also enable to start the collaboration with an association which is specialised in the maintenance of the bikes.

Insurance

The main cost source is the insurance for the bikes. The safeguard of the bicycle is explicitly required from the Municipality in their offer. However, in the preliminary interaction with different insurance companies, it has resulted impossible to evaluate and subscribe the insurance for the bikes, as they protect only individual bikes and not groups. In addition, it is necessary to understand the real value of the bikes before cover the risks. The preliminary estimation of the cost is of **2500€ for the first six months**. However, it is expected that this cost will be reduced in the following negotiations.

Human capital

The main cost refers to the human resources necessary to manage the services. In this case, there are two factors to take in consideration. First, human resources will be transversal to the different activities developed by the cooperative. Second, CooperACTiva will contract the personnel with arrangements that are flexible and allows the neighbourhood-based community cooperative to pay the people based on their activities. Hence, this phase remains impossible to define the cost of human resources. In the following months, CooperACTiva aims to provide a contract to two people, each one of **1500€ (for the first three months)**.

The existing capital of CooperACTiva will cover the cost, ensuring the initial investment. In the long run, the revenues of the services must cover the costs.

Economic mechanism

The electric bikes will allow the neighbourhood-based community cooperative to develop two different types of services. The only constraints that the Municipality describes in the tender is that the bike's manager must use them for the development of the territory. Hence, CooperACTiva consortium needs to use the bikes for the promotion of the culture, heritage and art of the district. To ensure that the tours have a market and equal price, the Municipality settled a maximum price for the tours of **6€ per hour**. This price has been calculated as the average price for this service in the city of Rome. Hence the price shall enable to cover all the costs of an "average" management. However, CooperACTiva will enrich the tours with experiences and activities, related to painting, street art, wine pairing, and culture. These activities would not be included in the **6€** ticket and could provide additional revenues, with even a greater marginality.

Besides, CooperACTiva aims to use bicycles as much as possible to depreciate the fixed costs on more activities (in addition to the bike tours). The cultural tour has expected to take place mainly on the weekends. Hence, the CooperACTiva consortium wants to exploit the bike's potential also during the working days. The idea is to develop, thanks to the network of stakeholders, a "community bike-sharing". This service would ensure an additional revenues stream and contribute to cover the fix costs. Hence, CooperACTiva could rent a bicycle from 5€ to 12€ per day or with an hourly rate of 1€.

Living Memory Exhibition

The Living Memory Exhibition will be one of the driving forces of local development. Hence, one of the main objectives of the LME is to raise the national and local attention towards the heritage district and more broadly on the three neighbourhoods. The Living Memory Exhibition will be an event that enables to create partnerships with private companies and to start crowdfunding activities. The Living Memory Exhibition, in addition to its cultural and social objectives, will ensure the collection of extra resources and contribute to sustaining the economic stability of the cooperative. The budget of the art event will depend on the type of exhibition that will be developed (which is currently being co-designed). However, the cost sources and the economic mechanism have been identified in:

Cost sources

The CHL is defining the Living Memory Exhibition to ensure that are private companies or crowdfunding initiatives that could cover almost all the costs of the art exhibition. The ability to raise awareness and collect resources is essential for the success of the project. To carry out the LME, the CHL is collaborating with "Sarteria" a cultural and creative start-up specialized in public artworks in complex neighbourhoods, produced through a co-creation process between the curator, artists and city residents. An example of a previous project by Sarteria is "Big City Life", a street art artwork on the walls of a low-income housing complex in the neighborhood of "Tor Marancia" in Rome. The co-design process currently in place aims to accompany the community in the fundraising and organization process.

Artists and artwork realization

The first source to take in consideration would be the compensation of artists for the realization of the artworks. The LME will include various artists, international and local, with different budgets. Since the artistic works have not been defined yet, it is impossible to declare the total budget.

Communication

The main activity will concern the development of a communication campaign. Communication campaigns could be very expensive. However, CooperACTiva, thanks to the support of Sarteria, is developing a strategy to minimize the expenses related to this item by leveraging on press releases and reviews. Newspapers, online press and tv releases will support to ping pong the information about the project and ensure visibility of the exhibition and the heritage district. These costs will be partially covered by the LAC funds.

Economic mechanism

The LME builds on a marginal approach. The main objectives in this stage are to co-design the exhibition, to select the artists, and to find financial resources. Hence, two parallel activities will be carried on. On one side, the co-design process will produce outcomes, project description, videos, etc, that will describe the initiative and will enable to launch a crowdfunding campaign. On the other side, the CooperACTiva consortium is looking for partners, such as private companies, that could support the project with donations. It is not possible to evaluate the amount that could be collected in addition to the OH funds. However, the fundraising will allow to build an event that could attract the public attention on the heritage values of the area and to make inflow economic and social resources.

In addition, the LME is expected to provide CooperACTiva with further resources that would increase the economic sustainability thanks to the development new economic activities, such as merchandising, and to the increase of the attractiveness of the area and the tours.

Community hub and Local Action Campaign

CooperACTiva is also developing two other services that will encourage the development of the previously described activities, the Community Hub and Local Action Campaign:

- the digital Community Hub will provide the community with the technological tools to increase their offer and to sell products and services online. The platform will support the development of the Bike-sharing services and the Living Memory Exhibition;
- the Local Action Campaign, on the other hand, aims to amplify the communication of all the activities and to reach a higher number of people. The campaign will focus on making sure that the local population is aware of the project and to valorise the heritage value of the area.

Both actions aim to support the broader community to connect and to work together. The communication and the digital space will increase the added value of the neighbourhood-based community cooperative services and their impact on the territory.

Cost sources

Investment cost

The digital community hub will be developed thanks Open Heritage funds. Hence, the total budget is of **14.000€**. The budget might be increased for meeting the platform objectives with CooperACTiva or Luiss LabGov resources. The CHL is evaluating different contractors in order to select the one suiting best the prerequisites of the CHL.

Also, the LAC will use the Open Heritage budget of **6.000€**. These resources will enable the local community to start the local communication and to support the launch of the activities.

Maintenance cost

The operational costs will be covered by the cooperative and will mainly be related to the maintenance of the platform and the creation of content. The people working for the other services will take care of these activities.

Economic mechanism

The Community Hub and the LAC will create economic value for the territory directly and indirectly. The two activities will have a direct impact on the ability of the neighbourhood-based community cooperative to foster collaborations and in selling products and services. Through the digital platform and the local campaign, the cooperative would be able to attract people, sell the tours, the merchandising of the LME, and to rent bikes. All these activities will directly improve the economic sustainability of the CHL. In addition, the platform and the communication campaign will enable to involve new people and organization and promote the creation of new services and companies. These new activities will contribute to achieving the CHL objectives, such as the promotion of the area. Besides, the activities will increase the citizens' awareness of the heritage values of the district.

2.2.1 Revised budget

Lab activity	Estimanted OH budget	Estimated external budget
LME:Artistic Workshops	6.000€	
LAC:Public artworks project communication	6.000€	10.000€
Community Hub: Developmen of "Co-Roma.it" digital platform	14.000€	6.000€
Bike sharing and tours		8.000
LME: Public exhibition		10.000€
Urban gardens (Agricolhub)		It has its own budget (agreement under negotiation with the real estate owner)

CooperACTiva has developed an additional project “AGRICOLHUB”. This project aims to promote urban agriculture by supporting the redevelopment of abandoned agriculture areas through training and capacity building. It overcomes the concept of rural social innovation towards processes of territorial regeneration and it adopts a concept of urban wellbeing ensuring spaces of sociality, care of the community and cultural values.

AGRICOLHUB does not envision the use of Open Heritage projects’ funds. The cooperative has developed a very detailed business and financial plan, which has been presented to the owner of the area, to convince it to assign the property to a partnership CooperACTiva is part of. The neighbourhood-based community cooperative is still waiting for an answer. The project is coherent with the Open Heritage objectives, and it aims to foster the adaptive re-use of an old agricultural farmhouse in the Alessandrino district. The property has an extensive outdoor space, which makes it possible to imagine activities respecting the social distancing, and a few indoor spaces. The CooperACTiva members aim to develop five categories of actions:

- Circular economy: collection of waste, water dispenser and repair café;
- Education: training on green and circular economy as well as urban regeneration;
- Green & Agriculture: urban gardening and food forest;
- Social: cultural and social events;
- Sport: development of a fitness camp.

2.2.2 Future interventions and expenditures

The project plan envisions the economic sustainability of the project. Hence, the activities are expected to produce revenues which will cover the financial and operational costs. The resources necessary for the investment will be collected through financial institution, commercial and social banks, which have been already identified.

2.2.3 Site-specific financial solutions

The financial plan of the programme overlaps with the business plan of the neighbourhood-based community cooperative, CooperACTiva. Hence, each of the activities carried on by the cooperative has its financial plan, as in-depth described above.

2.3 Management and organisational development plan

2.3.1 Management structure and organizational chart

CHL’s activities are mainly managed by the cooperative enterprise “CooperACTiva” established in 2019. It was founded by the district community and its corporate social purpose it is the same one that the Rome CHL intends to pursue, although the cooperative’s activities are also of an economic nature.

The cooperative’s governance reflects the structure of modern hybrid organisations, which aim to pursue a social goal whilst maintaining the form and characteristic of a firm. Therefore, its members and stakeholders both come from non-profit and volunteering organizations, and for-profit enterprises.

Founding members of the cooperative are:

- *Fusolab 2.0.*, NPO with recreational, cultural, artistic and sports purposes, aimed at carrying out urban regeneration processes and activities of public interest for the benefit of the community;
- *Community for the Centocelle Public Park*, NPO with the aim of safeguarding and improving the environment and landscape conditions, promoting the enhancement and protection of the historical, artistic, archaeological and cultural heritage and upgrading unused public assets;
- *Friends of LabGov*, NGO with the aim of promoting civic collaboration, collaborative and polycentric governance for Italian commons for the regeneration, enhancement and cultural promotion of archaeological, historical, cultural, environmental, urban, especially suburban and infrastructural (also digital) Italian heritage;
- *several districts inhabitants and activists.*

Other actors then became members of the cooperative during its first year of life, both for-profit enterprises (e.g. Blackmarket Hall) and individuals interested in the aims of the company and in contributing to its activities. This qualifies CooperACTiva to act and operate as a “consortium”. Currently, the members are twelve.

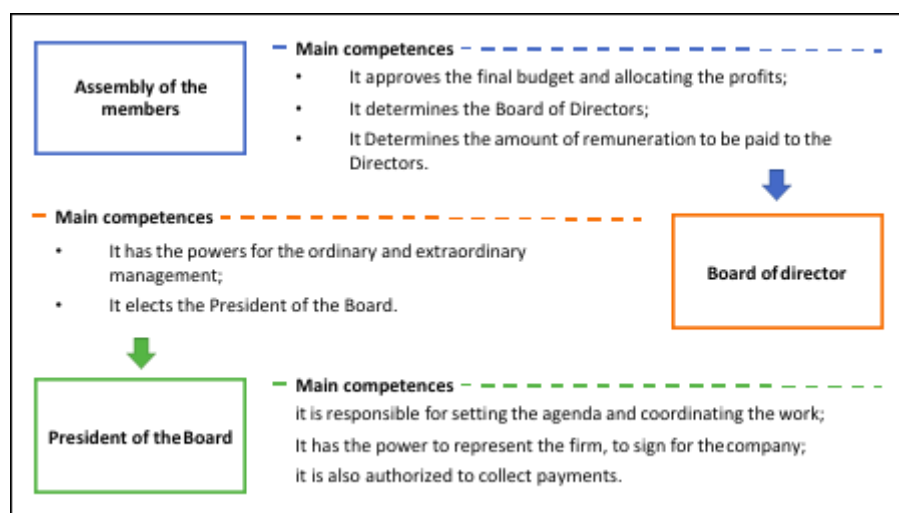


Figure 6. Cooperative's decision-making process

Founding members are also members of the cooperative and many of them are members of the company's Board of Directors, which is the decision-making body of the cooperative and it is responsible for the ordinary and extraordinary management. The Fusolab 2.0. representative is President of the Board of Directors. Therefore, he is responsible for setting the agenda and coordinating the work; he has the power to represent and to sign for the company; it is also entitled to collect payments.

All members of the cooperative, including new members during the life of the company, are part of the Assembly of Members. The Assembly is responsible for approving the financial statements and allocating profits; it appoints the members of the Board of Directors; it determines the amount of remuneration received by the Directors.

Thus, the decision-making process of the cooperative as a neighbourhood-based community cooperative reflects the democratic spirit of the community.

2.4 Territorial integration plan

LME and LAC activities, and the related implementation plans already described above represent the main tools for CHL's collaboration with the surrounding environment.

The realization of urban public art works, the promotion and dissemination of the results are in fact able to stimulate the involvement of other subjects and/or individuals who gravitate in the area of the South-East district of Rome where the CHL is active and where the cooperative works.

2.4.1 Collaboration with the site's immediate environment

This area includes several neighbourhoods whose borders are expandable and subject to social, economic and cultural changes. The area is densely populated (more than 100.000 inhabitants) and almost seems "a city in the City", inherently linked by and attached to its main piece of heritage.

In this sense, the ultimate goal will be to bring together as many people as possible around the CHL project. These people, even if they do not actively collaborate or participate directly in the cooperative, can nevertheless contribute to spreading the cultural values of this vast territory.

2.4.2 The site's relation to the local/regional development strategies

The Municipality of Rome has started a project to create an exhibition centre for one of the Roman villas located inside the Centocelle Archaeological Park. The initiative still is at an early stage, although preliminary selections have been made to identify the partners or players who can collaborate in the implementation of the project put up for public tender.

The LME initiatives and activities which the cooperative is carrying out will try, as far as possible, to integrate with those undertaken by public authorities in the same territories.

2.4.3 Challenges

In so doing, however, even in the past months, many challenges have been experienced. Many of these have also arisen from the social distancing measures imposed by the pandemic, but others are in any case the result of the difficulties in establishing a permanent dialogue with the people living in the area.

In this sense, the activity carried out by CooperACTiva, as an entity designed to aggregate subjects and people interested in collaborating in its projects, has been very important. It is also important the commitment put by its members in finding people on the territory and involving them.

However, a slight lack of interest has been shown by city inhabitants so far, based on a generalized distrust coming from citizens. There is also an objective difficulty

in dialoguing with public authorities due to the long duration of proceedings and negotiations, and this seemed to greatly discourage people who intend to join the CHL's project.

A greater communication campaign of the activities carried out on the territory, also showing the advantages that derive from them will be fundamental to overcome these challenges.

However, this will involve a real start of some activities. Some of them are on-going process (e.g. the LME), others have been blocked due to the pandemic, but in recovering (e.g. bike tours).

Moreover, with the start of these activities it will finally be possible to see the effects that the urban regeneration project through cultural heritage and the activation of innovative services can have on the territory, in order to reach out to a wider audience.

2.5 Risk mitigation plan

Main Risk	Risk level (high – medium-low)	Mitigation strategies
Covid-19 pandemic	Medium	It is possible that the ongoing pandemic will again impose more restrictive measures (e.g. total or partial lockdowns). In this case, an attempt will be made to relocate the planned activities digitally as far as possible, as already happened during the first wave in the past months.
Bike sharing service	Medium	The implementation of this service also greatly depends on how the negotiation with the Municipality will evolve. Alternatively, we will try to verify the possibility to rent and/or new bikes. An additional solution is the use already owned non-electric bikes.
Living Memory Exhibition (LME)	Medium	There is a risk that the LME may not be able to attract a large audience and thus fail to engage the number of people expected. In this case, however, an attempt will be made to leverage other cultural activities promoted by the associations and organisations that are members of the co-operative and that have been rooted in the territory for the longest time. This in order to keep the focus on CHL's activities alive.
Community Digital Platform	Medium/Low	There may be a risk that the digital community platform will be launched

		later than the timeline indicated above, for reasons of organisation and selection of the partner that will support its creation. In the meantime, however, the already existing platform "Co-Roma.it" will be used and has already been running on the CHL project activities for some time. In addition, the community can also rely on the platform provided by the Open Heritage project.
Agricolhub project	High	The project to create a urban community garden was presented in the call for tenders launched by the owner of the area on which it is to be realised. It is possible that the cooperative will not be selected. The negotiation of a physical space is an additional element to ensure the economic sustainability. Hence, the neighbourhood-based community cooperative members are looking for alternatives, which can find either in the space that will be obtained following negotiations with the Lazio Region, or in another physical space that has been found and obtained by the members of the cooperative in the meantime.

3 Sustainability Plan

3.1 Organizational form

The nature of the CHL's project and its activities aims to ensure its sustainability in the medium term. The cooperative as a start-up neighbourhood-based community enterprise will ensure that local communities have an organizational and legal form, which fosters a democratic decision making and the reinvestment on the achievement of social objectives for the neighbourhood.

The activities carried on in the very first year and that which will be carried on in the following years aims to create a virtuous circle of people and resource able to foster the heritage values of the area, the adaptive re-use of abandoned buildings and the development of services. The cooperative has been designed to be the engine and the steering wheel of such development.

Anyhow, one of the priorities of the CHL's action still is to engage a multitude of actors in its activities/projects.

3.2 Planned target group

The main objective is to increase the participation of two categories of stakeholders especially:

- *inhabitants of the district*, which are not really aware of the heritage value of the area, in order to give them the possibility to actively participate in the organization of activities, to stimulate their curiosity and propensity to risk, and engage in proposing their own initiatives;
- *local, national and international tourists*, which can be attracted in the area thanks to the activities carried on by the CHL and through the cooperative. The focus is mainly on "eco-travelers" attracted by online/offline services that allow them to discover real neighbourhood life in big cities, or in any case attracted by the promotion of eco-sustainable cultural activities (e.g. heritage bike walks, food and wine tours, purchase of zero-km products etc.).

3.3 Financial resources

The economic and financial model of the CHL is clear: all the services are developed with an entrepreneurial spirit. These services do not require a significant initial investment which will be provided by the Open Heritage funding. The collection of external financial resources will ensure the inflow of revenues which will be used to consolidate the financial solidity and stimulate the expansion of the cooperative activities.

3.4 Investments and potential resources

The Rome Collaboratory resources and the ones coming from the cooperative will be used to develop three main "infrastructures": (i) the cooperative, whose governance and activities need to be consolidated; (ii) the platform, which will enable to have a digital presence and do crowdfunding; and (iii) the agricultural farmhouse, which would become the physical community hub.

These three main elements will then be supported by the local communication campaign and the living memory exhibition which aims to increase awareness and to focus the attention on the activities of the project. Hence, the investment will be focusing on the development of these activities that should ensure the acceleration of the cooperative. The following year will be crucial to understand if the plan, as it has been defined, will enable to cooperative to be economically self-sustainable in the medium term or additional investment will be necessary.

CooperACTiva is still planning its main investment on a real estate which due to the Covid19 regulations might end up to be an open air real estate to realize the AGRICOLHUB project. In this case, there is a detailed preliminary financial plan, and the investment will eventually be carried on also with the support of financial

institutions, which will evaluate the financial capacity of the activities to repay the debt.

3.5 External factors

The main success factor for the project relates to the capacity to use the current investment for the definition of a workforce which is able to carry on economic sustainable activities. If these mechanisms are activated the cooperative will be able to achieve its result. However, there are also external factors that might influence the success.

One of the most relevant is the regeneration of the Parco di Centocelle and the accomplishment of the project that the community presented to the Participatory Budget process launched by the City of Rome. These two interventions are already defined. However, there is no certainty of how and when it will happen. The regeneration of the Park would boost the attractiveness of the area and increase the cooperative function as promoter of the heritage values and identity of the area.

The second external factor of success in the long term is the diffusion of the use of the bike and bike sharing. The municipality is investing to support the diffusion of this way of transport, increasing the bicycle paths. The diffusion of sustainable mobility will contribute to the development of the cooperative.

Last external factor relates to the diffusion of the Covid-19 and the new normality that will start after the distribution of the vaccine. In this moment, it is impossible to make previsions on what our cities would look like in the following months or years. The main variables relate to tourism, estate values of the buildings, capacity of the public authorities to invest. The post-pandemic situation could also be a challenge to attract resources, financial and social, to the districts thanking advantages of the probable public funds.

Updated Local Action Plan of the Warsaw CHL (PragaLAB)

November 2020

**Katarzyna Sadowy
Dominika Brodowicz
Maciej Czeredys**

1 MAIN TARGETS

1.1 Re-evaluation of the long-term objectives

1.1.1 The main values of the project for the stakeholders

The main value of the project is to provide continuity of the heritage of Praga, both tangible and intangible. This value is based on the modern approach to the heritage as an evolutionary process, created by the heritage community. Praga is going through a rapid and extensive transformation, more intensive than had been expected by various actors (authors included) in last few years. Variety

and activity of actors may support the existing heritage, however the lack of common narrative and negligence of several forms of the intangible heritage results in its quick disappearance, accompanied by the loss of the tangible heritage. The PragaLAB team perceives the heritage values as a possible common ground between various groups of actors and a bridge between the “old” and “new”, as well as a potential barrier against the unwanted gentrification.

The results of the project should prove useful for several groups of heritage community of Praga, encompassing:

- Local (present and future) entrepreneurs, especially “New Wave” (or as we currently also call then “New Craft”
- Local and supralocal organizations involved in preserving Praga heritage
- Cultural institutions, researchers, curators and artists
- Municipality representatives, as decision makers and owners.

Following involvement of this crucial stakeholders, the project will also impact inhabitants and visitors.

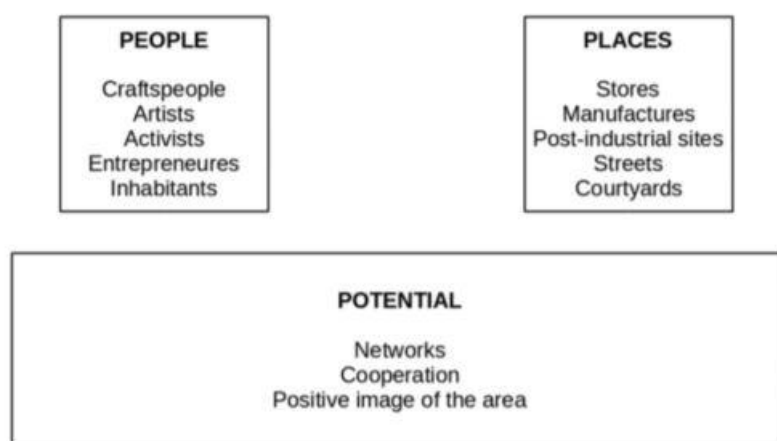


Figure 1. Praha – People, Places, Potential

1.1.2 Main targets and objectives

The LAP will address three main challenges:

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

The main goals remain the same as in the first LAP, namely:

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

1.1.3 Changes compared to the first LAP

The main objectives of PRAGA LAB, defined in the first LAP: TO MAP, TO PROVIDE, TO PROMOTE, remain the same. However way of execution had to be reshaped and adapted to the course of the project and due to COVID19.

The expected change is mostly of qualitative nature, however some quantitate results will be presented for specific tasks. They encompass three main ones:

- Bakery workshop (TO PROVIDE)
- Made in Praga (TO PROVIDE)
- Mapping (TO MAP)

and cross-sectional tasks of dissemination and promotion (TO PROMOTE), of which Living Memory Exhibition is the most prominent.

We want to:

- Research and map the area and its tangible resources, mostly buildings, that have potential for adaptive reuse as well as PPPP (public-private-people partnerships). In comparison to the original LAP we focus more on the existing tangible heritage resources as a basis for heritage-based activities and projects than on the mapping of the entrepreneurship. The latter turned out to be too changeable, especially in the time of Covid-19.
- Promote local creative and productive sector. There are numerous artists and craftspeople who would benefit from combining entrepreneurship with heritage. We want to make them more aware of the business potential of the heritage as well as to facilitate their continuous presence in Praga.
- **Make people proud of Praga heritage.** Despite already running revitalization projects this district has negative connotations up till today

including crime, alcoholism and poor education. Lack of the recognition of the "poor" or humble" work-related heritage puts a lot of sites at risk, even from the revitalization process.

In the long term PragaLAB activities are planned to:

- Support local entrepreneurs, especially New Wave of the craft, as the continuation of the intangible heritage of Praga industrial, repairing and manufacturing economic activities. Additionally, PragaLAB aims at identifying the potential of this sector for local circular economy.
- Support the preservation of a specific spatial structure of Praga, consisting of various workspaces – from tiny stores to workshops to factories. The latter form is practically non-existent today, but a lot of sites may still be used and re-used for creative (and/or manual) work, instead of being transformed into residential premises and chain commerce.
- Be part of the network the existing and emerging heritage-based activities.
- Provide new models of institutional, formal and informal cooperation between public sector and other actors, lowering the barriers between PEOPLE and PLACES.

1.1.4 Measurement of the long-term impact of the project

We plan to assess the results by in-depth interviews with stakeholders. Regarding the dissemination (including website and map) we plan to measure number of users, downloads, etc.

1.2 Short-term – OpenHeritage aim and objectives

1.2.1 Aim

Short-term objectives of PragaLab team as a part of OpenHeritage consortium concern three major areas of activity – Bakery, Made in Praga and Mapping.

BAKERY

In November 2019 we launched a cooperative workshop, based on the model already successfully conducted before by OW SARP. It is a part of the building heritage adaptive re use tools and models process named PLACES. As a site a former Bakery in Nowa Praga had been chosen. During the workshop PragaLAB team cooperated with two teams elected in an open call and a jury composed of the invited decision makers and specialists in the field. The workshop consisted of a dialogue between two different visions. Final version of the recommendations is to be published soon and to be followed by the Bakery 2.0 - an invitation for the municipality to launch a pilot process for the Bakery.

The goal is twofold. One is to awake awareness of the site itself, which already has been achieved to some extent. Since the beginning of the PragaLAB activities the public tender for the Bakery was held and it was listed as a heritage monument. However, today it has no tenant again and no specific plans for the future use. On the other hand, this site is a good starting point for the upscaling of the proposed management model and a perfect field for opening a discussion about the role of heritage values in the municipally controlled venues.

The institutional and organizational change which could be instigated by the cooperation between the municipality and other stakeholders is of an important value. It was already present during the workshop itself, when representatives of various groups discussed the future of the former Bakery and ways to achieve it.

Comparing the original LAP we decided to follow up the results of the Bakery workshop instead of launching another workshop for other site(s). The discussion around the site turned out to be so fruitful, it would be a waste to abandon the topic at this stage, as well as the lesson learnt should be more important than those which may result from adding other sites to the analyses.

The main result should be a planned future for the Bakery (ie. Public tender for a PPP model of investment and management) as well as a toolbox for organizing such processes for other heritage sites. Therefore, the reports and publications have a very targeted audience. However, they are prepared to be interesting also for a broader public, so number of the downloaded reports will be noted.

Contribution to the main goals consists of: making the general public and heritage community more aware of the Praga values, based on a good case study; to provide tools for institutional change.

It is important to underline that major non-residential resources in Praga, such as BAKERY, belong to the municipality. Therefore, it is crucial to understand and identify the barriers and bottlenecks for the development of the local heritage-based/oriented/allied SMEs within the existing models and procedures. That seems to be particularly important for resource and regional/territorial integration as a knowledge base for potential, future municipal regulations and programs.

MADE IN PRAGA

Made in Praga is one of three main activities of PragaLAB and important tool of connecting people (entrepreneurs, artists) with tangible and intangible heritage places. By month 45 we would like to create a toolbox and encourage networking between entrepreneurs/artists who are already active or willing to start working in Praga with existing private and public bodies/groups/association in order to help them work and create in Praga, become a part of a larger network (enabling support, marketing etc.), especially in post-COVID reality. While many of them face problems with finding or keeping an affordable space, development of their business plan, or struggling with the development and promotion of their activities/products/services.

As stated in the previous LAP document entrepreneurs/artists are encouraged to network with PragaLAB and use Made in Praga a symbol of quality and also a connector with the heritage in all its aspects including its contemporary dimension. It is planned that along with networking the toolbox will be the most powerful instrument for entrepreneurs and artists to apply in practice from finding a space to rent to applying for grants and financial support, as well as better understanding what is the heritage of today's Praga.

In reference to the main targets of PragaLAB the Made in Praga activities planned till month 45 will contribute to identification of the heritage values (tangible and intangible) in Praga in reference to work, especially in its current human and

physical dimension. By firstly working with artists and entrepreneurs in the open call (June 2019-November 2020), co-organizing autumn festival Cuda Wianki, the LAB was able to introduce them into a public narration about that stigmatized area and making municipality, investors, inhabitants and general public (more) aware of them; and made entrepreneurs and artists present in Praga more heritage-oriented by supporting them with a toolbox (how to find a place, rent and create in Praga) and encouraging networking. All this to promote local creative and productive sector, which would benefit from combining entrepreneurship with heritage, emphasizing business potential of the heritage as well as to facilitate their continuous presence in Praga. Also, to make people proud of Praga heritage. Be part of the network, existing and emerging heritage-based activities.

The main change in the LAB's approach towards next steps in Made in Praga is a transition from open calls for a relatively small group of New Wave of Craft representative to the entire network and focus on cooperation with public bodies, industry and thematic organizations (arts, history, female entrepreneurs, start-ups etc.) being active in Praga because it's unique and creative atmosphere, history and heritage. Initially we have planned three open calls for participants (various possibilities – three types of calls) in June 2019, January 2020 and January 2021. But in the first call the LAB and jury decided to work with three instead of maximum two contestants due to their fit to the project. In this context the main target was fulfilled with Call One. But the most import factor, which made the LAB to restructure Made in Praga was COVID-19. After a careful consideration it was decided that it will be more sustainable to work with groups representing the New Craft and public bodies responsible or willing to support them in Praga in the years to follow. This will allow the LAB to create stable linkages between them and encourage cooperation, especially among those sharing values of heritage. Findings from this process and study regarding financial and institutional barriers for establishing and sustaining a business by a New Wave representative will be presented in the Toolbox (open access on-line report and tool to encourage new models of institutional, formal and informal cooperation between public sector and other actors, lowering the barriers between PEOPLE and PLACES).

MAPPING

Mapping is one of three main activities of PragaLAB. As a research-based process it relates to other two but especially to BAKERY since it focuses on the existing resources with the potential for heritage adaptive re-use and PPPP. The most general hypothesis of Praga LAB is that there is an invisible gap between two main resources of PRAGA that demands integration: PEOPLE and their economic activities and PLACES and their identities. To better understand that, it is important first to map and then to recognize typologies of the existing PLACES that could support PEOPLE's economic activities. Praga LAB interests focus on the work-related values of Praga heritage that is why the mapping relates to the non-residential resources that are threatened because of the expansion of the housing real estate developments.

By month 45 we would like to finalize and disseminate the results of the research. To do so the results will be presented on the interactive map creating an atlas that will be part of the additional website we are about to develop. We will identify

typologies that will help to address customized tools for the heritage adaptive re-use in future.

Since the BAKERY workshop is about to develop evidence-based model(s) for the heritage adaptive reuse respecting heritage community, the mapping will visualize spatial distribution of the other tangible resources taking into account mentioned above typologies. In this way it will help to identify the work-related heritage values in Praga. We believe that creation of the new image of Praga as part of the “city of making”, productive and creative area with a long tradition of such activities demands the appreciation and recognition of the richness of the work-related resources of Praga. In this way it could also make Praga policies and entrepreneurship initiatives more heritage-oriented. During the PragaLABd cooperation with various actors we also observed the high number and variety of actors and activities. However, they are very much dispersed, and it is often that even some well-rooted persons in Praga remain ignorant about e.g. valuable websites or places. Based on these findings we decided to create part of the website as a platform to present other existing websites, organizations etc. and to facilitate the access. This will also allow us to broaden the spectrum of the community members we involve, and more importantly, to continue to do in the future.

1.2.2 Changes compared to the first LAP

The main change to the first LAP: we planned to research and map the area gathering also information on the scale and number of the entrepreneurs, now due to the very instable nature of the entrepreneurship especially in times of COVID-19, the mapping will focus more on the tangible resources; instead, within the process MADE IN PRAGA, we will investigate the possible networking tools, preferably together with existing networking institutions and organizations, introducing more heritage oriented perspective on the development of local economy.

LIVING MEMORY EXHIBITION (LME)

After a long consideration, including the experience of Covid-19 impact on the cultural institutions and general public we decided to create LME as a tool to:

- Better understand and recognize tangible and intangible heritage of Praga
- Learn about Praga, but also about the broader context the main intangible heritage discussed within the framework of the Lab: work
- Experience first-hand several places and atmosphere of Praga
- Encourage the public to imagine and re-imagine Praga, to co-create its reality.

To achieve that we decided that LME will be a guide to a existing/non-existing exhibition based on the idea of eco-museum, consisting of the chosen part of Praga district. It will be a book, encouraging to take several walks in Praga in order to:

- See places and objects which are already there and consist an eco-museum (representing important elements of Praga heritage)
- Read citation from the literature but also temporary texts and comments, written specifically for this purpose

- See the reproductions/pictures of the art works which were presents in Praga, could be present in the chosen places, may be imagined as art works which could have been created in various time frames
- Listen to the stories/music chosen/created for this purpose (with support of Museum of Praga).

It is planned to provide such a guide in an on-line form and to use this goal for fundraising. Depending on the funds availability we may:

- Print the guide as an art book
- Develop more walks and audio material
- Invite artists to create art works for Praga locations.

1.2.3 Contribution to achieving the main targets

- identification of the heritage values (tangible and intangible) in Praga: mapping and LME
- introduction them into a public narration about that stigmatized area and making municipality, investors, inhabitants and general public (more) aware of them: LME, publication, discussions during workshop(s), workshop(s) and public events/on-line seminars/conference presentations
- creation of the new image of Praga as part of the “city of making”, productive and creative area with a long tradition of such activities;
- making Praga policies and entrepreneurship initiatives more heritage-oriented: LME, website, networking activities
- empower the tangible (architecture and urban structure) and intangible (skills, jobs, networking) heritage of Praga: Bakery and resulting model; Made in Praga.

2 Action plan for PragaLAB

2.1 Community and stakeholder engagement plan

2.1.1 Main lines of development

PragaLAB sacrificed a lot of time and effort to identify the most important groups of the heritage community. In this case, as the project covers not an individual site, but the whole district, it was crucial to address those, who may be actors of positive change, as well as wardens of the existing values. Based on that, first and foremost we address not the general public, but the actors who are already deeply involved with Praga heritage for various reasons. We are persuaded that actions of these stakeholders' impact directly the quality of the heritage adaptive re-use, and – as a result – broader community of inhabitants and visitors. At the same time one of the most important barrier to the successful heritage-oriented actions is the lack of common values, and often, even a common ground for cooperation, negotiation or simply discussion between the stakeholders. Therefore, in several PragaLAB activities (with the exception of the dissemination) the number of people involved is decided as purely practical, in some case, even smaller the better, as there is only such a group which may be effective while discussing and negotiating the course of action, institutional challenges etc.

PragaLAB also decided on the evolution of the approach regarding the stakeholders. In the first stages, mainly the most important ones were to be involved in research, tailoring the methods and preparing the results (e.g., toolboxes, reports). As the lab develops, the results are to be more and more present in the public sphere and disseminated throughout broader groups of stakeholders and the general public.

To create the knowledge-based activities we:

- gathered feedback and information from existing documents, research, reports etc.
- conducted interviews with the members of the heritage community
- consulted the proposed actions with cooperating members of heritage community (through discussions, meetings)
- Invited important members of the heritage community to participate in the Advisory Board which supports and critically assesses the PragaLAB activities.

We established or plan to establish cooperation with:

- City of Warsaw
- Museum of Warsaw/ Museum of Praga division
- Stowarzyszenie Otwarte Drzwi (Open Door Association, currently less frequent, due to the Covid-19 situation)
- Polish Chamber of Commerce, current operator of the Creativity Center Targowa 56 and other art and business networking institutions and organizations.
- Artist and entrepreneurs organizing and taking part in Cuda Wianki festival, which is a periodical event in New Praga focused on bringing to this part of the city everyone interested in vintage products, arts and crafts

To involve various actors and to open up the processes we:

- Launched and open call for the creative workshop teams for the Bakery
- Launched an open call for the supportive programmes for the local entrepreneurs
- Participated in the National Cultural Centre programme for the students training
- Launched an open call for the member of the curatorial team for LME.

All our activities planned till month 45 are being built on the results of these actions.

To involve other members of the heritage community and the general public and start making them aware of PragaLAB activities we:

- Participate in the international scientific conferences presenting the project and PragaLAB
- Organized public meeting
- Publish information on the OW SARP website and other OW SARP social media, as well as PragaLAB related social media
- Expect new website to be useful for the involvement and dissemination purposes.

Gender and equality issues.

Praga district is an area where several social problems are present, it is also a field of rich heritage related to the disfavoured groups: factory workers (both men and women), ethnic minorities (most of all Jewish and Russian), women in service, craftspeople (some working at home, which was called "chalupnictwo" in Polish). It is not possible to cover all richness and various types of heritage with the activities of PragaLAB. Still, it is very important to "keep our eyes open" and treat all aspects with great respect and sensitivity. We oblige e.g. the participating teams to apply our code of conduct also in their research.

Women are present in all PragaLAB activities, we take care not to have the unbalanced teams in terms of gender neither in the working groups (such as the workshop), nor e.g. panellists at the public meetings. What makes it easier is the good representation of women in several bodies – while cooperating with the municipality, Polish Chamber of Commerce, Museum of Warsaw (and Praga), Open Door Association and others we meet with both men and women in the capacity of managers and decision makers.

We pay good attention not to be biased while holding tenders or choosing the partners such as curatorial team, graphic designers etc. Advisory Board consists (as now) of two women and one man. We planned to have four persons in this body, however, the right candidate for the fourth position is yet to reveal themselves.

In the LME we plan to present the heritage and/or presence of such groups as factory workers, manual workers, as well as female artists to provide the just and fair image of Praga. The member of the curatorial team chosen in the public tender, Ms Magdalena Dopieralska, has an experience in such approach, including her work in the POLIN museum.

2.1.2 Planned activities

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
BAKERY				
Publication of the recommendation		On-line	January 2021	200+ (counting the downloads and sending to the interested parties)
Meetings, workshop, visits	Preparation for the pilot phase	Warsaw, Berlin, on-line	January – May 2021	
MADE IN PRAGA	Cooperation with PEDET	On-line and if possible personal meetings	January-July 2021	4+
Engaging existing institutions, organizations	Networking: existing institutions, organizations	On-line and if possible face-to-face meetings	January 2021-April 2021	20+

and informal groups. Building cooperation plan with them.	and informal groups. Building cooperation plan with them.			
identification of the applied networking methods, strategies and tools, as well as existing barriers and bottlenecks.	Study	On-line or telephone interviews	March - July 2021	10-20+
development of the toolbox based on the "study" phase. Empowerment of the existing tools; propositions of lowering the barriers; instigation of new ways of cooperation. All PragaLAB actions will be aimed at provide heritage-oriented perspective for the existing networking tools.	Toolbox	On-line And if possible face-to-face meetings	August 2021-April 2022	20+ involved in development of the tool
Application of one chosen tool in the relation with Praga heritage.	Test (optional, depending on the results of the study).		Spring 2022	
	Dissemination – general and academic	On-line, open seminars and lectures, peer-reviewed paper, social media.	2022	Preferably 100-200+ Based on the number of downloads of the toolbox, participation in seminars and lectures and readers of articles

MAPPING				
Developing and launching additional website.	MAPPING	online	January, 2021	NA
Website on.			Since February 2021.	100+
Map (atlas) of non-residential, work related places on the website. Introducing information on the digital map according to defined typologies.	MAPPING	online	Since February 2021	100+
LME				
Project development phase based on the existing concept.			January – May 2021	8+
Production			May 2021 – May 2022	5+
Fundraising: additional elements			September 2021 – December 2021	To be assessed
Launching of LME, including walks.			June 2022	500+

2.2 Financial plan

cost	total euro	cost type	comments
TO MAP (MAPPING)			
meetings, workshops - to involve the stakeholders into the design of the content of the website	1 200	Cost 1	
website development	5 000	Cost 2	
TO PROVIDE (BAKERY & MADE IN PRAGA)			
BAKERY			
workshop - remuneration for the jury	2 876	Cost 1	

workshop - remuneration for the teams	7 623	Cost 1	
publication of the recommendations for the Bakery	6 500	Cost 1	
visit in Berlin for workshop with Stiftung Trias	1 500	travel	(excluded from TOTAL)
MADE IN PRAGA			
networking research and analysis	2 000	Cost 2	
grants for entrepreneurs and/or artists	3 500	Cost 2	
Local mentoring programme and consultations	1 576	Cost 2	
events in Praga (networking and or/Bakery-related)	2 500,0	Cost 1	
TO PROMOTE			
National workshop	1 000	National workshop	
Meetings/ workshops	2 500	Cost 3	
graphic project	3 500	Cost 3	
printing (posters, flyers etc.)	500	Cost 3	
Marketing consulting	5 000	Cost 3	
Publication costs (peer-reviewed journals); conferences fee	2 200	Cost 2	
LME			
curatorial team	6 500	Cost 4	
licences and art works commission	2 500	Cost 4	
texts	3 300	Cost 4	
graphic design etc.	3 500	Cost 4	
other publication costs	1 000	Cost 4	
	-1 500		
TOTAL	64 276		
including			Total increased by 4276 from WP1
Cost 1: Participatory process and capacity building	20 700		
Cost 2: Community Hub	14 276		
Cost 3: Local Campaign	11 500		
Cost 4: Living Memory Exhibition	16 800		
National Workshop	1 000		
TOTAL	64 276		

1. Financial needs

What do we need money for?	Identification of the institutional and organizational bottlenecks; toolboxes to overcome them; networking; supporting existing heritage community as an engine of local economy; promoting of the image of Praga as productive and innovative (overcoming negative stereotypes and stigmatisation).
Foreseen income	Not directly for PragaLAB, but possible areas of cooperation in which partners may seek income are: support of the local SMEs and the networks (income may be used in future for the investment in heritage sites); sale of the publications (books).
Idea about the income/ business model	As PragaLAB is about the improving of the district, not single site or building it does not need (nor is it possible) to create one business model. The goal is to empower the existing economic activities and to support them in adapting the heritage as part of their business models.
Other social (non-money) values are created	Social cohesion and inclusion in the neighbourhood; decrease of the unwanted gentrification; preservation heritage working space for new and innovative uses which, at the same time, provide continuity of the local identity.

2. Financial support/cooperation

Organization of the financial support	The goal of PragaLAB is to provide such toolboxes for integration of public and private funds and other resources. Some of them may be used during the project but it is also possible it will take longer for the processes which are already initiated to realize.
Contact with organisations that can help.	Municipality.

3. OpenHeritage context

What financial lessons could be learned from your Lab the coming years that can be shared with the rest of Europe?	Heritage values for the local SMEs and variety of approaches to introduces these values into business models.
Are there specific hindrances in the development of your Lab that needs to be overcome?	Several bureaucratic bottlenecks and the strong need for the inter-sectorial cooperation.

Financial taskforce expected support	Consultation about the Bakery process; workshop based on the good practices by partners in Berlin.
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Additional notes:

Re MADE IN PRAGA part of the LAB's budget will be used if they agreement with the owner and designer of PEDET.SHOP will be signed in early 2021. Due to economic difficulties caused by COVID-19 repercussions she had to put on hold her business. If this occurs, then we will work with PEDET during our networking activities and toolbox development.

Research

A number of in-depth interviews and strategic conversations will be conducted by the LAB among public and private bodies as well as individuals connected with the New Wave of the Craft, space rental, heritage and history of Praga but it may be necessary to support the research with more broadly distributed survey.

In some cases, the PragaLAB activities may be complemented and/or financially supported by other parties. Such foreseen cases are:

- LME (Museum of Praga; crowdfunding)
- Made in Praga: networking (Creativity Centre/Polish Chamber of Commerce)
- Website: commercial and institutional partners.

Feasibility of such funds integrations depends on the overall economic situation and specific abilities of various partners. It is also part of our deliberation, what role heritage-based activities may play in the Covid-19 and post- Covid-19 reality, as well as the ethical question of competing for the funds (both public and private). Every decision made in this regard will be based on the in-depth analysis and consultation with the partners to provide such form of activities which may be the most:

- Oriented to support vulnerable groups in short and long term
- To support local and – if possible – circular economy
- To avoid wastefulness.

2.3 Management and organisational development plan

In all cases and any actions undertaken by PragaLAB specific responsibilities and tasks are assigned based on the expertise and knowledge of team members. The core of our team are: dr arch. Katarzyna Sadowy, dr Dominika Brodowicz, arch. Maciej Czeredys and Natalia Daca.

no	WHO IS IN CHARGE	WHAT ARE THE MAIN RESPONSIBILITY	WHO TAKES CARE OF WHAT and WHY
1	Katarzyna Sadowy	Project manager, leader of BAKERY	Permanent members of the lab

2.	Dominika Brodowicz	Lab manager, leader of MADE IN PRAGA	<p>Katarzyna Sadowy – management of the project, finances, organisation of workshops and all activities concerning the BAKERY with support of the team.</p> <p>Dominika Brodowicz – management of lab operations, organisation of MADE IN PRAGA actions including networking and development of the toolbox. Will be supported by lab members.</p> <p>Maciej Czeredys – development of mapping methodology I and content, involved in all research activities in the lab. All team members will be working on MAPPING.</p> <p>Ewa Wajda – monitoring and advising the lab in all financial and administrative matters, reporting to Katarzyna Sadowy.</p> <p>Natalia Daga – supporting the lab in all dissemination actions, especially concerning social media, expert and advisor in MADE IN PRAGA, MAPPING and LME.</p>
3.	Maciej Czeredys	Researcher, leader of MAPPING	
4.	Ewa Wajda	Responsible for Administrative and financial matters	
5.	Natalia Daga	Responsible for dissemination and social media	
6.	Supervised by Maciej Czeredys	IT	
7.	Supervised by Natalia Daga	Publications production	
8.	Curatorial team	LME	
9.	Advisory board	Katarzyna Wrońska, Anna Tomaszewska, Adam Lisiecki Recommendations and opinions regarding planned and undertaken action by the LAB including BAKERY, MADE IN PRAGA, MAPPING and LME	

2.3.1 Organisational chart

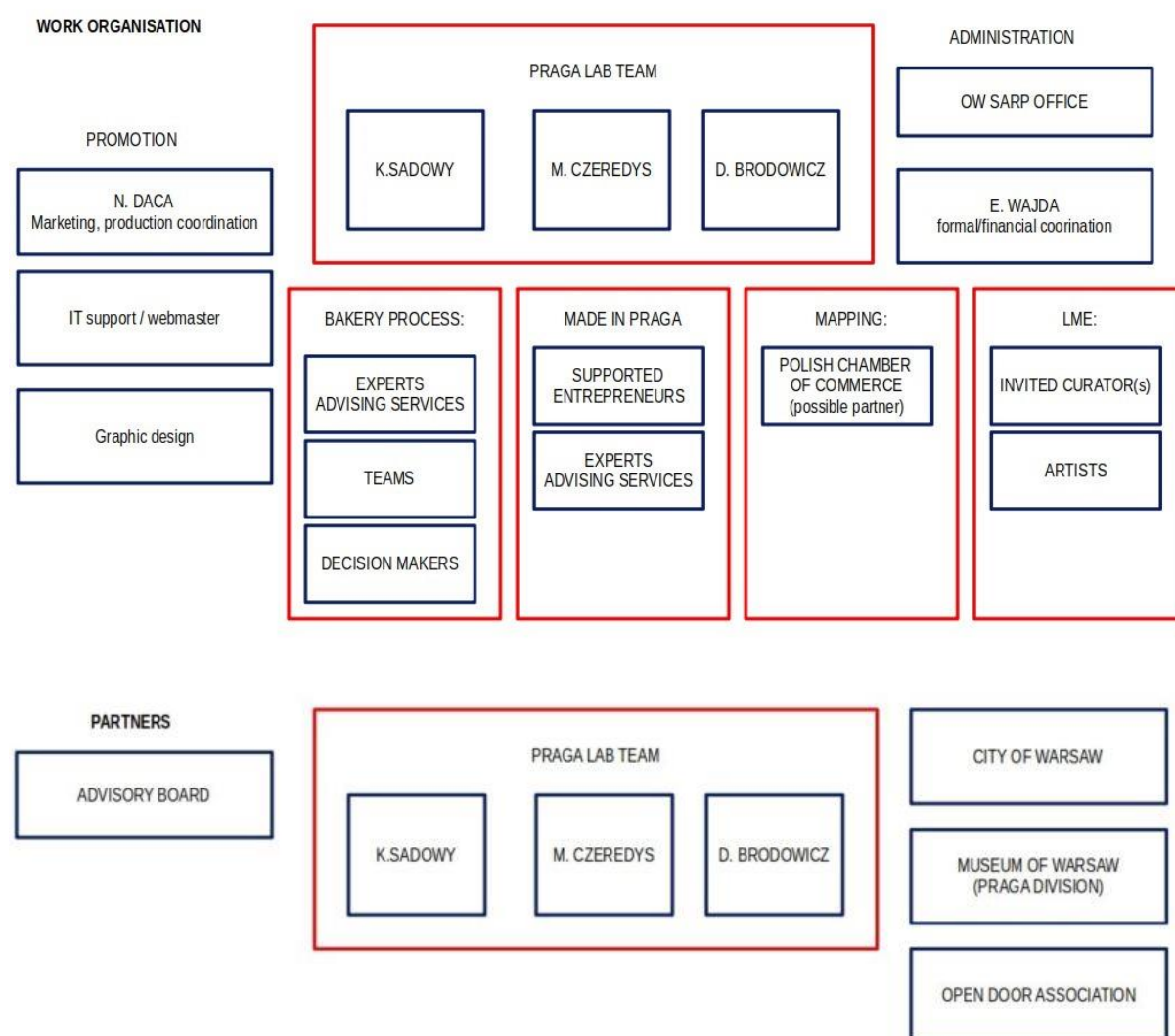


Figure 2.. Organisational chart

2.4 Territorial integration plan

2.4.1 Collaboration with the site's immediate environment

PragaLab activities are related to the Praga district with more specific areas (New Praga) and sites (Bakery) as case studies. Therefore, from the beginning the plan encompasses the bigger territory. The integration relates also to the role of Praga in Warsaw in general and several aspects are introduced to better link the district with dynamic and fast developing capital.

Several actions are already based on the institutional structure of Warsaw as capital and the role of districts in this structure. We cooperate with the municipality, e.g. thanks to the involvement of the representatives (include Deputy Mayor and Heads of the offices, including the City Architect). This provides the broader view and support for local actions. In the following months we plan to focus more on the cooperation with local administration regarding the Bakery pilot

phase. There are some political tensions between city level and district level, we hope to overcome by focusing on the specific actions and goals. There is also a long-standing and broadly discussed lack of cohesion between various administrative bodies. We plan to navigate as we can, as more distinctive and broad institutional change is beyond the scope of this project.

In terms of the Conservatory office we already cooperate with the Warsaw office and we plan to involve the voivodship office.

All PragaLAB activities are parallel to and fit the goals of the Revitalization Programme. We include recommendations for appropriate funds in the proposed models and toolboxes.

We consider the area of New Praga as our site of the lab, within the context of the rest of the district. New Praga is well connected to the Praga North district and to the rest of the capital city. It is located in a central part of Warsaw, connected by metro line, tram and bus lines. The main barrier for some visitors/clients/possible members of the heritage community is the stigmatization and fear of the “mean district”. It is to some extent diminished by current trend of new housing investment. However, this trend results also in gentrification and little is happening in terms of economic (number of jobs) development. To truly integrate Praga with the rest of Warsaw these barriers must be overcome, there must be varied economic activities, providing scope jobs for different entrepreneurs and employees. It is also necessary to provide “common ground” (also in a literally sense) for the newcomers and former inhabitants. These problems are so deeply rooted they cannot be overcome by a single project, however PragaLAB aims to be part of this cohesion activities.

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

The total number of jobs in Praga North is more or less stable, but with a significant shift from production/industry towards services, administration and to some extent education (private universities). The specific spatial structure however provides ideal area for creative and innovative manual jobs, as well as space for working “almost from home”, tiny spaces for people who work on-line in time of Covid-19 and possibly will continue to do so even when the health crisis is overcome. We want to explore such possibility for the local inhabitants as well as a kind of model for the city. It is very important, if we take into consideration the lack of such working spaces in the whole city (several small offices and studios in other districts, especially in the city centre are located in the apartments).

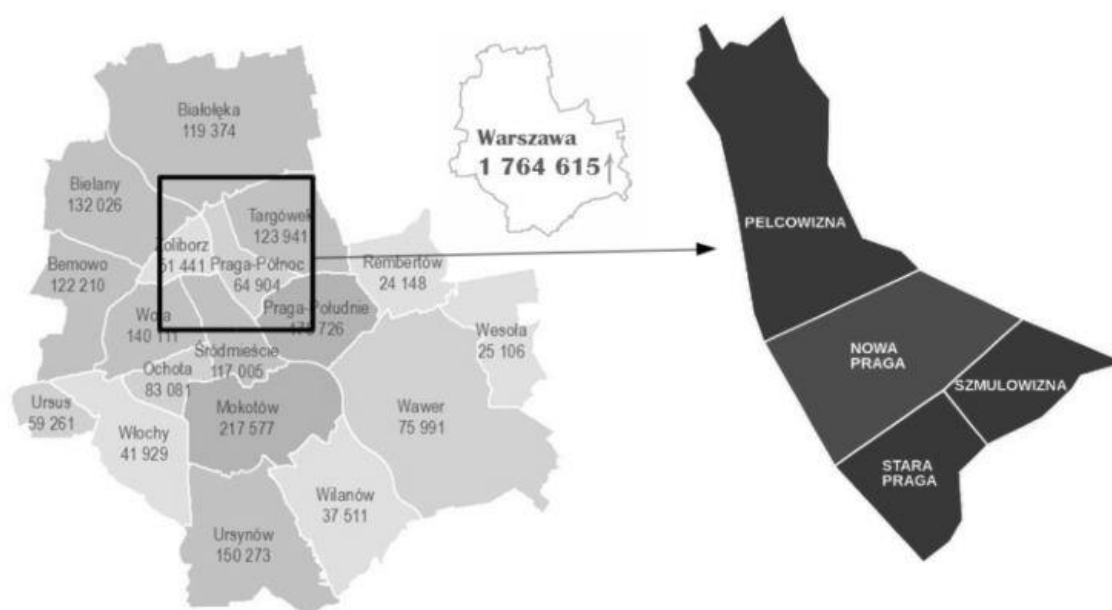


Figure 3. Warsaw Praga North District with Nowa Praga area

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



Figure 4. NOWA PRAGA area

2.4.2 The site's relation to the local/regional development strategies?

Social cohesion of Praga should not be superficial and result from the gentrification but be based on the positive impulse of the newcomers and synergy between them and the existing identity and values. Covid-19 both diminished and increased the role of the localization. On one hand, for several people the living-working area became obsolete as they work from home. At the same time increase in the on-line sale may strengthen several SMEs who are already able to use this medium. On the other hand, the role of the immediate neighbourhood, its quality and local services became much more important. Also, those SMEs who relied on the on foot clientele and find it difficult to operate on-line, suffer. We will observe all this phenomenon within the MADE IN PRAGA framework and tailor our actions accordingly.

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

We plan to improve the connection between Praga and beyond by:

- maps presenting the presence and activity of the target group of entrepreneurs and artists in Praga

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

2.4.3 Challenges

There is a constant contact between Praga and Warsaw decision-makers within the framework of the administration structure in Warsaw. The challenges encompass some political tensions and lack of communication.

The challenges might be overcome by negotiating and finding common goals.

2.4.4 Risk mitigation plan

Main Risk	Risk level (high – medium-low)	Mitigation strategies
Difficulties in cooperation with existing networks	medium	Different ways of cooperation. Replacing direct contacts with development of networking tools.
Difficulties in cooperation with the Polish Chamber of Commerce (restrictions on the partner`s side)	low	Involvement of other, similar partners. Parallel cooperation
Restricted activities of Museum of Praga (PragaLAB`s partner)	medium	Plan of the independent ways for dissemination.
Refocusing of Red Bike/Open Door Association (PragaLAB`s partner) on urgent Covid-related activities, not compatible with PragaLAB immediate goals.	high	Risk accepted, focus on other Lab activities.
Bakery: lack of involvement of crucial stakeholders	low/medium	Additional, direct contacts and negotiations plan ed to involve necessary group. Involvement of the broader public pressure.
Bakery: failure of the pilot phase due to the economic crisis		Risk accepted as a part of laboratory process.
Rise of the costs of IT services and other related to digital services.	medium	Financial safety margin /reserve.
Impossible or difficult to organize working meeting off-line	high	On-line meetings and adequate use of on-line tools for cooperation within

		PragaLAB team and with our partners.
Restrictions on public meetings.	high	Plan of the on-line dissemination. Publications instead of meetings with their online promotion.

3 Sustainability Plan

Institutional requirements	Cooperation with public bodies and city representatives including BRG, BPL, Chamber of Commerce by finding synergies with their current and forthcoming programs and project for entrepreneurs, artists, NGOs and communities involved in the topic of heritage of work in Praga.
Financial requirement	<p>Testing crowdfunding possibilities, recognition of individuals and organisations willing to test crowdfunding for projects referring to tangible and intangible heritage based on the approach of PragaLAB</p> <p>Work with the Polish Chamber of Commerce to define funding opportunities based on the financial plans for next years.</p> <p>Empower Made in Praga participants to search for and apply for funding from public and private sources – grants, loans etc.</p>
Manpower	Sustaining already established cooperation institutional partners, organisations and associations share similar views and values in reference to tangible and intangible heritage of Praga based on long-term cooperation with individuals representing them.
Essential tasks	Conducting the second phase of BAKERY initiative focused on PPPP projects, development toolbox in Made in Praga, mapping of non-residential, work related places and dissemination of all results achieved in these three activities.
External factors	No more waves of COVID-19 pandemic.

Updated Local Action Plan of the Sunderland Lab

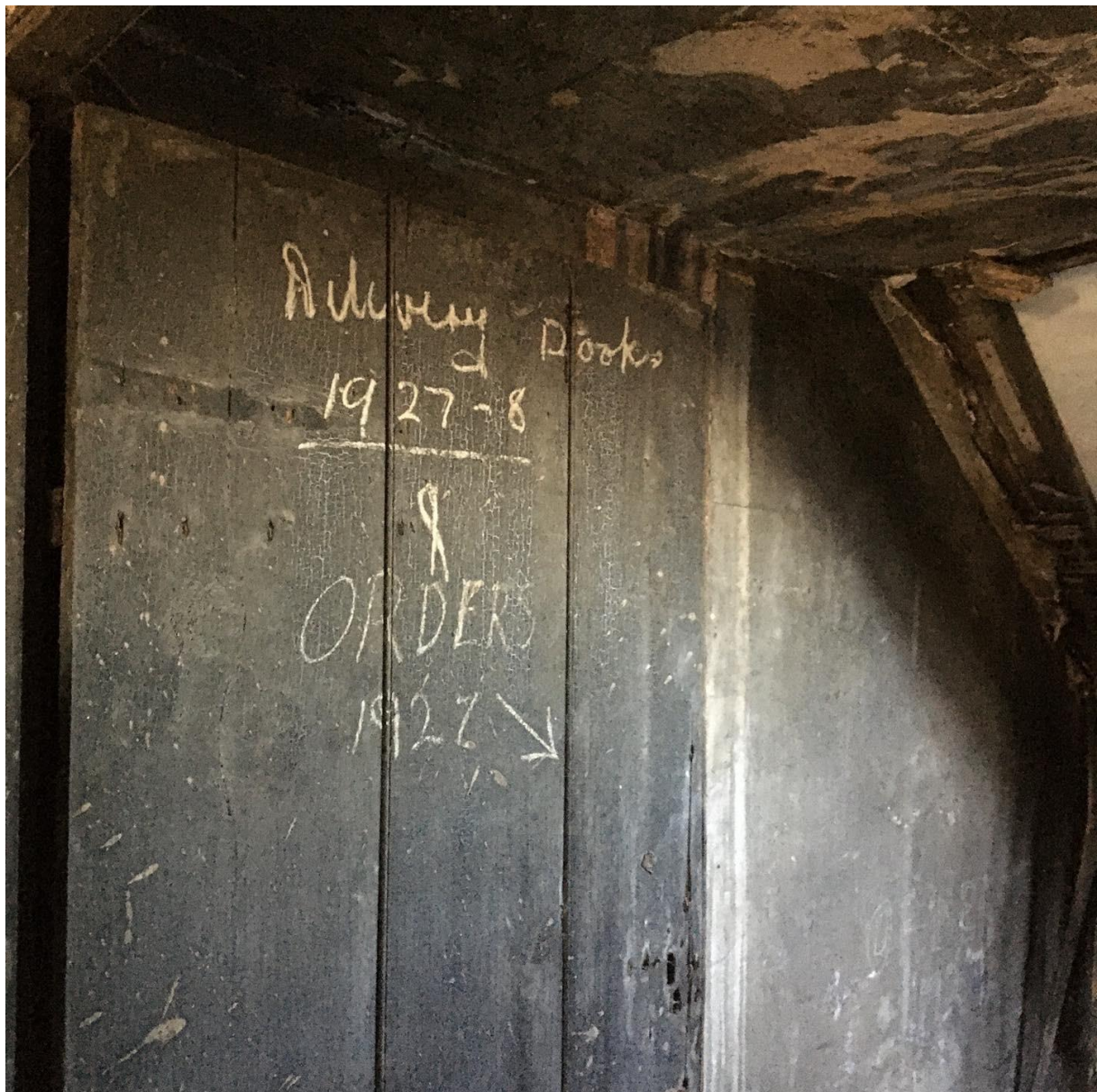
November 2020

Loes Veldpaus

Martin Hulse

Miranda Iossifidis

John Pendlebury



1 Main targets: long term and for the next 1,5 years

1.1 Re-evaluate your long-term objectives – please define the final ones

As in the first LAP, the main aim for the long-term project, post OpenHeritage, is still to get the three buildings on High Street West (170-175) in Sunderland (UK) back into long-term financially and socially sustainable socio-cultural use. Over the past two years we have been able to restore facades and roofs of all 3 buildings, and we are nearing the completion of the ground floor spaces of the middle and right building. Covid has delayed the construction works some four months until now, but the plans haven't significantly changed.

With some small adjustments to the plans, we are still on track for the Tyne & Wear Building Preservation Trust (TWBPT) together with users to build a socially and financially sustainable future for these three buildings, as a culture and community centre for the neighbourhood. Both anchor tenants have raised extra funding to support the fit out of their space and support has been provided to both organisations to develop their post-Covid business plan.

The restoration has led to an increased focus on Heritage Skills training as a method to engage the local community. A high level of original heritage fabric has been discovered in the upper floors of the middle. Cut off from the rest of the building for nearly 100 years, as unused storage space, it has huge potential to develop a programme of community engagement through a heritage skills programme.

1.1.1 What are the main values of the project and for whom?

Socio-cultural use, with and for local partners: As reflected in the main aim of the project, the core value of the TWBPT/UNEW collaboration in this living lab is to restore these properties, and to work with and support a consortium of local actors to take up the space as their venue for socio-cultural use.

Non-commercial restoration: the TWBPT/UNEW team works in close collaboration with communities, funders, volunteers and end users across all five Local Authority areas in the Tyne and Wear region to rescue, restore and safeguard historic buildings and structures, which are usually in a bad state (at risk) due to a lack of maintenance and care. Their aim is to achieve strong social and environmental aims through the core ethos of Heritage Better Managed, any financial gain is reinvested in new projects.

Area based partnership-working: Sunderland's 'Historic High Streets' is a Heritage Action Zone (HAZ). HAZs are a 2017 initiative by Historic England that aims to use heritage to unlock problems of deprivation and dilapidation, with a particular focus on the future of the high street. TWBPT is in the Sunderland HAZ Partnership. Collaboration with and between the HAZ partners (Sunderland City Council in partnership with Historic England, Sunderland Heritage Forum, the Churches Conservation Trust, Tyne and Wear Building Preservation Trust and

Sunderland Culture) is crucial for the wider aim of area regeneration. They are collaborating on researching, repairing and regenerating historic buildings and developing community projects encouraging local people to get involved.

Area Regeneration: The demarcated HAZ area reflects the early urban history of Sunderland. The aim is to explore and develop the area's future through restoration of the historic environment, with this neighbourhood ranked amongst the 10% most deprived neighbourhoods in England. The aim of the HAZ, as a new policy tool (now applied in nearly 90 local authorities across England) is to re-focus heritage resources such as knowledge, funding, assets, areas, experts towards addressing wider issues such as poverty, austerity, and socio-economic inequalities. However, the area is also important in the wider economic regeneration progress of the City Centre Investment Corridor east along the High Street West. The restoration of these historic buildings is also central to the Sunderland Strategy, which defines the importance of protecting and nurturing the City's built heritage in helping to create a strong culture of sustainability as one of its five strategic aims.

Caring for future worlds: maintaining our cities, our historic environments, should not remain a practice of re-inscribing patterns of belonging and othering. It has to be a reflective practice that constantly challenges and tries to change these patterns for the better. We need to understand what worlds we are creating, by mobilising some pasts, can we use heritage to build better worlds? In this project the aim is to research the history of the buildings in a broad manner, to be inclusive and have many stories and voices heard and represented.

1.1.2 Define your main targets and objectives

- The TWBPT's aim is to develop these three buildings into two separate entities. These are both non-commercial restoration projects, which creating a base and support for locally rooted social enterprise / community companies (Pop Recs, Sunshine).
- The wider aim of restoring these 3 buildings is the regeneration of the high street (High Street West), through culture and heritage led regeneration, and thus, be a catalyst in the area, create added value far beyond the value created in the restoration of the buildings.
- Aligning culture-led regeneration and heritage-led regeneration, and thus working with creative-practitioners and the cultural sector in Sunderland, through for example the Great Place Scheme, the Heritage Action Zone (HAZ), but also more general policy and funding programmes around e.g. "the future high street", "coastal communities" and the "green industrial revolution"
- Complete a cultural and vacancy mapping of the area, and support further development of area-based partnership-working, and to facilitate linking spaces, activities, stories, and resources, to further develop the area's identity
- Focus on developing a heritage skills programme to focus on heritage-specific engagement both in relation to skills that are needed to maintain the material heritage (crafts, lime plastering), as well as the immaterial heritage (e.g. social history, memories) of the building complex. Doing this

through skills-based activities and learning means we can engage specific groups (e.g. crafts people, college students, local residents).

1.1.3 Explain/justify the changes compared to the first LAPs

We continue to deliver on the basis of the initial LAP. Covid-19 has delayed the building works by at least 4 months but didn't lead to significant changes to the design or the process. Indeed, the value of the central venue has increased, as it will allow a range of activities to be held in a space that promotes social distancing. The focus on including the outside space - the yard in the back - as additional space has increased. This is creating exciting new possibilities for outdoors activities.

1.1.4 Can you measure the long-term impact of your project? If yes, how?

The social impact of our project is currently being measured through the wider area evaluation of the Heritage Action Zone, as commissioned to ERS <https://www.ers.org.uk/>. The economic long-term impact of the project can be measured using traditional techniques. In addition to those more traditional impact measures, we are undertaking an ethnography of the case, and a series of 'impact interviews' with core stakeholders in the area.

1.2 Short-term – OpenHeritage objectives

1.2.1 What do you want to achieve by month 45? Please list your objectives and explain.

For 2021, our aims are:

- to have the ground floors in use with a legal agreement, e.g. leasehold) as well as to have a phased plan for progress on the upper floors, in terms of funding, material restoration, and use / users;
- to develop a clear plan for 'operating' the building complex, including 2 newly added buildings, e.g. a separate organisation responsible for maintenance to share costs, and be more cost efficient. All tenants would be on the board of this organisation, plus potentially some additional experts. They would report to the TWBPT as landlord;
- to map the area, in terms of cultural activity and vacancy;
- to develop and execute a covid-secure activities agenda around history, heritage and culture, which will include some on-site events, as well as online presence and events. We are working with partners in the area, to wider the scope of the engagement to include the gap site and future development of the area;
- to support this, we will also develop a website for the online presence and events, history / heritage stories, as well as for example posting progress videos of the construction and heritage skills activities;
- to continue the in-depth ethnographic study of the living lab, which includes in-depth interviews with core actors and partners. This will be important for

understanding the impact and process of the whole project and develop learnings.

For 2022 we will be continuing most of this work. We will hopefully have obtained some of the funding to undertake the restoration and skills work on the upper floors (funding and construction) and make the plans for upstairs use become reality.

We will also start working on the legacy plan and wider impact for the TWBPT and regional integration and collaboration, for example through mapping different funding and governance models for the TWBPT.

We will develop a heritage activities legacy plan e.g. an interpretation and activities plan, and (online) storytelling, for example around the blue plaque (Figure 1) that will be going on the facade of the former Binns Store (middle building).



Figure 1. Binns Blue Plaque

1.2.2 Explain/justify the changes compared to the first LAPs

Rather than making major changes to the general aim of the LAP, we are continuing same aims for the project, but are adding a fourth building to the lab. As such, the major change (addition) to the LAP is the inclusion of the project to restore 177 High St West as well as 1 Villiers Street (see the red-dashed complex on the map, Figure 2). This involves the same partners as the restoration of 170-175 HSW and is following similar principles. It is considered that this extra space can help to improve the viability of the complex as more tenants are attracted to the area. Management bills will be shared, more people will visit the coffee shop and the use of the public spaces and venues will be increased. It will also draw in a new organisation the Sunderland BID (Business Improvement District) which underlines the city centre status of the site.

1.2.3 How does it contribute to achieving the long-term targets?

The addition of two buildings, and getting them in to use, will increase footfall further; and increase the number of creative businesses in the area that will buy

a coffee and use the venue throughout the week; the range of activity will become more diverse. All this leads to a more viable environment for the businesses based in the building. These two buildings are also on the corner of the vacant space (parking and meadow in yellow dashed line, Figure 2) which is owned mostly by Sunderland City Council and Homes England, who are preparing plans for a residential development there. As such this building is the physical link between the cultural 'HSW' complex and wider urban regeneration.

1.2.4 How do you plan to measure your success? Please use quantifiable indicators as well

- Amount of floorspace (back) in operation
- Number of different organisations using the building
- Number of visitors to events
- Spend on maintenance of the building
- Number of tenant committee meetings
- Number of tenants
- Impact interviews, ethnography

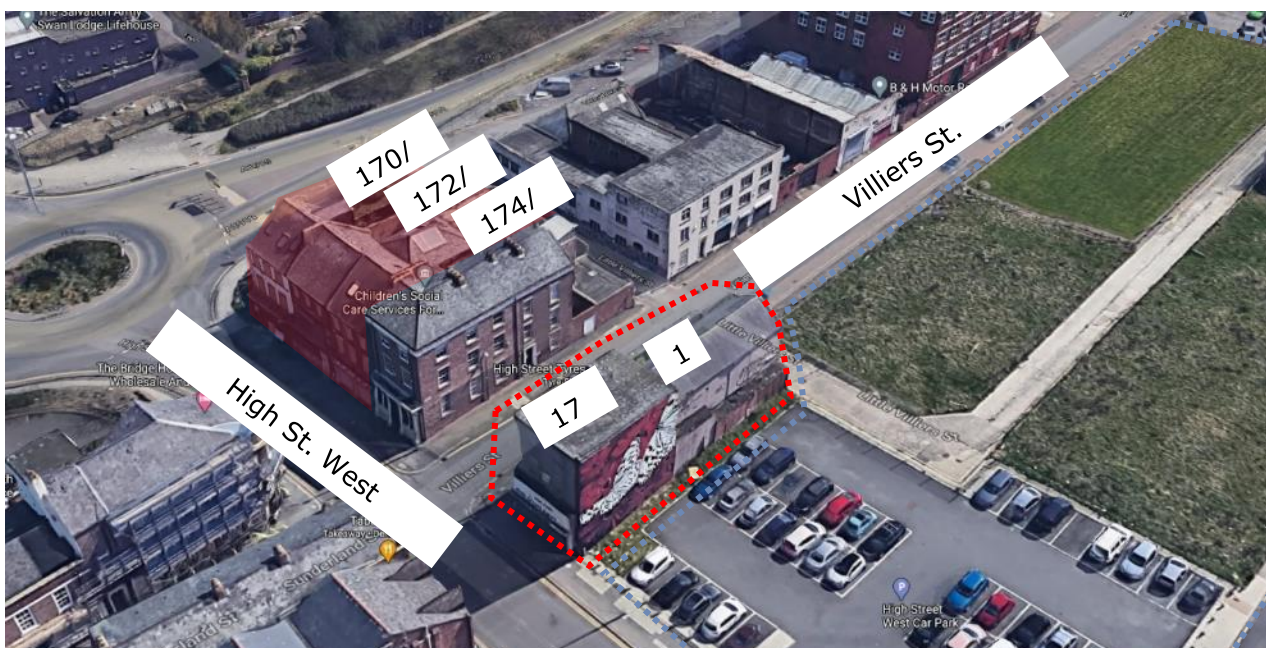


Figure 2. the five buildings now part of the HSW project



2 Achieving these targets for the next 1,5 years

2.1 Community and stakeholder engagement plan –what, where, why, when, how many people

2.1.1 Please provide a 1-page summary about the main lines of development

The community and stakeholder engagement plan focuses on different 'communities': we aim at music, arts, culture, heritage communities in the area and Sunderland more broadly, as well as the specific community of tenants and users. Moreover, there are the wider neighbourhood (residents) and the HAZ partnership.

Community of users

We have commissioned the North East Business and Innovation Centre, to work with Sunshine, Pop Recs, to develop a separate governance structure, to facilitate the collaboration between partners and maintenance of the buildings

As indicated in the 2019 plan the phase we are currently in "phase3" (P3 July 2020 – June 2022) which included internal works, fit out, further developing the plans for the upper floors, and potentially adding an elevator in the back, as well as more permanent cultural use, with a larger group of users in place (Sunshine, Pop Recs, Bakery). We then thought this might require a separate governance structure (e.g. HSW trust) where the TWBPT is involved, but not the main responsible party for the cultural use. Discussions around the format of a management committee and thus setting up a separate governance structure are indeed being facilitated at the moment. The main change is that, for this period, we expected to be seeing more permanent activities happening. With the covid-19 restrictions still in place, the number of on-site activities will be limited for a while. We understand that when we open the venue will be limited to 50% of capacity for the foreseeable future due to Covid restrictions.

Cultural and Heritage activities agenda

- We are developing the next phase of projects and events, to develop the plans and restoration for upper floors, as much as possible on concordance with community engagement, and cultural collaborations across the area. For example:
- We are working with the HAZ partnership to develop a Heritage Skills project to work with the local community to build training opportunities. This heritage skills project is being developed together an external expert (from the Churches Conservation Trust, through the HAZ) in response to the levels of historic fabric discovered in the upper floors of 172 High St West. We believe that this space has been empty since circa 1930 and has an incredible level of surviving original fabric, joinery, lime plaster, fireplaces, gas lights. This will involve train the trainer sessions, upskilling local crafts people (e.g. plasters to acquire lime plastering skills) and we will work with

the local college to also do skills training for students. We will also develop some opensource online 'webinars' based on the onsite skills training. Our aim is to apply for a grant (£75.000) to support this work, which will also be supported by some OpenHeritage money (£5.000) used as match funding in the grant proposal. If we don't get the grant we can use this to develop a much smaller site project.

- Under a wider interpretation of heritage skills we are also continuing to developing our local learning programme that focuses on the wide variety of skills needed in heritage-led regeneration projects. For example, we currently are finalising some work with students from Sunderland University history department. They did a first scoping of archival material, to research the social history of the buildings (a database of what can be found where, and material they could get access to whilst many archives are closed or open in a very limited capacity). A next phase will be to dive into this material more in depth, and prepare it for publication on the website as well as for a call for action: High Street West Site Stories a call for creative response to the material, and a commission for 5 creative projects to be taken forward. This will be published online and if appropriate it can become e.g. a shop-window exhibition. We also have two placements open for Creative Practice students from Sunderland University, one for website development and one to make a series of short progress films of the building works. This work will also lead to two webinars about the heritage project skills for students at Newcastle university and Sunderland university.
- We are developing a programme of Covid-secure events (outside, distanced) with other cultural and heritage partners in the area. e.g. food truck, music, shop-window exhibition, opening coffee shop: opening party; Covid-secure spring events.
- We want to develop an online platform, that can support these events as well as provide alternative and additional programming, for example alternatives to site-meetings and tours (movies) through a virtual/online walking tour, more in-depth social histories and oral histories, or an online lectures and workshops.

2.1.2 Add a detailed table about your plans:

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
Site presence, community engagement	5 Covid-secure events	HSW venue and outside yard / vacant land next door	Spring /summer 2021	250 -500 (venue capacity limited to 80)
Specialist engagement	heritage skills project	Upper floor 172/3	First half 2021	25
Wider skills development	Heritage jobs project	HSW project / online (platform, and webinars)	Over the course of 2021	100 (online)

Online activity /support	Develop and populate online platform + social media	Online	Over the course of 2021	
Creative engagement with histories	High Street West Site Stories	Shopfronts/ online	Over the course of 2021	5 creative practitioners +many people who can engage of line and online with the results

2.2 Detailed financial plan for the period for the site

Financial support through OpenHeritage is needed to:

- To **support business plan development** PopRecs / Sunshine / other future occupants, as well as their collaboration in setting up a separate governance structure (which will also be important in terms of legacy planning), we will commission and external expert. In collaboration with the TWBPT they will develop a business plan for operating the complex, understanding the roles and responsibilities, formal agreement(s), funding. We will also support the future users with the fit out of insides, we are investing time, by providing support on getting funding, material resources, and to develop the plan.
- We will develop a plan and phasing and funding the next phase of building works (upstairs) and the potential for additional tenants, partly delivered through a **heritage skills project** (expertise, co-authoring the grant proposal)
- We need some funding for the activities' agenda (events, gazebo) and the **High Street West Site Stories** call (commission of 5 creatives)
- Undertake, with a local community partner, a cultural and vacancy; mapping of the area;
- Develop the online heritage platform for the HSW/Villiers St buildings

2.2.1 Revised budget for the period

Lab activity	Estimated budget
Exploring governance format and support business plan development by the Sunderland BIC	£3,600
Website development (developing content, student placements, buying a template, hosting domain name)	£1,500

Heritage Skills project, development with CCT	£1,500 commission to Elanor Johnson, to develop the Skills proposal, and £5,000 match funding for the project
Community Events	£2,500 (5 events)
High Street West Site Stories	£1,500 social history project £5,000 (5 creatives)
Cultural mapping	£1,500 (collaborative work with local partners)

2.2.2 What type of interventions do you foresee outside of the OH project on the site? Please give a broad estimate of the foreseeable expenditures.

- The feasibility of 177 High St West / 1 Villiers Street (The Tyre Shop) is currently funded through grants totalling £40,000 from Sunderland City Council, Historic England and Architectural Heritage Fund. The full restoration Tyre shop will cost over £500,000, an application to the Architectural Heritage Fund has been submitted for the first phase (£200,000). Moreover, conversations with potential users who would bring their own investment are in early stages.
- The first phase of 170/5 HSW is nearing completion. For the next phase various funding pathways are available.
 - The aim is to restore the upper floors of the middle building (172/3) through a Heritage Skills programme funding application to the National Lottery Heritage Fund (NLHF). We will develop this together with the HAZ Skills partner: The Churches Conservation Trust. The application will be for approximately £75,000 (£30,000 training, £40,000 material, £5,000 contingency).
 - PopRecs has obtained grant funding through the Cultural Recovery fund. Part of this funding is earmarked for the fitout of 174/5.
 - Crowdfunding Pop Recs (still ongoing) matched by AHF up to a total of £30,000 which will be invested in ground floor of 172/3 and 174/5 (the venue and coffee shop).
 - Crowdfunding "Buy a Brick" TWBTP (£5,000), matched by AHF (£5,000) provided £10,000, which will be invested in building the wall in 172.
 - Crowdfunding set up by Sunshine (£11,000) was matched by AHF £6000 and will be invested in the fit out of 170.

2.2.3 Do you plan to use any "out of the box" financial solutions? If yes, please describe the mechanism.

We are /have been running various crowd funding pilots and need to understand the impact. We will undertake a series of interviews to understand the impact of crowd funding that has been undertaken over the past months (Sunshine, pop Recs, TWBPT) as part of impact interviews that will be undertaken (Early 2021).

2.3 Management and organisational development plan

As in the financial plan: We will be exploring appropriateness of governance / collaborative models (with future occupants) and develop and agree on the governance format for the four buildings (covering the numbers 170; 172; 174; 177 HSW; 1 Villiers Street).

We have been experimenting (and will continue to, in the case of The Tyre Shop) with and transitional and meanwhile uses through collaborations with local partners, and will evaluate these, both from the perspective of the TWBPT and the partners

2.3.1 who is in charge, what are the main responsibilities, who takes care of what and why?

At the moment TWBPT is in charge, carrying the main responsibilities and risks, the next two years will be crucial in developing a new governance structure.

2.3.2 add an organisational chart

Developing the specifics of the 'tenant committee' is part of the plan for the next two years. The general set up looks like this:

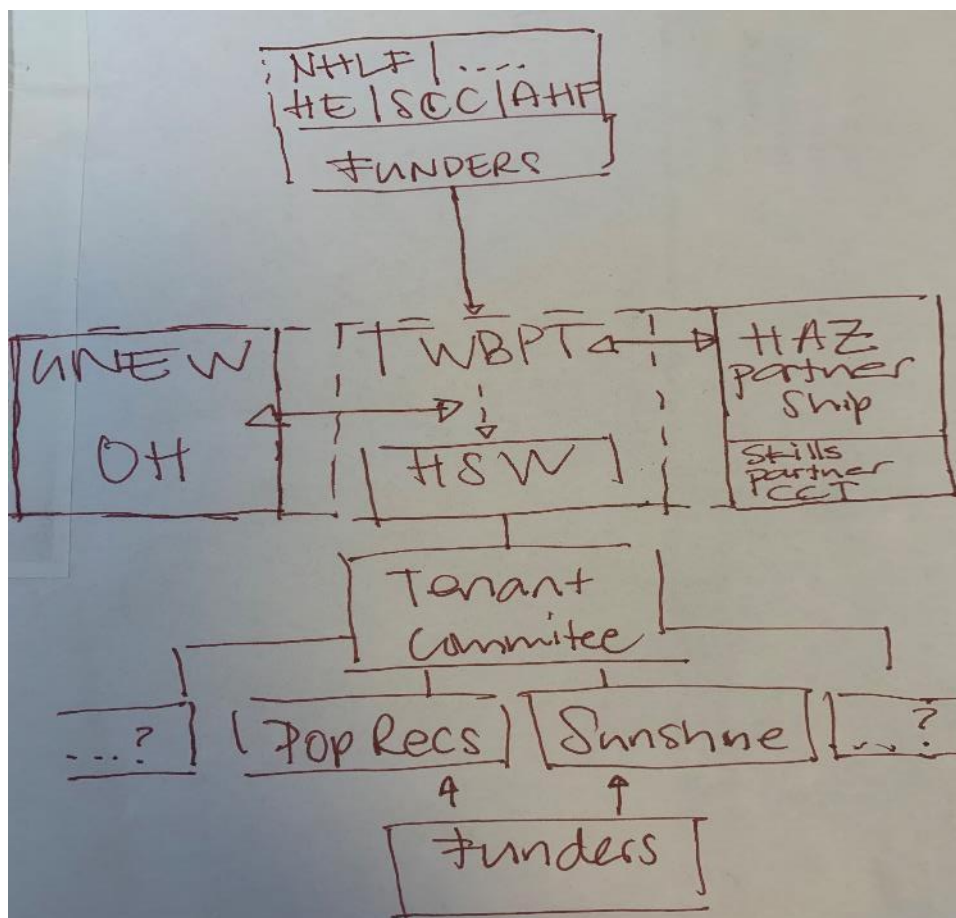


Figure 3. organisational diagram TWBPT

2.4 Territorial integration plan – focusing on the neighbourhood and its larger environment (geographically)

Urban regeneration

The restoration of the ground floors and shells of these three buildings (red square, map below) will lead to the development of local gap sites (red dashed), further redundant buildings in the area, and of course the upper floors of these buildings. Other building owners will (be encouraged to) invest in their property through painting shopfronts, cleaning windows, repairing damage. The one site that will lead to a large jump is the empty site between Villiers and Nile Street, and two smaller potential development sites (restoration projects) attached to this.

As activity increases it will lead to an increase in property values and rental values in the local area. The area will probably remain as a marginal zone but there will be a measurable impact on yields as perceived risks are reduced.

There will also be a major impact on footfall in the area as people are drawn down from the city centre. Students will be drawn from their campus and city centre workers will be drawn for after work activities.

In addition to those more traditional impact measures, we are undertaking an ethnography or the case, and will be undertaking a series of 'impact interviews' with core stakeholders in the area.



Figure 4. Development potential HSW area

Community and vacancy mapping

- We want to build stronger connections with the wider area / neighbourhood, initially this means (undertaking or commissioning) a mapping of the cultural / arts community in the area and vacancy. This will also be

important in building on the local solidarity rather than developing competition between the various cultural / music / arts groups in the city.

- TWBPT has erected an interpretation sign on the building to provide a more traditional route to communicate with local residents and organisations, to achieve a mixed approach to community outreach (Figure 5).
- As already mentioned in the previous LAP, but not yet undertaken because of Covid, we will undertake a community mapping: who is where, vacancy, existing connections, to make the wider potential of collaboration and further development more visible. We also think this is a first step in building a network of creatives, and potentially attract other creatives to the area (possibly match making between them and vacant spaces), and might increase confidence / decrease risk, for other property owners to undertake works or maintenance.



Figure 5. interpretation sign HSW

2.4.1 what are the plans to collaborate with the site's immediate environment?

This project at 170-175 High St West has directly led to a project to restore The Tyre Shop. These buildings (177 High St. West/ 1 Villiers St.) are owned by Sunderland City Council, and they offered to transfer ownership to TWBPT. The feasibility assessment has been funded by Sunderland City Council, Architectural Heritage Fund and Historic England.

The expansion of The Tyre Shop also links into the wider area development. We have been developing a collaboration with the actors who are developing the future residential development ([TOWN](#), [Create Streets](#), and [Back on the Map](#)) and we are now looking to develop more concrete ways to work together in terms of community engagement and area regeneration.

2.4.2 how does the site's development fit into the local/regional development strategies?

The development fits into the Heritage Action Zone, which was formed in response to the Conservation Area being considered to being 'At Risk' by Historic England.

The prominence of the project also responds to it being a gateway into the City Centre Investment Corridor. With the interest of the Sunderland BID and the relevance of the site for the development of the city centre and the [future highstreets project](#) is also emphasised.

The restoration of these historic buildings is also central to the Sunderland Strategy, which defines the importance of protecting and nurturing the City's built

heritage in helping to create a strong culture of sustainability. The core planning policy states as one of its aims “taking a positive and proactive approach to securing the conservation and re-use of heritage assets at risk, including working with owners and partner organisations to develop schemes that will address the at-risk status of the assets and exploring opportunities for grant-funding to deliver viable schemes”.

2.4.3 what are the main challenges in getting in touch with the neighbouring sites/municipalities/heritage and civic organisations?

The HAZ Partnership provides an excellent vehicle to communicate with these organisations. There is also a high level of civic ownership in the area and this reduces the work required.

Collaborations with partners are well developed, the challenges lie in the speed (and uncertainty) with which projects move on, and the funding / investments that will be available. Currently the funders and government’s responses are to invest through ‘recovery’ funding, unclear is what that will mean post-Covid.

The likely austerity will be further impacted by Brexit which will come into full effect by January 2021 (e.g. Nissan leaving Sunderland, potentially making 7000 people redundant).

2.4.4 how can the above-mentioned challenges be overcome?

Many of the challenges are out of our control. We will continue to collaborate locally, and strengthen the partnerships, as well as develop new ones, e.g. based on the community and vacancy mapping. We will also explore the new investment areas (e.g. Green Industrial Revolution) government is putting in place to deal with Brexit and Covid.

We focus on a wide variety of funders and funding-mix options, and a phased approach that is flexible to accommodate responding to this uncertain context. The collaboration and trust gained with local partners, through the HAZ partnership and beyond, has proven solid and supportive.

2.5 Risk mitigation plan – include Covid, but not only Covid

Main Risk	Risk level (high – medium-low)	Mitigation strategies
Tenants leaving	Risk low/ impact high	Help raise funding. Support business plan development; leasehold agreements
No funding for upper floors	Risk medium / impact medium	Developing a mixed and combined funding strategy based on skills, capital works, and explorative conversations with users bringing their own investment.

Capacity venue reduced due to covid	Risk High / impact medium	Outdoor space uses, different types of activities, continue online shop
Public sector discontinues revenue funding for social enterprises such as our tenants, for them to deliver training through contracts (e.g. healthy eating, work with refugees, digital skills, youth engagement)	Risk Low / impact high	Help tenants build a business model with a broad base, not dependent on just this income.
No follow up for the HAZ programme and investment	Risk High / impact medium	Support the development of the HAZ partnership, to develop beyond the 5-year HAZ investment programme.



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3 Sustainability Plan

3.1 How will the project continue beyond OpenHeritage. The preferable time focus is 5 years.

High St. West was always developed with a much longer time scale than OpenHeritage. The TWBPT relies on these buildings paying for themselves in future years. The aim with this complex is that a service charge will be levied against tenants and this will fund all services, annual contracts, repairs and future improvements through a sinking fund. This will ensure that any surplus will be invested back into these buildings and ensure there is no impact of other projects that TWBPT is taking on.

The various plans we've put in place to make these buildings become a sustainable cultural centre in Sunderland is through supporting the development of business plans, both for occupants; and for operating the building, as well as developing lease and maintenance agreements.

We will also by the end of the project have a Heritage Activities plan in place, that will embed the multiple stories and histories, about the area, the buildings and its former inhabitants, and make this accessible (online) and relevant for multiple groups in aiming for inclusive histories. As such we will also leave an online legacy of history / heritage /stories /movies.

By acquiring the Tyre Shop a next phase in the regeneration of the area has been entered and developing stronger collaborations with partners working on other developments in the area will all help make the investments sustainable in the long run.

Through an embedded ethnography and impact interviews we will develop learnings (ethnography, interviews, reflections) and understandings of impacts (evaluation, stakeholder map, progress reports) for the project and beyond.

3.2 What is the organizational form you plan to use? And who will run the site? How many people are counting with?

It is clear that in the short term that TWBPT will act as the managing agent for the site. Neither PopRecs or Sunshine have the experience or systems in place to manage the complex or lead enhanced co-operation. TWBPT's Office Manager will manage utilities, annual contracts and report to a tenant management committee to agree repairs and improvements to the site. As mentioned above, the challenge for the next year is to find the right governance format for the buildings.

3.3 Who is the site's planned target group?

Both PopRecs and Sunshine have their own communities that they will bring to the site. These are slightly connected, and both want to develop collaboration and build a stronger link to the local community.

The Tyre Shop has the potential to bring more creative practitioners to the area, developing a small cluster. By linking them up to other cultural practices in the wider area (cultural mapping) we hope to support the development of a caring and collaborative environment for local artist, musicians and creatives to build their business and have studio/workspace.

3.4 What will be the main financial resources the site can rely on?

The tenants of the site will create revenue from commercial activity that will fund a service charge and improvements to the building complex.

Their initial fit out will be funded from grants and donations as mentioned above.

3.5 Are there investment needs that you foresee? What are the main resources you could use?

As the project is developed to be sustainable beyond OpenHeritage, the above-mentioned investments (para 2.2.2) are all aimed at this. Moreover, both the tenants are organisations which (by their legal nature and interest) have the potential to access both capital and revenue funding that is not open to TWBPT. Their business have a broad base, where they will gain income from sales (food and drinks) and merchandise, organising events (ticket sales), venue hire, rehearsal space, as well as (funded) projects and contracts to provide services for the local authority, cultural organisations, or health providers.

3.6 Can you specify external factors can you name as necessary (if any) for the site/project to thrive on the long run?

The site is seen as a catalyst for further regeneration of the High Street West area. However, this future development requires further support from the City Council and national government. A strong area partnership, and a continued area-based approach is crucial.

It is recognised that the crossing from High St West to High St East (over the roundabout with the A1018) is a major barrier to movement for example to attract people located in this area, either living there or working in the Port, for Tombola, Sunderland University, and also the students (there are parts of the university as well as student accommodation). There has been a long-term objective of the Council to deal with this, but this development will increase the pressure to find a solution.

Updated Local Action Plan of the Hof Prädikow CHL

November 2020

**Christian Darr
Rolf Novy-Huy**

1 Main targets of the Hof Prädikow CHL

1.1 Re-evaluation of the long-term objectives

1.1.1 The main values of the project for the stakeholders

Project group/future residents & SelbstBau-cooperative:

The values of the Hof Prädikow project group, the future residents and the SelbstBau-cooperative are generating a project on the Hof Prädikow site that relies on appreciation, community building, multi-generational aspects, innovation, monument protection, environmental protection, public welfare, neighbourhood help, sharing, co-determination, self-administration, personal responsibility, burden sharing, sustainability and solidarity.

Stiftung trias:

The Hof Prädikow project is one of the extraordinary projects of the trias foundation. Unlike most projects, Trias gives a lot of assistance to the on-site group, which is organized in the Hof Prädikow association. In this, the OpenHeritage program is appreciated as a very welcome support. A close cooperation with SelbstBau cooperative, Berlin secures a continuous development. The following goals have been reached so far: The buildings and the site with their heritage character have been secured and preserved. The renovation of the first buildings is on schedule. The building permits for the former horse stable and the village barn have been granted and the construction works have started. The search for further people who would like to join the group and move to Prädikow has been started. Due to the corona pandemic, the initial interviews with the candidates have not been held personally. Videoconferencing systems were used instead.

The long-term objectives, in accordance with the non-profit targets of the foundation, are the preservation of the monument protected buildings and the generation of apartments for elderly people. Regarding the asset management section of the foundation the long-term goals are the generation of stable structures within the project group on the site and the stabilisation of the cooperative as the ground lease holder. All of these goals have been reached so far and there is huge optimism the they will be maintained further.

1.1.2 Main targets and objectives

- Multi-generational living: The project wants to be accessible and attractive for all age groups; this applies to the inhabitants of the manor as well as to the neighbours of the village and the region.
- Long term affordable housing: As to the cooperative, housing is a common good and not a commodity. Accordingly, the apartments created at Hof Prädikow are financed on a a cost rent only. This means that the amount of rent is determined solely by the costs: interest, repayment, maintaining, administration charge. As members of the cooperative, the residents are

owners and renters at the same time. They are part of the democratic process in the cooperative and enjoy a particularly high level of protection against dismissal, which goes far beyond the usual legal regulations.

- **Preservation of a cultural monument:** The project aims to preserve the Hof Prädikow as a historic monument. After about 30 years of predominant vacancy, the various buildings are currently threatened by decay. At the same time, the renovation requires such high costs that no private investors or public institutions have yet been found to take over this risk. For the new uses - housing, community, culture, working - conversions and changes are necessary. However, as much as possible of the old building fabric and the historical character of the site should be preserved.
- **Strengthening the rural region:** The project is intended to provide a stimulus for the Märkisch-Oderland region. On the one hand, the project is intended to serve as a model for similar projects in rural areas in eastern Germany. There are many large, historical properties in structurally weak regions remaining abandoned or underused. The local communities however often do not have the players or the money to develop these properties. At the same time, there are more and more people from the urban centres who are looking for open spaces and bring in creative ideas. Projects such as Hof Prädikow thus not only bring new inhabitants to outdated rural places, but also new businesses and cultural offers with them. They can serve as beacon projects in the region, which in turn attract new projects.
- **Long-term stable partners:** The Hof Prädikow site is a very special real estate in a region with one of the lowest population densities in Germany. Stiftung trias agreed on a leasehold contract with the SelbstBau cooperative for 99 years. The members of the Hof Prädikow association are looking for living space for themselves and their families and in some cases their businesses as well. This is a common interest to all stakeholders being interested in stable situations: trias foundation relies on the leasehold rate in order to have an income for its non-profit goals. The SelbstBau cooperative needs to pay their obligations, e. g. debt service and leasehold rate, which means that they rely on stable rents. The people who are living and working on the site are depending on these conditions in order to have a place reliable basis for living and work. Hence, all partners have a certain dependency to the others and are therefore interested into a common success.

1.1.3 Changes compared to the first LAPs

We have decided to extend the first phase of construction to five (out of a total of fifteen) buildings. This means that we will renovate one third of the site in the first step! In one building, the future village barn, work and common rooms for the inhabitants of the farm and the village will emerge. In the other four buildings a total of 30 flats plus a guest-apartment will be created; some of them barrier-free or even wheelchair accessible. We have decided to extend the first construction phase for several reasons:

- a) We were able to acquire additional funding from Federal Ministry of Family Affairs, Senior Citizens, Women and Youth, which must, however, be spent by the

end of 2021. The most desired use is for the decontamination of polluted soils and the disposal of hazardous waste, which was caused by a “wild landfill site” near the Village barn building.

The process therefore needs to be accelerated wherever possible. Of course, these approaches have limits; you must not stress people working in the public authorities or construction workers in order to maintain good relations with the people you are depending on.

b) There is a great need for flats within the project group.

The people behind the project want to move out of big cities, in most cases Berlin, and start their live in Prädikow. Beyond the started renovation-process, the need for flats leads to further renovations of buildings as soon as possible.

c) We can (hopefully) bind the busy construction companies to the project for a longer period.

Continuity and long-term relationships are always benefiting for both sides. Therefore, the SelbstBau cooperative is interested to work together with the construction companies also for the next renovation-phase of the buildings.

d) Any further delay worsens the condition of the dilapidated buildings

The buildings have been abandoned most of the time since the German reunification in 1990 until the start of the Hof Prädikow project in 2017. Therefore, it was very important to take emergency actions to secure the buildings, e.g. roof and rain gutter and pipe repairs. Nevertheless the condition of the buildings will continuously become worse, which means that renovation costs will raise if the renovation is delaying.

e) The authorities can process several building applications simultaneously.

A building permit is the basic requirement to start renovating a building. To accelerate the renovation processes agreements with the authorities we try to start several applications and building processes at the same time. This makes it possible also to start several parallel construction activities.

f) The running costs for the site can be spread over many shoulders (= the later residents) at an early stage.

The calculation of running costs belongs to the most important parameters for the cooperative and the people who want to rent a flat or a business space in the Hof Prädikow site. To shorten the burden for the first people (the “pioneers”), the running costs are calculated with the continuous growing of the group in order to have an equal load for everyone, no matter when they move in.

1.1.4 Measurement of the long-term impact of the project

In relation to the main targets above mentioned, the long-term impact could perhaps be measured as follows:

- Multi-generational living: What is the age range between the inhabitants and users of the farm and in what proportion are the age groups divided? The goal is to offer flats that fit to the requirements for almost all age

groups, no matter if they are 0 or 99 years old. Additionally, it is desired to offer places and events for social exchange to prevent exclusion and to stimulate living together instead of living side by side.

- Long term affordable housing: Do the rents and the level of cooperative shares in the project remain stable over the years? Do rents need to be increased due to rising costs? Or can they perhaps even be reduced? Will additional cooperative shares have to be paid in or can the existing shares be partially paid out to the residents over the years? The questions of which is affordable is not easy to answer. It could be defined as the relation between the household's income and its part which they have to spend for their rooms on the site. The preconditions for generating affordable housing are mixed: Renovation is a major effort due to the status as historical monuments and the poor condition of the buildings after long years of vacancy. But the cooperative is not profit-oriented, which means that it is possible to reduce the rents after the loans for the renovation have been paid.
- Preservation of a cultural monument: How many of the total of fifteen buildings have so far been renovated and converted in accordance with the preservation order? What percentage of the old building fabric has been preserved or reused? How much openness and accessibility is possible to inform the general public about the history and the current usage of the site on one hand while preserving the feeling of a private and secure space for the people who are living on the Hof Prädikow site and the village? What concepts, like events or touristic offers, can be established successfully? The long-term goal is the renovation and revitalisation of all buildings. It is intended to apply at least initial emergency actions to all buildings to prevent further damage. Also, the development of a first version of a concept to open the site to the general public in order to inform them about aspects of its cultural heritage.
- Strengthening the rural region: The development of the region can of course well be measured and observed by official statistics. However, it will not be easy to evaluate this in conjunction with the Hof Prädikow. It will be possible to verify exactly how many new inhabitants and jobs have been added to the farm. However, whether and how the project functions as a multiplier can we only be found out by a detailed study.
- Long-term and stable partners: Will the income generated from rents and signing of additional cooperative shares from new members develop over the years as planned? Will the cooperative be able to pay the leasehold rate as agreed? Are there mayor social changes within the Hof Prädikow group that are endangering the structure or the stability of the association? Long lasting and reliable structures are one of the most relevant factors.

1.2 Short-term – OpenHeritage aim and objectives

1.2.1 Aim

The objectives that we want to achieve until February 2022 are strongly related to the continuation of the process of renovating and revitalizing further buildings. It is planned to start the renovation and conversion of the estate manager's house and baking house (including heating system for the first construction phase) in

January 2021. The start of renovation and conversion of the former horse stable is scheduled for June 2021. To have more space for people who are living on the site it is planned to complete the renovation of the Swiss House with six flats. Furthermore, the preparation for renovation the next buildings, like the former garages, should be completed. It contains at least ideas for usage, naming of potential users and first sketches for financing schemes.

Heritage issues:

Since the beginning of the project, we have been in close and regular contact with the monument protection authorities of lower and higher level, naming the region Märkisch Oderland and the federal state of Brandenburg. On the part of the monument protection authorities, there is an understanding that the project can only be financed with a certain number of flats and that appropriate changes have to be made to the buildings for residential use. Thus, the monument protection authorities allowed some new openings, which are necessary for the illumination of the flats. This applies in particular to the former horse stable, which has hardly any windows and whose roof is to be extended for housing. On the other hand, there is great interest on both sides in preserving the historical character of the buildings. Particularly in the case of the Swiss House, a lot of elaborate detail work is being carried out on the basis of a restoration report; for example, on the windows, the elegant entrance staircase and the wooden beams. Thanks to the commitment of the project group, the striking old chestnut tree in front of the building will also remain standing, which is a major feature of the appearance of the Swiss House (and is an important provider of cool shade in summer). Additional work by the scaffolding erectors, bricklayers and arborists is necessary to preserve the tree.

The project group is also committed to reusing as many old bricks as possible in the construction work. The members of the project group currently spend many voluntary hours of work knocking off and clean the bricks. This helps to keep the historic outside view as authentic as possible.

Concerning the special and historical heritage of the manor, it has also been decided that in the future driving and parking in the inner courtyard will be prohibited.

Unfortunately, it has not yet been possible to obtain funding from federal or national heritage conservation programs. Here we would like to receive more support from the relevant state institutions.

Nevertheless, we are very confident that we will be able to continue our trusting and constructive cooperation with the monument protection authorities in this period.

It is planned to develop ideas to open the site for the interested public. First attempts would be to be part of the "day of the open monument", which is celebrated all over Germany every year since 1993 on the second Sunday in September. Until month 45 it is planned to have a more detailed concept for dealing with the heritage aspect and the openness for the general public.

It is planned to learn from the group discussion processes (workshops and moderated discussions) and the developed structures, which were supported by

OpenHeritage, in order to keep the exchange process alive for the revitalization of the buildings that are remaining un-renovated. Another result should be a concept, that is widely accepted among the project group, for the communication of the heritage aspects to the public.

Ecological sustainability:

As already mentioned, we would like to preserve or reuse as much of the existing building fabric as possible. It cannot be seen just as an attempt to keep the construction costs low, it is more likely necessary to find a compromise between economic effort for the recycling process, which means deconstruction instead of demolishing, cleaning and temporary storing, for example, the many bricks and wooden components that are not contaminated with pollutants.

In comparison to Berlin the "light pollution", which is mainly caused by public lightning, this is much lower in Prädikow. Therefore, it is planned to develop a concept for outdoor lighting that, to a high degree is environmentally friendly. This is has to be developed and implemented, in order to help protect species and save energy.

Any pollutants present in the old building fabric we will have disposed of by specialized companies.

Within the ecological sustainability aspects, it is planned to have a fully developed platform of discussion and exchange processes (which were supported by OpenHeritage), to improve further the ecological footprint. This is related to a reflection about the history and former forms of economy that were available on the site. A critical analysis could uncover potential business activities, which are relating to historical usages and combining them with 21st century applications.

Economic issues:

We aim to reach the best possible construction progress and complying with the forecast construction costs while reaching the planned affordable renting prices.

With the help of OpenHeritage it should be possible to establish a stable structure among the users that represent an economically sustainable starting point for the next phases of renovating further buildings.

1.2.2 Changes compared to the first LAPs

The financing concept for the renovation of the village barn had to be partially reorganized after the first LAP was drawn up. After a more detailed analysis of the condition of the building it became clear that the calculated amount of money wouldn't be sufficient. Thanks to additional funding from the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth, the renovation has now begun.

Reacting to the Corona Virus epidemic a number of organizational changes were made since the beginning in early 2020 in order to continue the application process for new project members. The group had to switch the processes from face-to-face meetings on the project site to more online meetings in the first phase.

In result, no major changes to the first Local Action Plan were necessary.

1.2.3 Contribution to achieving the long-term targets

The long-term targets have not become into danger, but there may be slight delays.

1.2.4 Measurement of success

Together with our partners we made a budget plan and a scheme with time slots for each event. Therefore we would use the protocols, which should contain the number of invited and the number of attended guests and a short protocol about the results of each event in order to compare it with the estimated impact, which has been transferred before (budget plan) to measure the success of the events.

2 Action plan for Hof Prädikow CHL

2.1 Community and stakeholder engagement plan

2.1.1 Main lines of development

Due to the contact restrictions in the face of the Corona Virus pandemic, we will unfortunately have to cut back on stakeholder-oriented activities in the coming months. In 2020 some events on the site already had to be cancelled due to of these circumstances. On the other hand, we fortunately are now in a project phase in which we can concentrate on the concrete implementation of the measures developed together with the community and stakeholders. While in the previous months and years public relations, networking and public workshops and events were necessary to ensure the involvement of all stakeholders in the LAP, the next 1.5 years will be mainly characterised by the construction work already started. In this phase, stakeholder involvement tends to fade into the background and the commissioned planning offices and construction companies get down to work. The cooperative and the group will therefore use its resources primarily to coordinate this work. Trias foundation will support the processes and the continuing effort with a critical monitoring of the progress and with the guidance and the advices from OpenHeritage and its tools and partners.

Even though in this phase the project development is more in the hands of individual responsible persons, there are some ways to keep the members of the project group and the most important stakeholders involved at a certain level. The future residents will work with the architects on the detailed planning of their flats and will do some physical work together on site. They will also develop a concept for the future use of the outdoor area. In addition, the time will be used by the community to identify possible future conflicts in living together on the estate and to agree on common rules beforehand.

Local authorities and community representatives remain regularly and proactively informed and involved in the construction process. In particular, we are in close contact with the building authority and the monument protection authorities during this phase. With the support of OpenHeritage the exchange between internal (project group) and external representatives will be monitored in order to analyse and document possible conflict lines and other frictional things for the exchange between the OpenHeritage partners and for future projects of trias foundation.

Another important focus is on the engagement of the institutions funding the LAP. As we have to dispense with public events as far as possible, it is very important to maintain personal contact with the respective contact persons and keep them informed about the progress of the architectural planning and the construction works. In this way, any conflicts with the funding objectives can be identified and corrected in good time.

2.1.2 Planned activities

Lab activity	Number of events / steps left
Participatory Process / Capacity Building	
General Team Meetings (16 meetings)	16 events
Specific Team Workshops (7 meetings)	7 events
Community Hub	
Taskforce: Village barn	0 events (architecture workshop)
Building Workshops for „village barn“ (2 meetings)	2 events
Utilization prototypes	2 steps (materials, equipment)
Local Campaign	
Website „Hof Prädikow“	2 steps (programming, design)
English version of website	2 steps (translation, embedding)
Village barn blog	2 steps (implementation, maintenance)
Card Set or Flyer	3 steps (design, production, translation)
Living Memory Exhibition	
Documentary of the project, film and photography	4 steps (concept, photos, film, film)
Heritage Information Board	4 steps (info board, conspt, design, production)
National workshops and OpenHeritage Dialogues	
Expert workshop “Zukunftsorte (‘places of future’) – Coliving and -working projects as catalysts for the development of rural areas”	1 event (workshop)

Further activities:

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
Participation of the future residents	Detailed planning and design of the flats	Digital	June 2020 – March 2021	Approx. 50
	Demolition and other appropriate handicraft work in	At the site	June 2020 – June 2021	Approx. 25

	preparation of the construction works			
	Development of a concept for the outdoor area (rules of use, lightning, noise prevention, planting...)	Digital	August 2020 – March 2021	Approx. 50
Engagement of external regional stakeholders	Topping out ceremony of the "village barn"	At the site	25th of November	Approx. 25 (due to Corona Virus restrictions)

2.2 Financial plan

The financial plan will be finalized after re-designing due to COVID19 related changes. It will be discussed with the WP leaders.

2.2.1 Revised budget

Lab activity	Estimated budget (gross)
Participatory Process / Capacity Building	
General Team Meetings (16 meetings)	9,600 €
Specific Team Workshops (7 meetings)	3,000 €
Community Hub	
Building Workshops for „village barn“ (2 meetings)	5,000 €
Utilization prototypes	4,000 €
Local Campaign	
Website „Hof Prädikow“	3,000 €
English version of website	1,500 €
Village barn blog	1,500 €
Card Set or Flyer	4,000 €
Living Memory Exhibition	
Documentary of the project, film and photography	9,000 €
Heritage Information Board	2,500 €
National workshops and OpenHeritage Dialogues	
Expert workshop "Zukunftsorte ('places of future') – Coliving and -working projects as catalysts for the development of rural areas"	2,500 €
Sum	48,600 €

2.2.2 Interventions outside of the OH project on the site

All project partners, naming SelbstBau cooperative, Hof Prädikow association and trias foundation are focusing on the renovation of the buildings to generate flats

and spaces for business activities in order to have people living and working on the site as soon as possible and to generate incomes that make it possible to pay the loans and other obligations. The following table shows the estimated budget for the actually started renovation process.

renovation activity	Estimated budget (gross)
Renovation and conversion of the Swiss House (6 flats)	1,500,000 € (see in detail below)
Renovation and conversion of the former manor manager's house (9 flats + 1 guest apartment)	2,500,000 €
Renovation and conversion of the former baking house (3 flats + central heating and hot water system)	1,150,000 €
Renovation and conversion of the former horse stable (12 flats)	3,500,000 €
Renovation and conversion of the "village barn"	500,000 €
Demolition or securing of parts of buildings on the site that are in danger of collapsing	200,000 €
Other: events, small equipment/machines, tree-keeper, plantings	15,000 €
Sum	9,365,000 €

Exemplary detailed construction costs for the Swiss House (6 flats):

Measures	Calculated costs (gross)
water-, electricity-, gas- and telecommunication supply	20.000 €
site facilities	20.000 €
formation	6.000 €
demolition	90.000 €
falsework	40.000 €
substructure	20.000 €
exterior walls	255.000 €
interior walls	170.000 €
ceiling	205.000 €
roof	160.000 €
water- and gas facilities	45.000 €
heating facilities	50.000 €
ventilation	7.000 €
electricity facilities	50.000 €
terrace	7.000 €
architect fees	180.000 €
structural analysis and engineering	110.000 €
facility planning	35.000 €
examination and permits	30.000 €
Sum	1.500.000 €

It should also be mentioned that the development of a usage concept for the space outside of the site, which is mainly agriculturally used, will be needed. Therefore, the project group is searching for a person, which has an education as an agricultural professional. The concept will be developed in cooperation with this person in order to develop a sustainable business. At the moment this aspect doesn't have a high priority ranking, because of its relatively small impact regarding finances and the possible number of involved people, compared with the renovation of the several buildings for work and living.

2.2.3 Alternative financial solutions

The financial instrument of cooperative shares is a well-known and common instrument. It is regulated within the German cooperative law (Genossenschaftsgesetz, GenG) and used by the SelbstBau cooperative and other cooperatives all over Germany. A cooperative is free to determine an amount of money that an applicant has to give into the cooperative in order to become a full member. After the membership is terminated, the member gets his share back. The cooperative is free to work with the money as long as the membership exists. It helps the cooperative to get money for investments, e. g. renovations. It is the most important source of equity for most cooperatives in Germany. Most cooperatives do not pay an interest rate to their members, which can be seen as a disadvantage for the member, because of the value decrease of his money due to inflation. On the other hand, unlike a bank loan, the absence of an interest rate makes it extremely interesting for the cooperative to use this instrument for financing. Furthermore, it is recognized as equity and therefore a basic requirement for getting a bank loan.

In case of Hof Prädikow this instrument is very important to finance the construction costs. The construction costs are about 8.43 Mio. EUR in total or 3.500 EUR/m² living space. The investment consists of three sources: Bank loans, 5.895 Mio EUR or 2.350 EUR, which have relatively high interest rates, followed by funding money with 1.02 Mio. EUR or 500 EUR/m² with smaller interest rates and partly lost subsidies and the cooperative shares of 1.515 Mio EUR or 650 EUR/m² without interest rates.

2.3 Management and organisational development plan

2.3.1 Management structure

For the village barn, various models have been developed by trias foundation in cooperation with the Hof Prädikow association and the SelbstBau cooperative. With the help of OpenHeritage a process for determining the usage concept was initiated. The responsible planning office Hütten & Paläste-architects (Berlin) was responsible for the building application.

First construction phase and further development of the site:

SelbstBau cooperative in cooperation with the Hof Prädikow e.V. and the trias foundation

Responsibilities of the SelbstBau cooperative:

- Financing of the investments and running costs (except village barn)

- Acquisition and accounting of subsidies
- Building owner tasks
- Coordination with authorities
- Property management

Planning office: *skp - architects and engineers (Berlin)*

2.3.2 Organisational chart

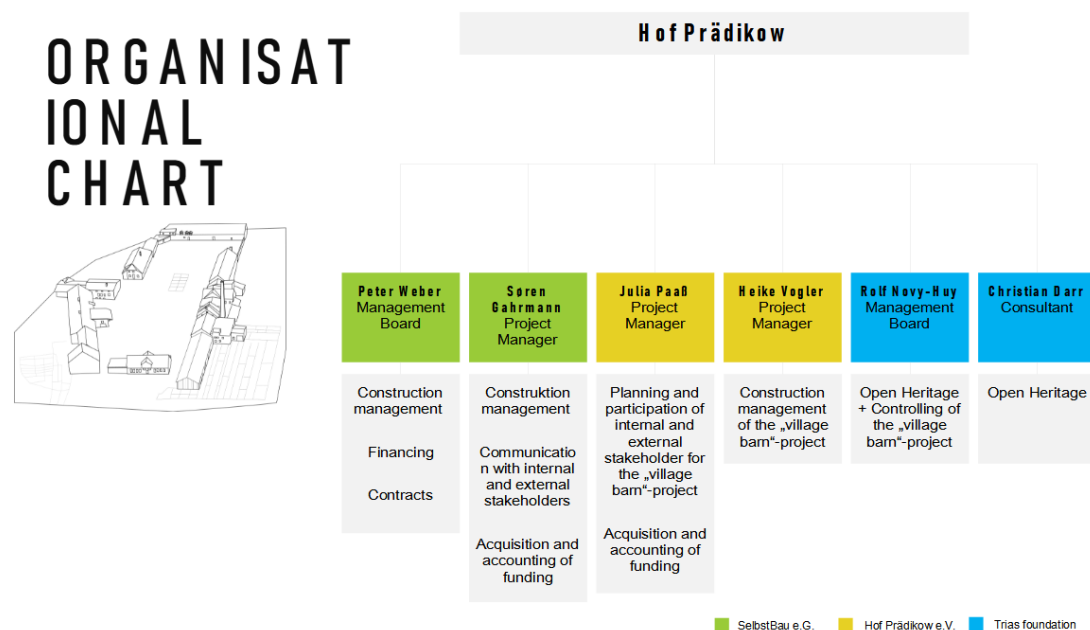


Figure 6. Organisational chart

2.4 Territorial integration plan

2.4.1 Collaboration with the site's immediate environment

The Village barn is the central element of the territorial integration of the Hof Prädikow project. Bringing together people from the group and the village of Prädikow, but also the other surrounding villages will be the most important step to establish deep and reliable collaboration and personal relationships in their area. With the phase of renovation and reconstruction, many relations on personal and business level can be established.

2.4.2 The site's relation to the local/regional development strategies

The local authorities of the village of Prädikow have a deep interest in the revitalization of the Hof Prädikow site, due to a lack of a social centre of the village and a bigger place for meetings and events, from local council meeting up to all kinds of social events. The site used to have this function in the past; therefore, it is ideal to re-establish it together with the village inhabitants.

In addition, the Hof Prädikow site is the only available area for developing housing opportunities and therefore a growing number of inhabitants.

The Hof Prädikow project is not recognized as a core of rural (re)development yet. The central place theory, which is applied by the spatial planning authorities, tends to strengthen bigger settlements. One of the results is the lack of funding possibilities for housing in smaller villages like Prädikow. This means that the stakeholders, mainly the SelbstBau cooperative and the Hof Prädikow association have to establish good connections to politics, mainly members of parliament in the federal state of Brandenburg, but also the German federal parliament and their ministries in order to promote their project and to obtain support. These efforts were already successful; the project had received funding from the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth.

2.4.3 Main challenges

The connections between the Hof Prädikow site and group with neighbours, municipalities and other organisations mainly rely on people and their personal relations. Therefore, a possible risk would be if a large number of people who are responsible for the exchange would change in a comparable short time.

A longer lasting restrictions caused by the Corona Virus epidemic could make it more difficult to keep the already established connections between the project group.

To manage these challenges first of all it is important to keep the individual work load of the responsible persons on a normal level. Additionally, it is a good idea to spread the responsibility onto several people and having clear representation arrangements.

2.5 Risk mitigation plan

Main Risk	Risk level (high – medium-low)	Mitigation strategies
high rate of replacement of important people responsible for exchange	Low	keep individual workload on normal level
Long term continuing of the Corona epidemic	medium	Usage of digital tools, applying hygiene concepts and distributed work
Establishment and deepening conflict between monument protection authority and trias foundation / cooperative about renovation	Low	Supervised moderation process, legal dispute with arbitration, legal dispute with action and court hearing
Establishment and deepening conflict between project group and village inhabitants	High	revising the plans especially for the village barn, critical reflection on communication, development of additional formats for meetings and

		exchanges between the two groups, additional business cooperation
Lack of exchange or harmful competition between similar projects in the federal state of Brandenburg	Medium	strengthening the "network future places", establishing individual contacts and visits between the sites

3 Sustainability Plan

3.1 Organizational form

The planned organization form is a cooperative (for all permanent residents) and private association (for everyone associated to the project). The site will be run by both organisations, the SelbstBau cooperative and the Hof Prädikow e.V.

In five years we count with around 100 people.

Within the association people can become members who are living on the site and renting a flat, but also people who are running a business in one of the buildings.

3.2 Planned target group

The main target group are people who live as permanent residents on the manor (of all ages and family situations), but also inhabitants of the village and the region, tourists, artists and small businesses.

3.3 Financial resources

To cover the initial investments the main financial resources are public funding, cooperative shares (paid in by the residents) and bank loans.

To cover the running costs housing rents and the income from office rents will be used. This will be completed with revenues raised by renting rooms for cultural events and from the café; the member fee of the Hof Prädikow e.V. and gifts.

3.4 Investment needs

After the first construction phase, ten more buildings remain, some of them very complex. We currently estimate the necessary investment for the renovation and conversion of these buildings at around 10 Mio. EUR. In order to implement this, further major funding is needed. The cooperative and the association has already started the process of seeking such additional support, but so far without any specific result.

3.5 External factors

It tends to become necessary to raise more public funding for the heritage issues in the project. This could be money from the monument protection authorities, but also from special monument protection funds of the state of Brandenburg like the Support Programme Monument Assistance of the Ministry of Science, Research and Culture (Förderprogramm Denkmalhilfe des Ministeriums für Wissenschaft, Forschung und Kultur). Additionally, there are funds offered by the federal level, like the Special Programme of the Federal Government Commissioner for Culture and the Media (Denkmalschutz-Sonderprogramm der Beauftragten der Bundesregierung für Kultur und Medien) or the Support Programme "Nationally Important Cultural Monuments" of the Federal Government Commissioner for Culture and the Media (Förderprogramm „National bedeutende Kulturdenkmäler“ der Beauftragten der Bundesregierung für Kultur und Medien).

A continuation of the trend to move out of Berlin (and other cities) into the rural areas of Brandenburg. After the German reunification, a wave of suburbanization took place between from about 1995 until 2000. Since then, the attraction of Berlin had been continuously growing which lead to a loss of inhabitants in Brandenburg. This trend became weaker in the last 10 years, at least in the relevant age groups for Hof Prädikow from about 30-50 years old people.

The further digitalization, which enables more people to work from anywhere and a public support for home offices could become one of the mayor factors for people to generate income in rural areas.

The improvement of public infrastructure in the Märkisch Oderland region, mainly public transport, but also kindergartens and schools and better internet connections are also important factors that help to keep the Hof Prädikow project successful.

Updated Local Action Plan of the Lisbon CHL

November 2020

Celina Adriano

Mónica Alfredo

1 Main targets

1.1 Re-evaluation of the long-term objectives

1.1.1 The main values of the project

To set Lisbon CHL (Palácio Marquês de Abrantes) as an anchor to support a wide sustainable and participatory based local development in Marvila territory:

- Social and Economic: reinforcing the link between Marvila Velha inhabitants with and surrounding Neighbourhoods community and groups; strengthening the presence of the new inhabitants in the area by using the building for affordable housing;
- Social and cultural: keeping its communitarian/cultural usage, enhancing the link with Marvila Library and surrounding schools;
- Economic: promoting the link with the growing creative industry on Beato Creative Hub and surroundings;

This project is aimed primarily for the Marvila Velha community empowerment and engagement on their “right to the place” and the “right to quality of life”.

1.1.2 Main targets and objectives

To rehabilitate the Palace and its urban surroundings;

To attract new residents to the neighbourhood;

To strengthen existing social and economic activities and help develop new ones;

To promote community initiatives that empowers and enhances the local participation, citizens awareness and sense of belonging.

1.1.3 Changes compared to the first LAP

The initial plan for Marquês de Abrantes palace was a mix between Housing, Culture and Social Rights re-use: temporary & emergency housing, students housing, migrants and refugees housing, artistic residencies, and community equipment for local associations & organizations, small craft business, theatre, etc.

However, the change of the migrants context in Lisbon and the current lack of affordable housing (due to a heavy real-estate pressure caused by the changes in the economic context of the city on the recent years – turning housing policies and affordable houses for the mid class a central and crucial question in Portugal and, predominantly, in the Lisbon Municipality strategies) lead to a re-arrangement of the goals foreseen for this site; a significant part of the building will now be focusing on affordable housing, while the other will keep its communitarian/cultural usage, strengthening the presence of 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 (included in the first LAP).

1.1.4 Measurement of the long-term impact of the project

This project will have a long-term impact at several levels:

In what respects the awareness of the value of local heritage, Lisbon CHL rehabilitation will strongly contribute to dignify the territory and enhance community's engagement and sense of belonging and self-esteem.

Its new re-use function as affordable housing (through Lisbon Affordable Housing Program) will create new synergies with the local community and, therefore, contribute to social cohesion. The new population and new actors in the territory will also trigger off new commerce and business needs, bringing new employment opportunities.

The link between CHL activities and Beato Creative Hub will also stimulate creative industry and connect it with innovative financing and alternative investment, as well as stimulate bottom-up entrepreneurial activities like start-ups and small creative businesses.

At the same time, the ties with the Marvila Municipal Library will also reinforce its role as cultural hub in this territory and contribute to social cohesion and local development.

Lisbon CHL, while increasing the presence of residents and "users" in the area, will add human value to the existing local community; at the same time, current stakeholders like 3 de Agosto Association and AtelierMob will continue on the building after its rehabilitation and the conclusion of OpenHeritage Project, assuring that activities within the Local Action Group do not end.

All of this, will have as guidance matrix and principle the inalienable "right to place" of the present Marvila Velha inhabitants and to their cultural heritage context, memory and community values. The aim is to reinforce the existing community with more community.

1.2 Short-term – OpenHeritage aim and objectives

1.2.1 Aim

- To define and close the rehabilitation functional program for the site;
- To develop the rehabilitation projects;
- To define the Co-governance model;
- To promote community initiatives that empowers and enhances the local participation and citizens' awareness;
- To continue the rehabilitation of some areas of the building and the "pop up" uses of the other areas;
- Install a local technical office on site (done);
- To conduct an anthropological survey to better frame CHL re-use process (done);
- To keep the interaction with other municipal and local partners initiatives that can help to promote the local development of this area.

1.2.2 Changes compared to the first LAP

Please see answer to 1.1.3.

1.2.3 Contribution to achieving the long-term targets

It will increase the awareness of the heritage value of both the site and its surroundings, contribute to engage and reinforce local stakeholders, and attract and bond new residents with the existing local community.

1.2.4 Measurement of success

Number of (pop up) activities conducted;

Number of participants in the events;

Maturity level of the rehabilitation projects by month 45;

Number of new local entities growth

2 Achieving these targets for the next 1,5 years

2.1 Community and stakeholder engagement plan

2.1.1 Main lines of development

All the associations and groups that are working (or intend to work) on the territory, as well as the partners responsible for the two BIP/ZIP Projects that were on the base of the OpenHeritage Project, were contacted to be part of the OpenHeritage Local Action Group (LAG), given their specific contribution to this project and great knowledge about the community, the design of solutions through participatory projects and heritage:

- Amigos de Marvila Velha, which includes residents, former workers of the Soap Factory and wine distribution companies and actual local commerce workers, acting as mediators and facilitators on the neighbourhood;
- Associação Musical 3 de Agosto de 1885, a cultural, sports and recreate association that is a long-term user (as tenant) of (part of) Marquês de Abrantes palace, who plays a very important role in the community in the promotion of sports, cultural and popular activities (like Lisbon annual "Folk Parade", among others);
- "4Crescente", a communitarian group which includes private and public entities (like CML) working on Marvila territory since 2008; its main goal is to create a local network of community intervention to find the most appropriate answers and solutions for the identified problems, and its mission is to promote communitarian development and quality of life by community empowerment, making them the agents/actors of their own change;
- Marvila Municipal Library, one of the most dynamic local "players", that goes beyond its specific cultural responsibilities; in fact, Marvila Library has been

hosting several projects ran by local associations, offering the community different kinds of capacity building activities;

- Marvila District, as the (elected) executive for local governance that, as well as the municipality, has the responsibility to apply and supervise local policies;
- Lisbon Municipality, as OpenHeritage project promoter, CHL's owner and responsible for the urban municipal legislation compliance in the city of Lisbon;
- AtelierMob, a group of social architects that promoted the diagnose and the analysis of the territory (both material and immaterial), and conducted small rehabilitation actions in one part of the palace, in order to use it for workshops on public space use and capacity building actions, aiming to strengthen the ties between the community and local entities to create a Residents' Association.

AtelierMob will develop the rehabilitation project of the building, together with Lisbon Municipality and the other local stakeholders.

The involvement of these stakeholders is fundamental to find the most adequate CHL management and co-governance model and, consequently, the project sustainability, as they all share a big knowledge on the territory and its community (in a wider sense) and a high level of awareness and recognition among them.

The basis of the Community and Stakeholder engagement Plan will be Lisbon Local Development Strategy (for Priority Intervention Territories), an integrated tool to guide and sustain effective intervention in deprived territories; it's co-designed, co-implemented and co-monitored with a local emphasis, in order to permanently engage all the relevant community players in a participative approach to promote a sustainable urban quality of life for all.

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

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

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

initiatives, following cooperation principles, active participation and transparency.

2.1.2 Planned activities

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
Interactive exhibition to collect the stories and narratives of the local community connected to the Lisbon CHL.	Marvila Living Memory Exhibition	Lisbon CHL, Marvila Library and other sites	2021	tbd
Involvement of local stakeholders through discussions, aimed at developing experimental actions in terms of governance, management models and financial instruments for the reuse of Lisbon CHL	Participatory process	Lisbon CHL, Marvila Library	Continuous, until 2022	15 to 20, in average.
Workshops to decide on all the issues raised in the previous discussions	Participatory process	Lisbon CHL, Marvila Library	2022	15 to 20, in average.
Final event to present the results of the Lisbon CHL reuse.	Participatory process	Lisbon CHL, Marvila Library	2022	15 to 20, in average.
Hosting of the OH Consortium Meeting in Lisbon	Lisbon OH Consortium meeting	Lisbon CHL, Marvila Library and others	2021	tbd
To host local initiatives and discussion forum surrounding Lisbon BIP/ZIP Oriental 10 years program	BIP ZIP 10 years local event	Lisbon CHL, Marvila Library and others	2021	30 to 100, in average.
Production of communication materials	Local Campaign	Lisbon CHL, Marvila Library and others + social media + platforms	2021 and 2022	tbd
National Workshop for dissemination of the results	National Workshop	Lisbon CHL, Marvila	2022	tbd

		Library and others		
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2.2 Financial plan

2.2.1 Revised budget

Lab activity	Estimated budget
Marvila Living Memory Exhibition	12 000€
Participatory Process	18 000€
Community Hub / Local Technical Office	16 000€
Lisbon OH Consortium Meeting	3 000€
Local campaign	9 000€
National workshop	2 000€

Note: Due to the uncertainty caused by the Covid-19 pandemic, the budget may suffer significant changes.

2.2.2 Future interventions and expenditures

- To develop the rehabilitation projects: 300 000€ to 400 000€;
- Continue the rehabilitation of some areas of the building to allow “pop up” uses: 120 000 €

2.2.3 Out-of-the-box financial solutions

We plan to use out-of-the-box financial solutions, when feasible under public administration rules but the mechanism is not defined yet. One of the main goal is to link to the CHL activities (including the building rehabilitation) to the new European funding scheme.

2.3 Management and organisational development plan

2.3.1 Developing a management structure

The management and organisational development of the building is of Lisbon Municipality responsibility. At this moment, it's not possible to detail it, since the financial model for affordable rental housing is not completely defined yet – if totally public (funded by the municipality) or a public-private partnership.

AtelierMob and 3 de Agosto Association stakeholders will continue on the building after its rehabilitation and the conclusion of OpenHeritage Project, so they will also be partners on the Management Model of the building.

2.3.2 Organisational chart

The organisational chart is on Lisbon GABIP model:

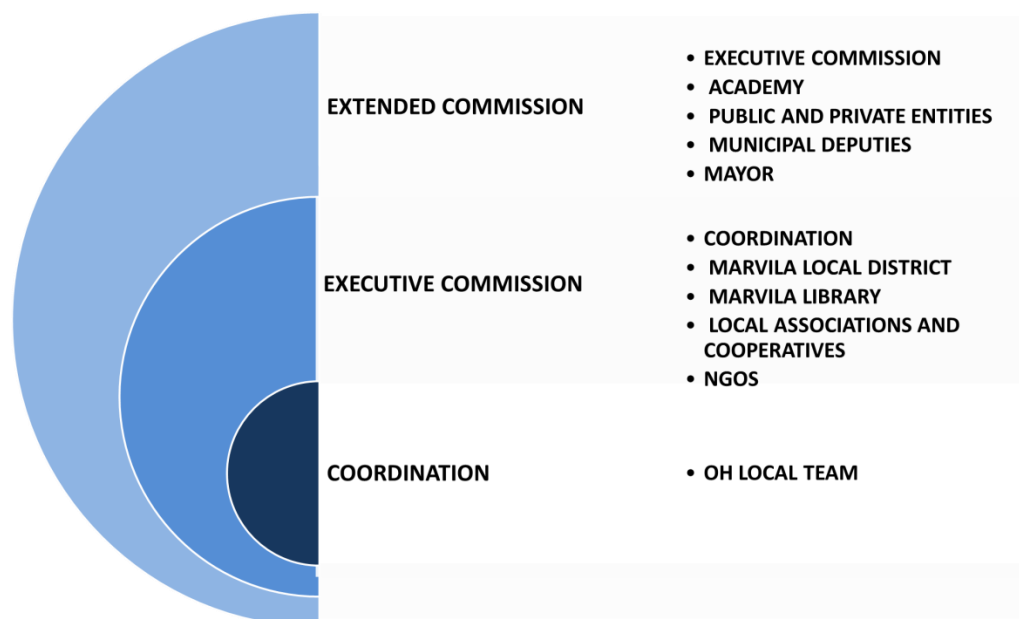


Figure 1. Organisational chart

The decisions are taken by the Extended Commission.

2.4 Territorial integration plan

2.4.1 Collaboration with the site's immediate environment

The plan is to link Lisbon CHL activities to Beato Creative Hub, on one hand, to stimulate creative industry and connect it with innovative financing and alternative investment, as well as stimulate bottom-up entrepreneurial activities like start-ups and small creative businesses. On the other hand, the link with Marvila Municipal Library as a cultural hub will be reinforced, to enhance social cohesion and local development.

Finally, the increase of residents in the area (through affordable housing) will necessarily create a new dynamic not only in the territory as also in its surroundings.

We also aim to set the baseline for a Local Development Plan for this Marvila wider area (Marvila Velha and surroundings neighbourhoods) that can promote a multi sectorial approach (Urban, Social, Economic and Environmental) based on Co-Governance framework. The idea is to help interlink and reconnect the urban and social fabric of this area within Marvila and with Lisbon city.

2.4.2 The site's relation to the local/regional development strategies

As referred above, the new actors on the territory will also contribute to engage stakeholders outside the close proximity of the site. Also, the rehabilitation and re-use of Lisbon CHL will help to place it on the regional and also national heritage map.

The majority of the territory surrounding the building is of municipal ownership, which facilitates both the decision-process and the intervention in the public space. A Local Development Plan for Marvila area (which includes CHL's surroundings) is foreseen to be launched in the near future.

2.4.3 Challenges

Since we are a Municipality ourselves, and the main players/stakeholders on CHL's territory are (or are deeply connected with) local public administration – Like Marvila Library, Marvila District and Beato Creative Hub – there are no major challenges in getting in touch with those.

The main challenge will be to sustain a flexible, transparent and inclusive local approach that can maintain the set course and momentum without losing the focus on the “ball”, to support a wide sustainable and participatory based local development in Marvila territory.

2.5 Risk mitigation plan

Main Risk	Risk level (high – medium-low)	Mitigation strategies
Economic crises (due to Covid-19) affecting priority neighbourhoods like Marvila	High	Prioritize social responses
Economic crises (due to Covid-19) affecting public administration	High	To apply for external funding
Less availability and motivation from citizens to participate in local events or be part of local groups, due to employment and family concerns	Medium	Enhance resilience and flexibility
Difficult transition to digital work due to aging and vulnerable population	High	Development and usage of digital tools aimed at increasing community involvement
The bureaucracy associated with Public Procurement processes that causes significant delays on the project	Low	Consider this risk as a reality that can't be overlooked in all actions and activities of the project
The constant need to evaluate decisions towards the building, in order to confirm their accuracy in the actual circumstance.	Medium	To be pragmatic towards new realities, contexts or needs.
The difficulty of working and take decisions internally and externally with different actors (from different municipal portfolios to different stakeholders)	Low	To look at this difficulty as a challenge and an opportunity to reach better and more informed decisions.

3 Sustainability Plan (5 years)

3.1 Organizational form

The management and maintenance of the building is of Lisbon Municipality responsibility. At this moment, it's not defined, but the organizational approach will be anchored in co-management at local level.

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

Associação 3 de Agosto and AtelierMob stakeholders will continue on the building after its rehabilitation and the conclusion of OpenHeritage Project, so they will also be partners on the Management Model of the building.

3.2 Planned target group

The target group is the local community and stakeholders, as well as the new residents that will inhabit the site.

3.3 Financial resources

Financial resources are the Municipal Budget and (possible) use of external/European funding. Moreover, some activities developed by the stakeholders may also contribute to the sustainability of the project.

3.4 Investment needs and potential resources

The main investment needs are connected to the rehabilitation of the palace and its re-use as affordable housing. The main resources are the ones referred on 3.3.

3.5 External factors

Since the main use of the site will be housing, we think that the project does not depend so much on external factors to thrive in the long run.

Updated Local Action Plan of the Pomáz CHL

November 2020

Dóra Mérai

József Laszlovszky

Kyra Lyublyanovics

Volodymyr Kulikov

1 Main targets

1.1 Re-evaluation of the long-term objectives

1.1.1 The main values of the project for the stakeholders

The project contributes to valorising a complex cultural and natural heritage site with an ecologically friendly modern function – as a bio-farm – for a broad range of stakeholders, by opening the site, bringing various groups there, offering various educational and entertainment programs, heritage experiences. We see the main value of the site in its potential to bring diverse groups of people together: locals, tourists, foreign students, families, children, pensioners, people with various levels of education, etc. People can relate to the site and each other through experiencing the natural beauties and their shared curiosity towards the archaeological research of the ruins and the cemetery as well as their attraction towards the animals of the farm and also by sharing meals. By introducing the site into a local and regional inventory, network of heritage, and actively supporting the related initiatives, the project has the potential to increase a sense of belonging in the local community. At this phase, this affects a relatively small “core” of those interested in heritage who can be the key persons to a broader circle of residents. This smaller group is also connected to the municipal leadership, so indirectly the project can also influence heritage policy at the local level.

STAKEHOLDER	VALUE OFFER
The owner of the territory (Fülöp Goat Farm)	The project increases the attractiveness of his farm combining the cultural, natural, and agricultural offer. It is also a promotion for the farm and its products.
OpenHeritage consortium member: CEU Cultural Heritage Studies Program	The results of the projects are incorporated into the teaching and research activity of the program; students have access to up-to-date research and policy trends in Europe; they can also benefit from the network.
Pomáz municipal leadership	The project is aligned with the cultural policy of the new municipal leadership. It helps them to bring together actors in the field and directly supports the municipal participative heritage inventory project with the development of the online platform.
Active members of the Friends of Pomáz Association and other local civic organization from Pomáz: Életkert (Biogardening), Közösen a Városunkért (Together for our Town)	They are interested in local heritage and ready to cooperate in the related processes. The project supports these processes indirectly by offering one more heritage site for the community and directly in the municipal participative heritage inventory project with the development of the online platform.
Other residents of Pomáz	The project contributes to opening one more site for the local public, offering good-quality educational and entertainment programs, environment, and food.

Residents of the nearby settlements including Budapest	The Pilis is one of the most favoured recreational areas, typically for weekend hikers, bikers, families, student and pensioner groups, etc. The heritage sites in the Pilis in and around the forested lands are also popular targets. The project contributes to opening one more site for the broader public which offers educational and entertainment programs as well as good-quality food.
Academic community in Hungary	On the long run, the project contributes to making the site accessible for academic research, incorporating the knowledge about it into the research of monastic sites in the Pilis and at international level. The site will also be increasingly available for academic programs (workshops, student fieldwork, etc.).
Association of Heritage Managers and other Hungarian civic organizations interested in cultural and natural heritage	The site is getting increasingly available for these organizations too to host their programs, as an educational center.

1.1.2 Main targets and objectives

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

Mission of the Glasshill Lab: To turn the complex environmental and cultural heritage site into an accessible place for various groups of audience attracted by the heritage values of the site, by co-operating in the interpretation and presentation of the site with these groups, in a way which can also contribute to the sustainability of the farm where it is located.

Objectives:

- To turn the site into a meeting point, a community hub, integrated into the local heritage and local community hubs;
- To raise awareness of the site among the locals and the broader audience of hiking organizations;
- To find a governance model that ensures the sustainable management of the heritage site within the farm;
- To bring together a group, a “family” around the site who are regular visitors, volunteers and promoters of the site and its programs;

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.

- To identify, test, and improve a financial management model for the site sustainable on the long run.

1.1.3 Changes compared to the first LAP

The objectives were not modified significantly but specified based on the results and experiences of the period since the preparation of LAP1.

1.1.4 Measurement of the long-term impact of the project

The long-term impact of the project can be measured directly and indirectly. Direct indicators are the number of visitors at the site, the number of regular visitors and volunteers (members of the “family”), the number of programs, the income generated and invested into the site, the intensity of cooperation between the site owner, the local civic organizations, and the municipality. Indirect indicators are the number of people participating at heritage-related programs and in the heritage-related discourse in Pomáz, the number of local heritage sites added to the local list, the intensity of discourse and the frequency of programs.

Impact can also be measured by the number of different types of activities and the diversity of the audience reached.

1.2 Short-term – OpenHeritage aim and objectives

1.2.1 Aim

The aim of the OpenHeritage Glasshill Lab is finding a complex, and economically sustainable functionality for the site that contributes to the strengthening of the local community and promotes the heritage value of the assets.

Objectives:

- To come up with a programming plan for the site that can ensure its accessibility for various groups.
- To identify a small group of people who are ready to be involved in the management, programming, and protection of the lab heritage site.
- To identify some financial solutions which can contribute to the sustainability of the site.
- To reach an agreement with the farm owner about the long-term vision of the site.
- To have some basic infrastructure at the site that enables its operation as a community hub

1.2.2 Changes compared to the first LAP

The objectives were not modified significantly but specified based on the results and experiences of the period since the preparation of LAP1.

1.2.3 Contribution to achieving the long-term targets

It is essential to come into agreement with the farm owner on the vision of the entire farm area and the heritage site for the long-term sustainability of the latter as a community hub and meeting point. Making the site accessible for various programs and creating some basic infrastructure is the first step in opening it for the local community and the broader public. In order to create a sustainable

governance model it is necessary to identify a group of people who are ready to be involved and the local organizations to which the site can connect in some form.

1.2.4 Measurement of success

The measurable indicators of success are the number of programs at the site in the remaining months and the number of visitors and volunteers there; the number of people who are ready to act as members of the decision making committee, a signed agreement with the owner, the output of infrastructural developments (visitor friendly welcome situation at the entrance of the farm, bike station in front of the farm, internal and external educational trails, eco-toilet at the site, covered community space for on-site programs, new exhibition and InfoPoints in the multifunctional building, self-guided tour with info-points at the site), a financial plan for the next 5 years.

2 Action plan for the OpenHeritage Glasshill Lab

2.1 Community and stakeholder engagement plan

2.1.1 Main lines of development

Compared to LAP1, we have identified who are the main stakeholders when discussing the long-term sustainability of the site:

STAKEHOLDER	ROLE	LEVEL OF INFLUENCE
The owner (natural person) of the territory (Fülöp Goat Farm)	He has an ultimate decision-making role; nothing can be done at the site without his agreement. He also lives on the farm where the heritage site is located.	high
The small companies owned or co-owned by the owner of the territory (legal persons)	They have a role in the financial and administrative management of the farm and the heritage site. These are the legal entities which can apply for EU, national or other external funding.	low
OpenHeritage consortium member: researcher team of the CEU Cultural Heritage Studies Program (hereafter: CEU CHSP)	Initiators of the Cooperative Heritage Lab, heritage experts working on the research, preservation and interpretation of the site. It was planned to have a key role in applications for EU, national, or other external funding in LAP1. CEU has moved to Vienna since LAP1, but a smaller entity is staying in Hungary which can still	high

	contribute to the management of the site in this form. Now we see the main role as facilitator between the other key stakeholders.	
Friends of Pomáz Association and other local civic organization from Pomáz: Életkert (Biogardening), Közösen a Városunkért (Together for our Town)	They might have a key role in managing the heritage site in cooperation with the owner and in applications for EU, national, or other external funding. They can potentially provide regular volunteers and members of the committee managing the heritage site. They also have a key role in reaching out towards the local community.	high

The initiator of the Glasshill heritage lab was CEU CHSP where a member of the team is local in Pomáz. The original interest of the university staff was in archaeological research. The owner of the farm was interested in learning more about the archaeological ruins on his property, so he gave access to the site and some financial support to the research. However, questions related to the long-term social, economic, and environmental sustainability of the heritage site required broadening the academic interest towards the field of heritage interpretation and management and identifying further financial resources. CEU CHSP signed a cooperation agreement with the farm owner in 2015 and started to apply for grants for developing the heritage site into an educational and community centre. During the first successful applications CHSP identified the Association of Cultural Heritage Managers as a Hungarian partner. The OpenHeritage Lab run by CEU CHSP aims to find a long-term management model for the site. Originally, the management of the site focused on the programs connected to the archaeological heritage, with later additions from the sphere of environmental protection and education as well as eco-friendly agrarian production. Most of the activities were connected to higher education. The lab has developed new perspectives for its activities, addressing specifically various groups of the local community and emphasizing the aspects of impact and sustainability.

Due to some legislative changes by the Hungarian government, CEU was forced to move to Vienna in 2020. Though a relatively small entity of the university remains in Hungary, it cannot serve anymore as the main institutional background for operating the heritage site, and the physical presence of CEU staff in Hungary has also been reduced significantly. Consequently, it is necessary to re-structure the cooperation of stakeholders in order to run the site in the future. In the framework of the project the lab has developed co-operation with local NGOs. This aspect of the lab can be further developed in the framework of the new Democracy Institute of CEU at Budapest. MECERN, an international research network connected to the medieval heritage of Central Europe within the new institute can host archaeological and historical research elements of the project. The main role of the lab is to bring together those other stakeholders who are willing to cooperate in the management of the site.

Since the beginning of OpenHeritage the lab was seeking to identify civic initiatives, public or private organizations, or informal groups of locals in Pomáz who are interested in the local cultural heritage and to bring them together for discussions on the topic. There are a few such initiatives now – such as Életkert (Biogardening), Közősen a Városunkért (Together for our Town) – but the most promising civic association in this respect is the Friends of Pomáz (Pomáz Barátai Társaság) with a core of dedicated members and a relatively large group of interested people around. Before 2020 the local municipality was not willing to cooperate with the civic initiatives at all, but the local elections in 2019 autumn were won by a group set up by local civic activists including members of the Friends of Pomáz. Since then, the town leadership is also ready to cooperate and is interested to valorise local heritage in order to strengthen the community and local economy. The Local Heritage Inventory Project proved to be an efficient tool in this.

The Local Heritage 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](#). The town leadership appointed the [Friends of Pomáz Association](#) to maintain the inventory, a list of items, tangible and intangible, that are relevant in terms of cultural heritage and have strong links to the Pomáz area. The OpenHeritage Lab developed the online platform and the participative methodology of co-creating the inventory with the local community. The project contributes to the strengthening of the local heritage community, by clarifying what they consider as their own heritage and why, and by providing an opportunity for all interested members of the community to make their own contribution to the public inventory archives. It opens a way for a public discourse on heritage exploring various ways of being as inclusive as possible. 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, since it is an online project, it addresses the challenge posed by the COVID19 pandemic on the operation of the Lab.

The inventory project was combined with a series of public lectures and discussions on various aspects of the heritage of Pomáz and the area co-organized by the Friends of Pomáz and the Lab, first in a local community centre then online. These events brought together a relatively solid group of people interested in heritage, and now we plan to introduce the topics of OpenHeritage and the site of the Lab at the forthcoming occasions (due to the pandemic, still online). The aim is to invite people to think together about the place of the Lab site in the local heritage and how it could benefit the most the local community. We hope to end up with a small group of volunteers who would be ready to compose a “management committee” for the site.

Harmonizing the vision of the Lab team and the local community about the heritage site with that of the farm owner is an essential step towards the sustainable management of the site. The Lab aims to bring together all these stakeholders to come up with a common vision. We see this as a slow and organic process since

the heritage site does not appear in itself as the focus of development but it is a part of an already functioning private farm, and it needs to be embedded into the local conceptualization of heritage, the emerging network of heritage and community sites. All this is necessary to conserve as well as valorise the heritage site for the benefit of all potential stakeholders.

2.1.2 Planned activities

Note: we cannot plan specific dates for the on-site meetings due to the pandemic.

Scope/aim of activity	Name of activity	Place	Time	No. of people involved
Presenting the OpenHeritage project to the residents of Pomáz.	Public discussion co-organized with the Friends of Pomáz	online	2020 December	20
Presenting the Glasshill Lab to the presidents of Pomáz.	Public discussion co-organized with the Friends of Pomáz	online	2021 January	20
Presenting online communication tools to the members of civic initiatives in Pomáz.	Public discussion co-organized with the Friends of Pomáz	online	2021 February	20
Bringing educational programs and professionals to the site, cooperation with professional organizations.	Heritage interpretation workshop for professionals organized by the Association of Heritage Managers	Glasshill site	2020, 8-9 February	10
Harmonizing our vision of the site with that of the farm owner	Meeting with the farm owner	Glasshill site	2020 winter	5
Identifying potential members of the managing committee	Meeting with interested representatives of the Friends of Pomáz	Pomáz	2020 spring	10
Participative definition of what is local heritage in Pomáz	Launching the new heritage inventory site	online	2020 winter	ca. 50
Bringing together people interested in environmental heritage, and	Earth Day	Glasshill site	2021 April 20	

sustainable farming, offering programs for the locals and visitors from the nearby settlements and Budapest, joining a national initiative and the network of sites in that.				
Discussion with local schoolchildren and teachers about environmental and archaeological heritage	Local school day	Glasshill site	2021 spring	40
Discussing with national hiking associations how the site could be integrated into the regional hiking routes	Meeting with hiking associations	Glasshill site	2021 spring	10
Bringing together people interested in archaeological heritage, historical monuments, offering programs for the locals and visitors from the nearby settlements and Budapest, joining a national initiative and the network of sites in that.	Day of Archaeology / Night of Museums	Glasshill site	2021 May / June	80
Integrating the site into higher education curriculum	Workshop with the CEU CHSP students	Glasshill site	2021 early June	15
Offering educational and entertaining experience for locals and people from the nearby settlements as well as from Budapest	Glass workshop	Glasshill site	2021 autumn	20
Offering education in eco-friendly traditional techniques to locals and applicants from Hungary	Summer workshop on ecologically friendly building techniques	Glasshill site	2021 summer	20

Bringing children and their families to the site around the topic of archaeology and environment	Archaeological summer camp for schoolchildren	Glasshill site	2021 summer	30
Bringing together people (mostly locals) interested in environmental heritage, and sustainable farming, joining a national initiative and the network of sites in that.	Permaculture gardening program (Day of Birds and Trees)	Glasshill site	2022 April	30
Bringing together people interested in environmental heritage, and sustainable farming, offering programs for the locals and visitors from the nearby settlements and Budapest, joining a national initiative and the network of sites in that.	Earth Day	Glasshill site	2022 April 20	80
Bringing together people interested in archaeological heritage, historical monuments, offering programs for the locals and visitors from the nearby settlements and Budapest, joining a national initiative and the network of sites in that.	Day of Archaeology / Night of Museums	Glasshill site	2022 May / June	80
Dissemination, networking in Hungary	National workshop at Pomáz	Pomáz and the Glasshill site	2022 autumn	30
Offering education in eco-friendly traditional techniques to locals and applicants from Hungary	Summer workshop on ecologically friendly building techniques	Glasshill site	2022 summer	20

Bringing children and their families to the site around the topic of archaeology and environment	Archaeological summer camp for schoolchildren	Glasshill site	2022 summer	30
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2.2 Financial plan

As we discussed at the consortium meeting, the entire budget for the lab needs to be re-designed due to the COVID19 related changes. We need to discuss this with the WP leaders.

2.2.1 Revised budget

Lab activity	Estimated budget
Hiring a manager of the online activities (website, heritage inventory project, Decidim platform)	10.000
Hiring an on-site manager	3.000 Eur
Developing short videos about the lab	3.500 Eur
Re-editing films and short videos on the history and archaeology of the site based on existing video material (interviews and films with new visual materials, bi-lingual versions)	2.500 Eur
Printed short guidebook of the site for tourists and visitors	1.000 Eur
Printed short guidebook and activity book for children connected to site-visits	1.000 Eur
Development of an on-site heritage game (treasure hunt) with its infrastructural development, printed and on-line materials	1.500 Eur
Printed and on-line info materials on the local heritage of Pomáz (based on the local heritage initiative)	1.000 Eur
Development and installation of a new exhibition (with permanent and temporary elements) in the multi-functional building at the site	4.000 Eur
Development and installation of an activity room in the multi-functional building at the site (first floor space)	4.000 Eur
Construction of a protection roof for the community activity place with the oven (in the form of volunteer workshop with recycled materials)	4.000 Eur
Re-building of the old barn building for the purpose of a new covered community activity space (in the form of volunteer workshop with recycled materials)	6.500 Eur
Installation of eco-toilets attached to the multi-functional building at the site	8.000 Eur
Infrastructural development (infopoint and facilities) at the entrance of the farm for visitors of the lab programs	2.000 Eur
Infrastructural development and installation of a bike-point at the entrance of the farm	2.200 Eur

2.2.2 Future interventions and expenditures

What we need funding for?

- Access to the site: there is an agreement between the owner and CEU, we need to facilitate an agreement between the owner and Friend of Pomáz. No funding is needed for this.
- Renovation of the site
- Operation: maintenance + program management (personnel) + program costs

2.2.3 Site-specific financial solutions

The site is an example for small-scale, organic, value-based development. Volunteer contribution is an essential basis of the funding scheme, also in the form of preparing grant applications.

2.3 Management and organisational development plan

2.3.1 Developing a management structure

What has been done?

- The Lab has established cooperation with the town leadership through the online local heritage inventory project and through some key actors.
- The Lab has established cooperation with civic organizations in the town through various on-site events, and recently through the online local heritage inventory project.
- We have identified people who are interested in cultural heritage through an event series on local heritage.

How to proceed?

The aim is to get to the point when a small decision-making committee can be formed from interested locals who are ready to invest their time and energy into managing the heritage site. This “managing committee” would facilitate the operation of the site as a cultural and community hub co-operating with the farm owner. The ideal form of governance would be to have a separate organization behind the heritage site. However, at the moment there seems to be no one who would be ready to take up the administrative duties of establishing and running such an organization. The solution seems to be to channel those aspects of the operation of the site where a legal entity is necessary under an existing organization, which, in this case, potentially can be the Friends of Pomáz Association. To reach that, we are planning the following activities:

- Three events in the event series co-organized with the Friends of Pomáz on local heritage starting from December: one on OpenHeritage, one on the lab site, the latter also a kind of invitation to join.
- The third event aims to help the community find a good online communication channel instead of e-mailing, on the example of Prädikow.
- Establishing cooperation with the new management of cultural institutions in the town (cultural centre, castle cultural centre).

2.3.2 Organisational chart

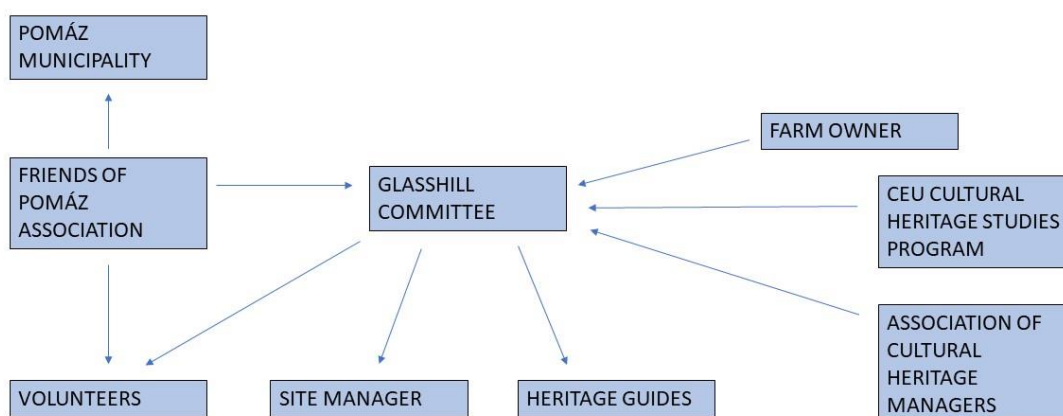


Figure 1. Organisational chart

2.4 Territorial integration plan

2.4.1 Collaboration with the site's immediate environment

What has been done?

The most important tool to integrate the site into the local network of heritage actors and sites has been the online heritage inventory project run in cooperation with the municipality of Pomáz, the Friends of Pomáz Association, and the Glasshill Heritage Lab of OpenHeritage. We started by uploading already existing but not yet published proposals, 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-Nagykovácsi-pusztá, is also among the proposed heritage items. We started to develop the online surface for the inventory on the Decidim platform. 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](#) 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. 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, so that e.g. the page on the Serbian church will be available in Serbian as well.

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.

What to do next?

In addition to the online heritage platform, a series of local hubs of culture and heritage has been emerging too in Pomáz, especially since 2019 autumn, the election of the new municipal leadership: the public culture house, the complex of a private olive oil shop and the local heritage museum located in a protected ensemble of traditional folk architecture, the site of the Baroque Teleki-Wattay Manor House, the site called Szabitér resulting from a private initiative. Our lab site should appear as one of these integrated to their network and operation. Since it is outside the settlement, in a forested area, the programs it is suitable for is different from those organized at the other sites. However, it offers a natural environment, archaeological ruins and research, farm animals, fresh air, good-quality food.

The local heritage inventory was created with the potential in mind that it will develop further, into an online forum, an inclusive hub with news and discussions on local heritage where community members can exchange their views publicly. This can have an especially important role in the period characterized by the pandemic which seems to be quite long now.

2.4.2 The site's relation to the local/regional development strategies

The new local council has initiated a number of new programs connected to the local heritage of Pomáz including the lab site. One form of these is the development plans connected to hiking and biking. As the site is situated in an area suitable for this development, the lab can be integrated in these new plans. The first bike track connecting Szentendre and Pomáz has just opened, thus the new routes will be developed to target natural and cultural heritage sites around the settlement.

2.4.3 Challenges

A regional development plan was created for the area, which can be used for tourism related infrastructural programs. Therefore, local organisations are usually competing for the same financial resources or for the same project applications. This competition is not very helpful in creating a new partnership framework. Regional co-operation between municipalities is often formal and heavily influenced by political divisions. Under the present financial situation, which is particularly difficult for municipalities, financial support from local sources to help NGOs or civic organisations is very limited.

The management of the site should search for grants outside Hungary and build on the unique aspects of the site such as the combination of natural and cultural heritage with bio-farming.

2.5 Risk mitigation plan

Main Risk	Risk level (high – medium-low)	Mitigation strategies
The owner of the territory loses interest.	medium	Keeping him informed, focusing on the benefits of developing his property
The ownership of the territory changes.	low	Continuous communication with the owner to be informed in time about any changes, initiating discussion with the new owner in time.
The owner does not want to see too many people and regularly on his property.	high	Clarifying in advance what is acceptable for him on the long run, coming up with arguments how he can benefit from opening up his farm.
The municipal leadership changes at the next elections, the new leadership is not cooperative.	medium	Keeping the process as independent from the town administration as possible, building on the advantage of private ownership.
Quick, unexpected, and illogical changes in the national regulatory framework.	low	Keeping ourselves well-informed.
Lack of interest on behalf of the local community.	low	An efficient communication strategy, presenting the project locally from an early stage
Lack of interest among the civic initiatives	low	Finding efficient participative tools.
We cannot have events on-site due to the pandemic during the remaining months of the project.	high	Preparing online events, working on the preparations of the site and resources for off-site events.
The Lab costs in OpenHeritage cannot be spent on infrastructural development, so we cannot prepare the site for future events.	high	Discussing this problem with the OH coordinators.

3 Sustainability Plan (for c. 5 years)

Sustainability steps for the Lab:

- Helping the establishment of a committee of the site
- Helping the integration of the site into local heritage
- Facilitating the development of an online hub and efficient online communication channels in cooperation with local civic initiatives
- Educating heritage guides for the area of Pomáz and the site
- Hiring a site manager to deal with on-site processes
- Planning the community space together with people

3.1 Organizational form

According to the original plan for the management of the site, CEU would have had a key role in the operation as an institution behind the heritage site. Since CEU has moved to Vienna, another organization is needed to serve as the entity behind the site to access funding. This should be partly the business enterprise of the farm owner, partly the Friends of Pomáz Association, depending on the character of the funding. To manage the operation of the site, we propose to form a small decision-making committee from interested locals. If later there is an interest and need to establish a separate organization behind the heritage site, it can be done, but the operation of the site is sustainable without that as well. However, it is necessary to create the long-term financial basis of hiring a part-time site manager for practical tasks including the coordination of volunteer work.

3.2 Planned target group

The main target group to manage the site and some of the programs is the residents of Pomáz, members of local civic associations and educational institutions. However, the site equally targets the recreational visitors of the Pilis Mountains, bikers and hikers, mostly from settlements in the region and from Budapest.

3.3 Financial resources

Potential funding resources:

- Grant applications: CEU will have a small entity in Hungary which is eligible to apply for funding projects related to the site, but generally it should be the Friends of Pomáz who takes over this role, and occasionally the farm owner as legal entity. This might be one of the main sources of income for programming and infrastructural development.
- Generated profit: we do not expect to generate large profit due to the character of the site, but the Lab can develop a product offer and a financial scheme within OpenHeritage, agreeing about it with the owner. Examples: participation fees at events; in cooperation with the owner: to reach an

agreement about joint programs where a part of the income is for the heritage site infrastructure development and for the guide educated within OH, technically paid by the company of the farm owner. "Archaeological cheese": a bit more expensive product of the farm where the customer contributes to the heritage site renovation.

- Crowdfunding, match funding: since the site is in private ownership, this form of funding is more suitable for programs and events.
- Donations – In exchange, the donors receive the right to participate at certain programs.
- Volunteer work, in kind income.

Question to clarify: how to pay the costs of administration and banking? Is it on the owner or Friends of Pomáz?

3.4 Investment needs and potential resources

The long-term development of the heritage site into a community hub requires relatively small-scale investment, for the conservation of the ruins and creation of covered community spaces from the remains where it is possible with various functions. The main resources can be grants that support such initiatives.

3.5 External factors

The heritage site is safe on the private farm, it can be conserved for future generations. However, in order to valorise it for the benefit of the local and broader community, the interest and voluntary work of some people from outside the farm is also needed. If there is such an interest, and the stakeholders are willing to cooperate in this direction, the site will be open for the public, contribute to the strengthening of the local community and offer educational and entertaining programs. If, however, there is no such interest, the farm owner himself will not invest into this direction. The positive, supportive attitude of the municipality is very helpful too, but civic engagement is the essential factor in the long-term sustainability of the heritage site. The Lab is working towards generating and strengthening this kind of community and interest.