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OpenHeritage: Deliverable 4.5

Evaluation report on the Cooperative Heritage Labs

September, 2022

Project Full Title	Organizing, Promoting and Enabling Heritage Re-use through Inclusion, Technology, Access, Governance and Empowerment
Project Acronym	OpenHeritage
Grant Agreement No.	776766
Coordinator	Metropolitan Research Institute (MRI)
Project duration	June 2018 – May 2021 (48 months)
Project website	www.openheritage.eu
Work Package	WP4 Cooperative Heritage Labs
Deliverable	Evaluation report on the Cooperative Heritage Labs
Delivery Date	30 September, 2022
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Contributor(s)	All six CHLs (CEU, UNEW, TWBPT, LUISS, Stiftung trias, CML, OW SARP)

Dissemination level:	Public (PU)	x
	Confidential, only for members of the consortium (CO)	

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List of abbreviations

AHR	Adaptive heritage reuse
BIP/ZIP	Priority intervention Neighbourhoods or Zones
CentUrbHist	Center for Urban History of East Central Europe
CHL	Cooperative Heritage Lab
CoE	Council of Europe
CML	Camara Municipal de Lisboa
DoA	Description of the action
EU	European Union
GA	Grant Agreement
LAP	Local Action Plan
LME	Living Memory Exhibition
M	Month
MRI	Metropolitan Research Intitute
OC	Observatory case
OH	OpenHeritage
OHC	Open Heritage Community
OW SARP	Oddział Warszawski Stowarzyszenia Archietktów Polskich
PM	Person months
PO	Project Officer
TF	Task Force
TWBPT	Tyne and Wear Building Preservation Trust Limited
UGENT	Universiteit Gent
UNEW	University of Newcastle Upon Tyne
UNIROMA3	Univerita Degli Studi Roma Tre
WP	Work Package

Executive summary

Systematic evaluation has been a central activity in OpenHeritage during its entire operation. Project activities were evaluated continuously, a feed-back process was built in, and for dissemination the KPIs were set and regularly checked. In this framework the continuous evaluation of the six Cooperative Heritage Labs (CHLs or Labs) was in the focus as well. These Labs were chosen to test and refine the methodologies developed by OpenHeritage, and as such were conceived as adaptive reuse laboratories. To support this function the Labs were chosen to be representative of very different circumstances and contexts: they are situated in various geographical regions and cover various heritage types. They are found in urban, rural and per-urban settings and work on large neighbourhoods, smaller building complexes and archaeological sites.

Work in the project was designed so that the consortium members' interdisciplinary knowledge and lessons from various project deliverables - most importantly the ones focusing on macro level policy analysis (D1.2 and D1.3) and the micro level study of the 16 Observatory Cases (OCs) (D2.2, D2.3, D2.4) – could be utilised in the Labs. They followed a living lab methodology, which involved not in the research not only project partners, but built on an extensive group of local stakeholders, who contributed to the Labs' development. At the heart of each Lab stood their local community, and work concentrated on building/maintaining a heritage community with their involvement around the sites. These communities were very different – as the Labs themselves were very different – thus understanding them, defining the role of heritage for them, and the role of the Lab site in this respect was a crucial element everywhere.

Through these experimental sites the project could achieve three different objectives: firstly, the individual Labs could contribute to local development, the extent of which is discussed in Part I of the current deliverable. Secondly, it was with the help of the Labs, through the study of their actions and achievements that the application of the three OpenHeritage pillars (community/stakeholder integration, resource integration and regional integration) were examined in detail. And finally, through this process, the Labs helped the creation of inclusive management models. These models, developed and tested here, fit very different contexts and were created to be transferable across Europe. An important common denominator among these models is that they are designed for areas outside of the main touristic centres, and need to find different income generating mechanisms as they cannot directly profit from the booming tourism or heritage industry.

The aim of the current deliverable is twofold: on the one hand, using the experience of the OpenHeritage Labs it provides and illustrates blueprints for inclusive adaptive heritage reuse management models. On the other hand, it evaluates the ways the Labs worked, focusing on the three OpenHeritage pillars, the changes in heritage understandings and

meanings in each Lab, the issues surrounding their sustainability and the lessons learned.

In accordance with these aims the deliverable is divided into two parts: Part I. focuses on the models, while Part II. concentrates on the evaluation.

Part one explains the different organisational models followed by the six Labs, then it differentiates between three main management models, arguing that **each management model is applicable for organisations with a different degree of inclusivity and maturity**. Based on this differentiation Model 1 is called "Enthusiastic beginners", and is useful for those adaptive heritage reuse (AHR) projects that are initiated and carried out by a group of committed people, who for the most part lack the experience of managing such projects. At this stage participants typically have a long-term vision, they know the desired project outcomes, but the details remain quite vague and the objectives are not well defined either. Three of the six OpenHeritage Labs belonged to this category, as well as many observatory cases that were analysed.

Model 2 means a move from this level in the direction of professionalization. Called the "Committed intermediates" it is suitable for projects where there is a mix of experienced and inexperienced partners in the management, or they that have successfully passed the initial stage and have a well-functioning, inclusive relationship with members of the local community and other organisations.

Finally, Model 3 is entitled "Experienced professionals", where the degree of inclusivity is quite high and the management has many years of experience in AHR projects. Importantly, there is no automatic move from Model 2 to Model 3, since "Experienced professionals" operate under specific circumstances, in an environment supported by local/regional/national policies, appropriate regulation and a context where there is a high trust towards the society.

These derived models also incorporate the learnings from the Toolbox development (WP5), as they form a coherent unit with these tools developed in the framework of OpenHeritage. For this reason, their detailed explanations include references to particular deliverables (D5.3 Replicable model of Heritage Points; D5.4 Guidelines for public-private-people partnerships; D5.5 Methodological guidance to the application of crowdsourcing; 5.6 Inclusive business models; 5.7 Roadmap to enhance regional cooperation) indicating the place and use of the tools in the management model. There are also thematic overlaps with the focus of the inclusive business model guidance and the roadmap to regional integration.

The actual evaluation about how the Labs worked and what they achieved happens in Part II. When focusing on what was achieved and how it will be sustained, the analysis also takes into account that five out of six Labs were functioning before OpenHeritage started, and four out of six had funding (sometimes substantial) from other sources. Thus, the evaluation focuses on aspects that were specific to OpenHeritage, going back to issues in connection with the three pillars of the management model, and also focusing on how the heritage community developed. The effects of COVID-19 are highlighted as well, since they happened during the project period and upstaged previous planning arrangements. Finally sustainability issues are discussed and recommendations are included.

The evaluation is a result of a systematic thinking with the Labs in the entire project period, pushing Labs to reflect on what went well, what was missing and what could be improved. Involving every project partner in this process, creating an environment, where feed-back was part of the daily routine and making Labs view their activities holistically and place them into a wider context was a project goal from the first moment.

The deliverable finishes with an Annex that includes the last evaluation reports written by the Labs in the spring/summer of 2022. They were asked to briefly summarize their project experience, to reflect on the extent their Labs developed, and to think about their impact and sustainability questions, as well as the effects of the COVID pandemic. The evaluation presented relies heavily on these reports.

Part I.
Introducing the inclusive management models

1 The concept of CHL management models

Developing inclusive business models for adaptive heritage reuse (AHR) projects was at the heart of OpenHeritage project from its very beginning. A separate deliverable was devoted to this topic (*D5.6 Inclusive business models*) examining the question of how to build inclusive business models around adaptive heritage reuse projects? In D5.6, inclusive business model was defined as "ways in which the costs of adaptive heritage reuse (AHR) relate to the benefits and the role of individuals and communities within that model." Inclusivity was interpreted as "the extent to which local communities can cooperate with other groups within society; the private, third and the public sector". A so called "inclusive business model canvas" was used as a tool to develop an overall project-plan, to valorise the role of individuals and organised communities in adaptive heritage re-use projects, to structure the projects and to assess their underlying structures and objectives.

Using the canvas, three basic models were categorized based on the group that initiated the adaptive heritage reuse project: grassroots, professional or public. The *grassroots model* is initiated and rooted in the local community, the *professional model* consists of projects that are initiated by a professional organisation and projects in the *public model* are initiated by a public authority. Other elements of each business model were the planned functions of the programme, the values they create and the financing of the investments and running costs is (see Figure 1).
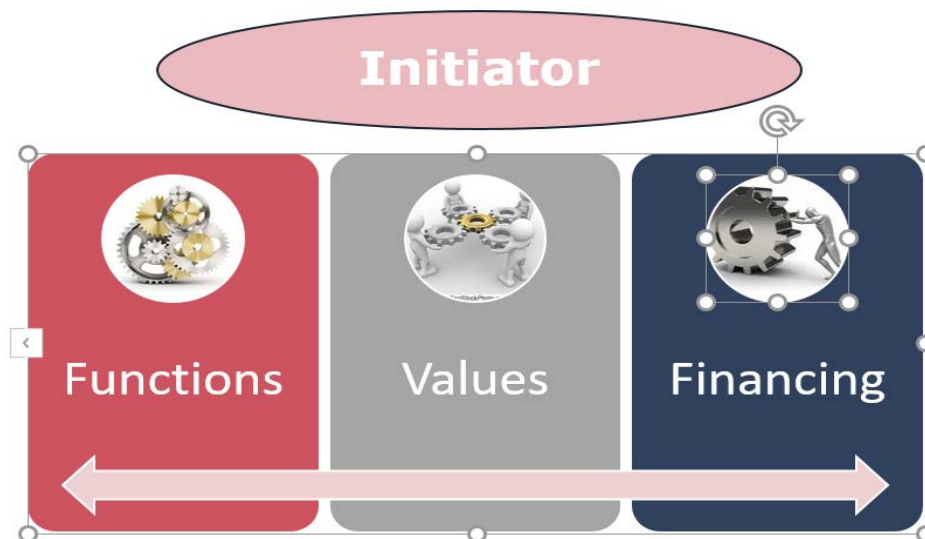
Figure 1. Elements of AHR business models[1]

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[1] Figure credit https://depositphotos.com/stock-photos/toothed.html

As mentioned above, the AHR business models serve as overall project plans, trying to find the right balance between several aspects of the projects, including organising activities, raising community involvement and generating sufficient incomes. Management models, on the other hand, specifically focus on how and by whom a project can be operated, how to define objectives, motivate staff, coordinate activities and adapt to changing circumstances. In other words, how to manage the organization and its people to have a good and successful project. Very often AHR projects are run by civic organizations, without professional project management staff, which leads to many challenges in the daily operation.

The six CHLs involved in the OpenHeritage project show a big diversity in both the context they operate, and their management structures. Some of them already had well-established organizational forms, strong networks and experienced teams from the beginning of the project, while others had to build their management model systematically during the OH project. Reflecting the knowledge gained in the 52 months of working together, guiding and supporting the evolution of the Labs, the main components of the CHL management models include **goals, organization structure, network relationships and the capacity to change** (see Figure 2).

Figure 2. Components of CHL management models

The four components cover the following issues:

Goals: What are the main goals of the project? What is the mission of the initiators? Is there a well-defined project concept? Are the targets concretized?

Organization: Who is involved in the project? Does the initiator have a formal legal structure? Who is taking over the responsibilities for financial, legal, communication tasks, or outreach? Which actors (public, private, civic) support the management?

Network: How does the organisation manage its relationships? How can main stakeholders collaborate? What is the role of the formal and informal networks?

Change: How does the project adapt to changing and/or unpredictable circumstances?

2 Analyses of CHL management models

Applying the main components described above, in this chapter we examine the management models developed by the six the OpenHeritage Labs. Each component is studied individually, yet comparisons are made and patterns and schemes are highlighted to generalise the experience beyond their local specificities.

The analysis serves two interrelated objectives: on the one hand it is part of the evaluation process, focusing concretely on how the management models of each Lab developed and/or solidified. It follows in detail the process each Lab went through during the project, and provides insights to some of their achievements, supplementing the evaluation in Part II of this document.

On the other hand, the analysis is indispensable for chapter 3, as the blueprints of the inclusive management models for adaptive heritage reuse (AHR) were finalised partially based on these Lab experiences.

2.1 Objectives/Goals

Determining the specific objectives they want to achieve is a key factor in managing AHR projects. The goals that the Labs set for themselves at the beginning of the project were developed and included in their first Local Action Plans (LAP), prepared by May 2019 (D4.2). These goals served as guiding concepts for them throughout the entire OH project. As stated in D5.6 (Inclusive Business Models) "ideally, a project is supported by a clear mission that will bring along the way". In this respect, the Labs showed very strong differences. Although all six Labs defined their long-term objectives, a strong, well-defined mission was outlined only in a few cases (Lisbon, Sunderland). Strengthening heritage communities, build cooperation, explore potential financial structures, manage the tangible and/or intangible heritage and integrate the site into the region were common goals everywhere. However, in the case of several Labs, it seemed that they did not see exactly their main targets yet, they were stuck at the level of generality. One main achievement of OpenHeritage is that through the activities carried out by the Labs and thanks to all the support they were provided, their mission became much clearer by the end of the project. Unfortunately, in some cases (Pomáz, Warsaw) the external circumstances (ownership, political influence, etc.) changed in such a way, that the original objectives are only partially relevant by now. However, even in these cases the successful strengthening of local heritage communities and developing networks around the heritage sites gives hope that the original goals will not be completely lost after the completion of the project.

As mentioned before, the two Labs with a clear mission and well-defined, concrete objectives were the *Lisbon CHL* and *Sunderland CHL*. Not surprisingly, both of them already had a professional management staff, developed stakeholder networks and previous experience in AHR at the beginning of the OH project (for more details

see Annex Lab Evaluation Sheets). Lisbon CHL aims to support a
wider and sustainable urban and social development process in Marvila district.
The AHR of the Marquês de Abrantes palace with creating a mix between social
housing, culture and social functions is a concrete and well specified objective,
pointing in this direction. In the case of Sunderland CHL, their original goal was to
return three buildings into long-term financially and socially sustainable socio-
cultural use through AHR. The purpose of the CHL is to act as a demonstrator
project that could be subsequently replicated elsewhere.

In another respect, Hof Prädikow is also an exemplary case. It is a combination of
a grass-root initiative with an experienced actor in a building and financing
process. On a general project level they also had a very clear vision – "to create a
place of working, living and community in one place" (for more details see Annex
Lab Evaluation Sheets). However, it took time for them to define their goals within
the framework of OpenHeritage (OH), as the objectives of the "big" Hof Prädikow
initiative were of course much larger than what can be realized within the
framework of such a time bound project. After the initial difficulties, the main
objective of the Hof Prädikow CHL was defined as building the bridge between the
"long-term village dwellers" (those who lived in the village before the project) and
the "newcomers" (project initiators).

PragaLAB, the Rome ACT Collaboratory and Pomáz Glasshill Lab show many
similarities in terms of setting goals. All three Labs started the project without a
legal organization behind them, with only a group of enthusiastic professionals and
informal networks. As a consequence, their goals at the beginning of the project
were quite broad and vague. In case of PragaLAB they aimed to empower the
tangible and intangible heritage of Praga, while for the Pomáz Glashill Lab the main
goal was defined as "turning the site into an accessible place for various groups of
audience attracted by the heritage values of the site". The Rome ACT Collaboratory
was conceived as a physical and digital urban Lab to agglomerate territorial actors.
In these cases, so many goals and objectives were formulated, that the mission of
the CHL was somehow lost in obscurity. However, the CHLs had a significant
turning point during the project. PragaLAB achieved significant successes when
they narrowed their focus to the "Bakery" project, while Pomáz Glasshill Lab
started to operate better when they introduced a new, more formalized
organization structure. The Covid pandemic caused a significant change to the
initial plan of Rome ACT Collaboratory, shifting the focus from settling a physical
hub to the co-design and deployment of the Digital Community Platform. With this
change, the goals of the Lab became easier to formulate and achieve.

2.2 Organizational structure

Beside the mission, goals and objectives, the other crucial aspect of the Labs was
their organisational structure. It determines who is going to run the project and
who are the main partners they cooperate with. Some of the Labs already had a
legal structure (e.g. and association, cooperative or a municipality) like Lisbon,
Sunderland, Rome, Hof Prädikow, but others were only a loose cooperation of
different partners. These Labs (Pomáz, Warsaw) had to set up a totally new system

during OpenHeritage, in which the different tasks (financial and legal questions, group processes, communication, reach-out etc.) were shared between the different actors.

A guide for creating multidisciplinary project teams for inclusive AHR project was developed in D5.6 Inclusive Business Models. In the current deliverable we focus on the actual organization structure of the six CHLs, developed during the OH project.

Pomáz Glasshill Lab

When OpenHeritage started, CEU had a key role in the organization structure and heritage community was understood only as a loose conglomerate. However, several internal and external changes occurred during the last 52 months: CEU moved to Austria, local elections brought a new, supportive leadership to Pomáz Municipality, a new, formal legal entity was established (Glasshill Foundation) and two NGOs were identified as key partners: Community Archeology Association and Friends of Pomáz Association (see Figure 3). Now Friends of Pomáz Association has a key role in making the connection between the partners through their wide local network and good relationship with the local authority. The Community Archeology Association is helping the Lab by organizing various programs, by ensuring reach-out, but also with applying for financial support.

A big question from the point of view of the sustainability of the Lab is how can be the relationship with the CEU reorganized. A potential solution considered at the moment is a cooperation with the CEU Democracy Institute (still situated in Budapest), focused on research and social outreach programs.
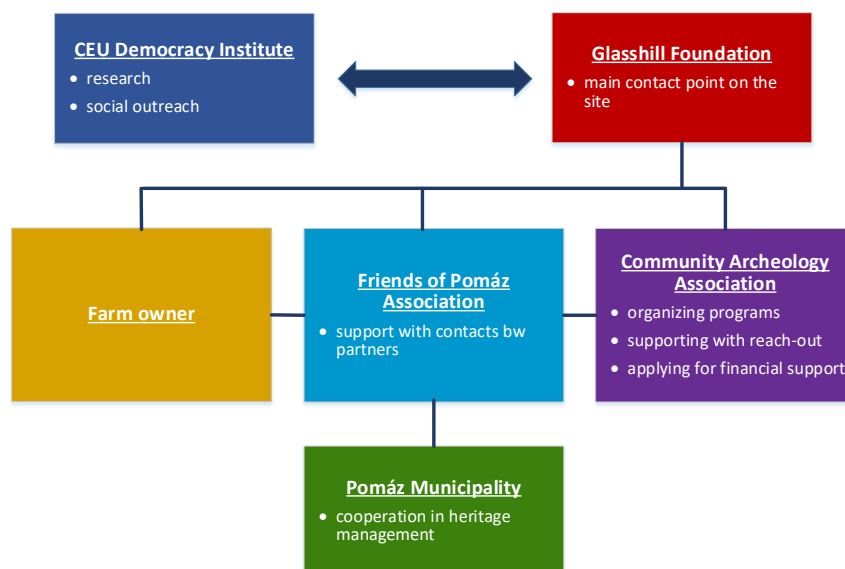
Figure 3. Organization structure of Pomáz Glasshill Lab

PragaLab

PragaLab was a completely new initiative, the creation of which can be attributed to OpenHeritage. It was initiated by the Warsaw Branch of the Association of Polish Architects (OW SARP). To cooperate in the implementation of PragaLAB activities

OW SARP signed a partnership agreement with the Capital City of Warsaw, the Museum of Warsaw and the Otwarte Drzwi Association. The core team of PragaLab was however composed by three members of OW SARP, and supported by an additional person from the Association who helped the team with the administration. Important role was also played by the Advisory Board. During the Covid-19 pandemic, a new member joined the core team to help the developing of PragaLab visibility.

During the project, PragaLab had a strong cooperation with organizations from the public, private and civic sector (see Figure 4):

- Public (m. st Warszawa: municipality, DK Praga: community hub; Muzeum Warszawy i Warszawskiej Pragi/ Museum of Warsaw and of Praga: cultural institutions)
- Private: Made in Praga partners (various entrepreneurs); Cenreum Kreatywności Targowa/Creativity Center at Targowa Street (Krajowa Izba Gospodarcza/Chamber of Commerce)
- NGOs: Koło Architektury Zrównoważonej w OW SARP (Grooup of the Sustainable Architecture), od.coop Foundation

The network of the organisations around Lab grew organically mostly due to the Lab activities channelled within three processes: Made in Praga, Bakery and Living Memory Exhibition. The networking connections established during the project are ready to continue after OpenHeritage ends, on a voluntary basis, using the knowledge resulting from the LAB (for more details see Annex Lab Evaluation Sheet PragaLAB pp. 80).

Figure 4. Organization structure of PragaLab

Sunderland CHL

Sunderland CHL is a cooperation between Tyne & Wear Building Preservation Trust (TWBPT) and Newcastle University (UNEW). TWBPT was established in 1979 to preserve the architectural heritage of Tyne and Wear through the repair,

conservation and regeneration of their historic buildings and
structures. Today they work in close collaboration with communities, funders,
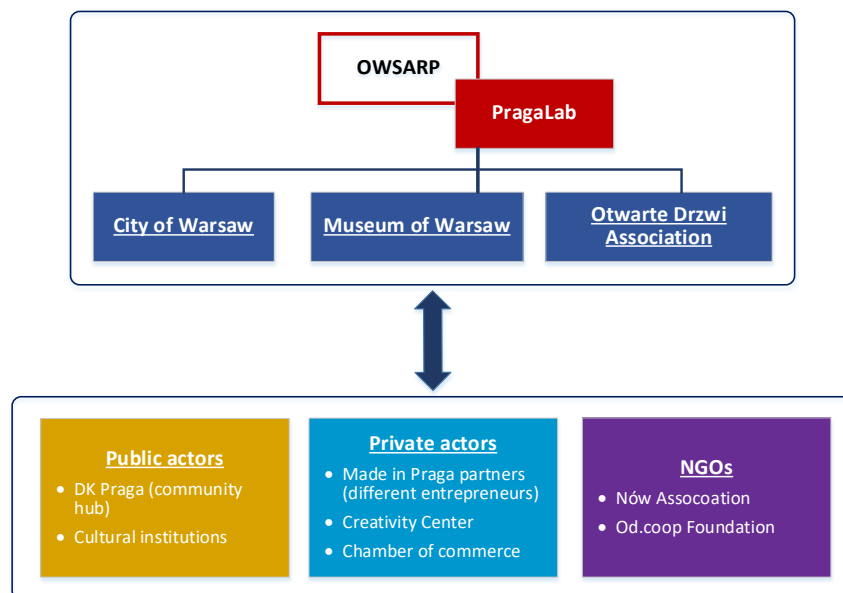volunteers and end users across all five Local Authority areas in the Tyne and Wear
region to rescue, restore and safeguard buildings and structures under threat. In
the Lab cooperation UNEW is undertaking commission work on engagement. As
reflected in the main aim of the project, the core value of the TWBPT/UNEW
collaboration in this living Lab is to restore three properties on High Street West
(HSW), and to work with and support a consortium of local actors to take up the
space as their venue for socio-cultural use. Their short-term plans are in
collaboration with PopRecs, a well known community interest company in the
music sector in Sunderland. The HSW buildings in question are owned Freehold by
the TWBPT. They were gifted (sold for 1 pound) by Sunderland City Council in
February 2018.

As Pop Recs occupy only the ground floor of two of the buildings, it was necessary
to find tenants for the third shopfront and upper floors of the buildings. As a result,
the user group has expanded to include Sunshine Cooperative and Global Teacher
CIC/Good Habits CIC. It will continue to expand to include more users for not only
these buildings, but also for 176–177 HSW.

The main actors of Sunderland CHL are the following (see Figure 5):

- Sunderland City Council (SCC): local governing body
- Historic England (HE): national public body that helps people care for, enjoy, and celebrate England's historic environment, working with communities and specialists to share knowledge and skills to protect and save heritage assets.
- Architectural Heritage Fund (AHF): national registered charity working to promote the conservation and sustainable reuse of historic buildings for the benefit of communities across the UK.
- TOWN: London-based profit-with-purpose developer working collaboratively with partners (landowners, funders, community groups, and councils) to deliver homes, streets, and neighbourhoods that improve people's quality of life, enable more sustainable ways of living, and improve the wider places they are part of.
- Create Streets: London-based social enterprise advising communities, landowners, councils, and developers to improve neighbourhoods, generating exemplar schemes and taking an active role in planning debate in the UK.
- Sunderland Culture: local Arts Council England National Portfolio Organisation bringing together Sunderland's most important cultural assets and activities.
- NE BIC: local Business and Innovation Centre providing tailored support services for local businesses.
- Back on the Map: local charity set up to enhance the quality of life of people living and visiting Hendon and the East End of Sunderland.
- Pop Recs: local Community Interest Company (CIC), music venue and coffee shop, now at 172–175 HSW
- Sunshine Cooperative: local business, food cooperative, now at 170–171 HSW

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- Global Teacher + Good Habits: local businesses, now at 170–171 HSW
- Sunderland Quakers: local community with historical connections to 172–173 HSW, who will be part of 177 adaptive reuse.

Figure 5. Organization structure of Sunderland CHL

Rome CHL (CooperACTiva)

The Rome CHL is construed within the Co-Roma social partnership. Co-Roma is an initiative and a coalition of actors aimed at enabling the economic self-empowerment of local communities in vulnerable neighborhoods in Rome. Co-Roma is built on the premise that in Rome such objective could be reached through forms of participatory governance of historic, archaeological, cultural, and environmental heritage within the Alessandrino, Centocelle and Torre Spaccata neighborhoods. Co-Roma works to initiate community/neighborhood coops, participatory foundation, benefit corporation in vulnerable neighborhoods or areas of the city. Members of CHL are citizens (volunteers) of three neighbourhoods together with local associations concentrating their forces in a form of an enterprise. Volunteers are individuals who live in the ACT district (consisting of the neighborhoods of Alessandrino, Centocelle, Torre Spaccata) and therefore are interested in improving the environment in which they live by engaging in carrying out activities that develop the district. In addition, their volunteer activities that deliver certain types of services could become work activities and this helps to guarantee their commitment and reliability.

The University partner of the Lab is Luiss – LabGov, which supports the CHL with expertise, resources and networking (see Figure 6).
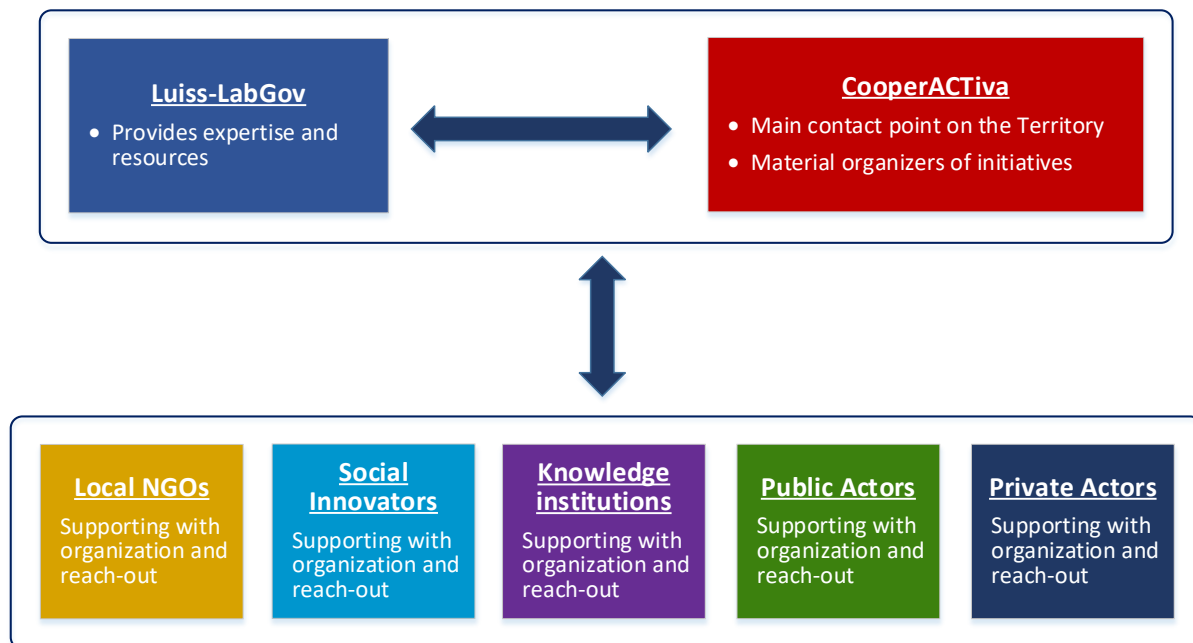
Figure 6. Organization structure of Rome CHL

Hof Prädikow CHL

The German Lab has a well-established organization structure, already tested and proven in several Stiftung trias constructions. According to this model (see Figure 7), Stiftung trias is owner of the land. The objectives of the non-profit foundation are tp protect land from speculation, to prevent further land selling, to support communal living, and sustainability (energy saving, renewable materials). Stiftung trias bought the site in 2016 and granted a heritable building right to SelbstBau eG for 99 years. SelbstBau eG is a cooperative situated in Berlin and with over 30 years of experience in renovating buildings as co-housing projects. Democracy, cost-rents and solidarity are the pillars of this organization, which is a long-established partner of Stiftung trias. Hof Prädikow e. V. is the association in which the current and future tenants of the site are organized. They are engaged in questions of sustainability, rural development and a civic attitude in general. They do have a vote in the board of the cooperative. The members of Hof Prädikow e. V. do sign shares of SelbstBau eG, in order to grant the necessary equity for financing the renovation. Additionally they donated to Stiftung trias to enable future projects and giving a return to the foundation, who took over the initial risk of purchasing the manor.

Regarding the other partners and collaborations, Stiftung trias is embedded in a network of partners. Thematically it is the communal housing movement with a nationwide network, universities and umbrella organizations. In questions of land-use, meanwhile the Federal Ministry for Housing, Urban Development and Building accepts its expertise and invites Stiftung trias in expert circles. SelbstBau eG though more established in Berlin City, than in the Federal state of Brandenburg enjoys a remarkable reputation and recommendation by officials in all levels. Traditionally they have a very friendly working-relation to the Federal Ministry for

Family Affairs, Senior Citizens, Women and Youth. Hof Prädikow e. V. works together with LAG Märkische Seen, with Netzwerk Zukunftsorte and the villagers of Prädikow. They have good connections to the Federal State of Brandenburg and administrations in general. Voluntary work was provided by friends of the members as well as some village people who are interested in the re-vitalization of the manor.
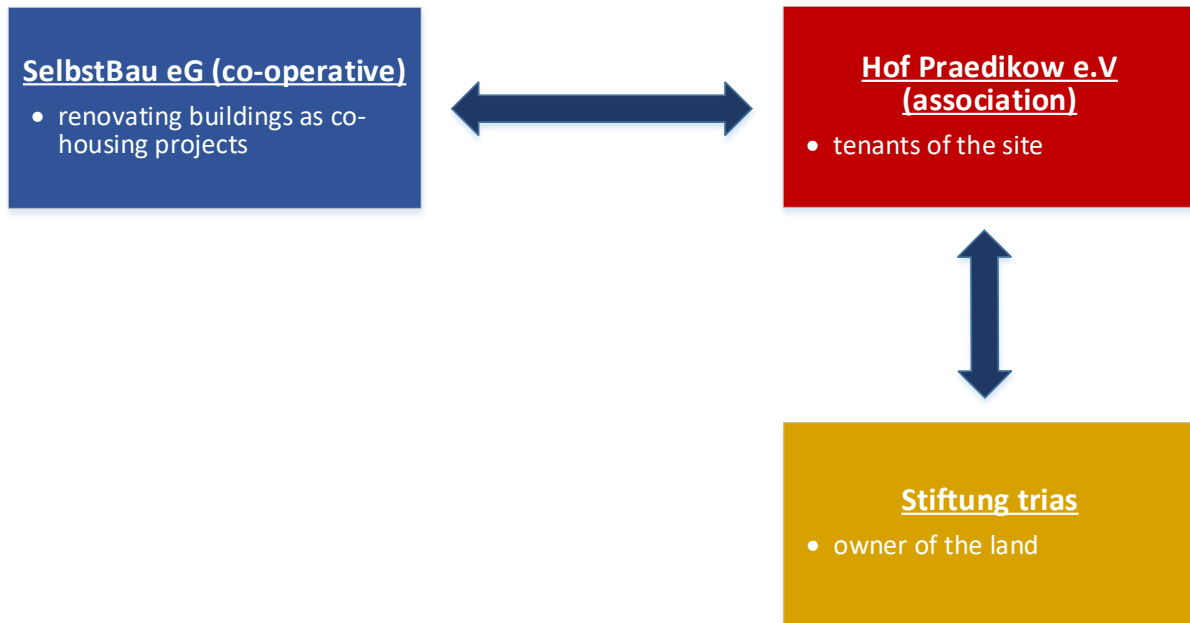
Figure 7. Organization structure of Hof Prädikow CHL

Lisbon CHL

At the moment, the Lab has a very simple organization structure. Lisbon Municipality owns the building, and works in close cooperation with the "Working with the 99% Cooperative" and "3 de Agosto Association". "Working with the 99% Cooperative" is a group of social architects that, under a BIP/ZIP project, supported the diagnosis and analysis of the local territory (both material and immaterial) and conducted small rehabilitation actions in part of the palace, e.g. to use it for workshops and capacity building actions within the community. Currently, they're working on the design of a participatory blueprint for the Rehabilitation of the Marquês de Abrantes Palace, within the scope of the above referred protocol. Sociedade Musical 3 de Agosto de 1885 is a cultural, sports and recreational 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. The Municipality has formal relationships with these two organizations: they cooperate with 99% Cooperative under a "public-communitarian partnership/protocol", while with the Association they have a rental contract for the space).

In the closest network of Lisbon CHL there are three other important actors:

- **4Crescente**, a communitarian group of private and public entities working on Marvila territory since 2008; with a mission is to promote communitarian development and quality of life by community empowerment
- **Marvila Municipal Library**: one of the most dynamic local "players", that goes beyond its specific cultural responsibilities; Marvila Library has been hosting several projects ran by local associations, offering the community different kinds of capacity building activities.
- **Marvila District**: the (elected) executive for local governance that, like the municipality, has the responsibility to apply and supervise local policies.
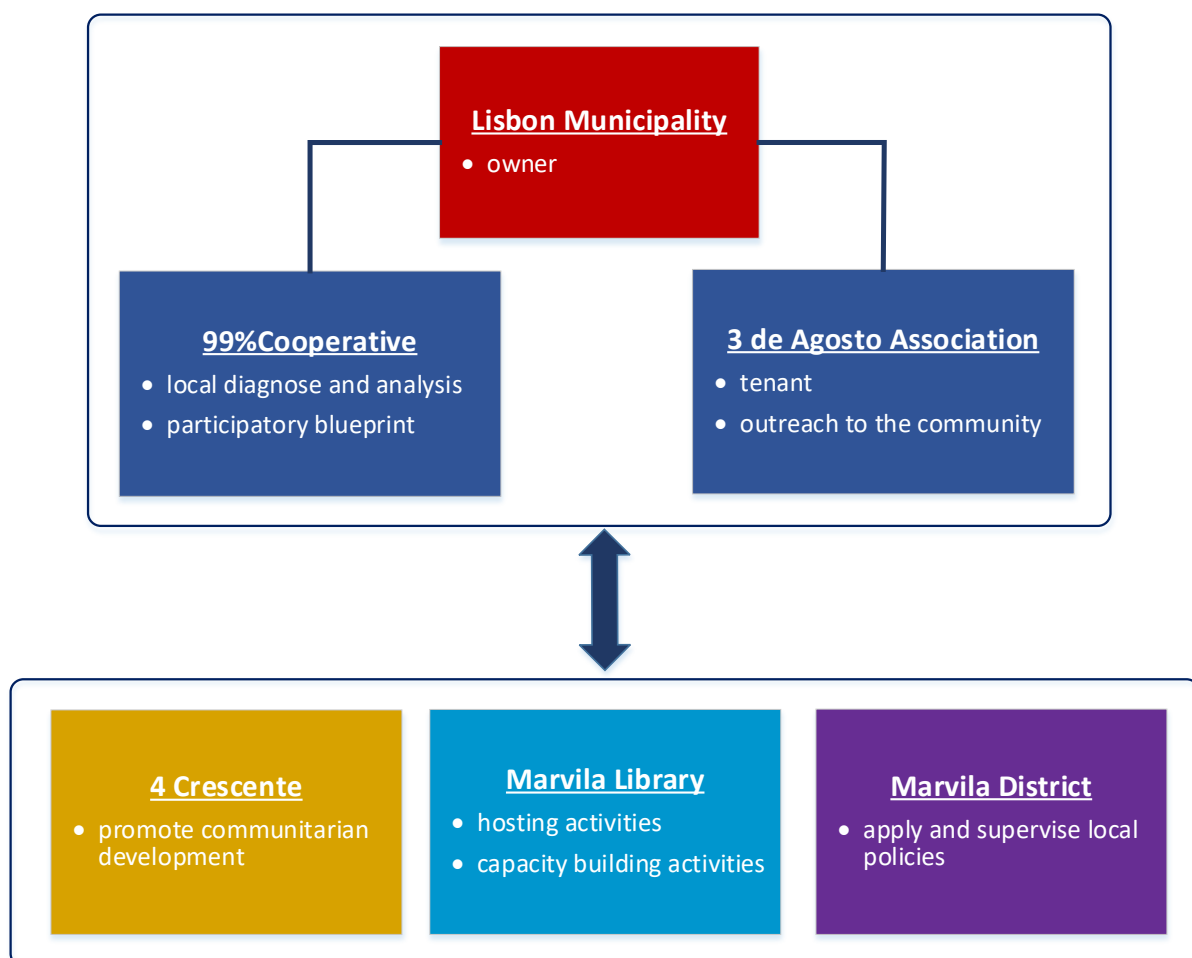
Figure 8. Organization structure of Lisbon CHL

Once the rehabilitation process is closed, Lisbon Municipality is expecting to have a mix of formal and informal participations, where the organizational structure will follow the model used in their GABIP local support offices (see Figure 9):

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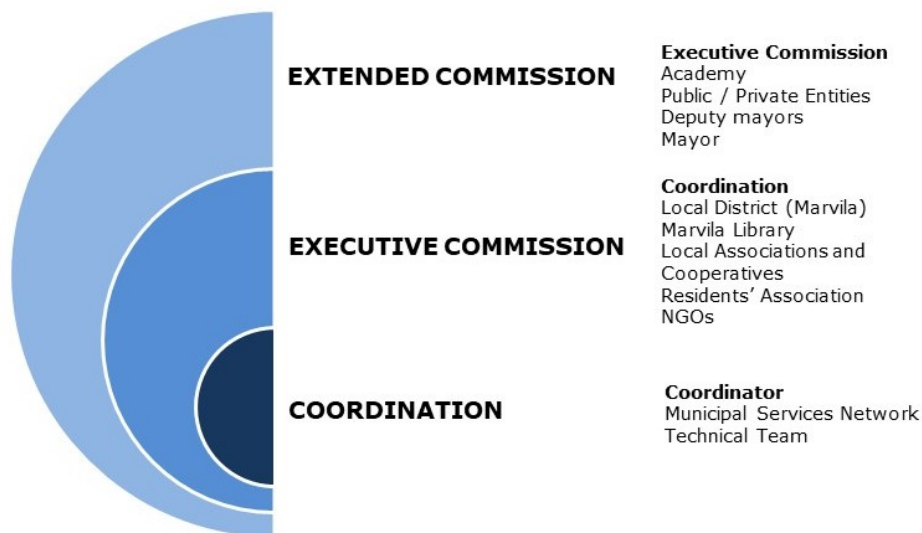
Figure 9. GABIP Organization model (Lisbon)

2.3 Relationships

Stakeholder engagement, developing partnership and cooperation, creating motivation and finding the common incentives are key factors of successful AHR projects. The previous section focused on the protagonists of the work carried out in the CHLs and the type of organizations they strongly collaborate with. This section gives a brief overview of the types of these collaborations (for a more in-depth analysis of the topic see D5.7 Roadmap to enhance regional cooperation).

Although each Lab is different and hardly replicable, there are some patterns that can be identified across them. During the work in the Labs it became obvious for example, that the type and strength of the cooperation between different stakeholders is influenced largely by the extent (or lack) of finding common interests – which is largely determined by how precisely the goals were defined at the beginning of the project.

Another factor that affects the type of relationships is the organisation structure of the CHLs. The three projects that didn't have a formal organisation in place at the beginning of the project (Pomáz CHL, PragaLab and Rome CHL) started their work almost entirely through informal partnerships, using their personnel networks and they were building formal (legal) relationships almost in parallel with establishing a formalized legal organization that stands in the centre of the project. Importantly – as emphasized by D5.7 as well - the type of the organization initiating the project (public or civic entity) in itself does not explain its success or failure, as both setups can produce significant results if they are accompanied by an effective and broad stakeholder cooperation and a sustainable financing model.

Lisbon CHL is a great example for how a public authority can establish bridges and dialogues with community groups, expert groups and civic organizations, which

are all intensively involved in almost all phases of the project. In
this case, both formal and informal relationships between the different actors are very strong. It should not be forgotten, however, that Lisbon Municipality has decades of experience in integrating participatory processes into their AHR projects, so they have both the skills, the knowledge and the commitment to do so in every new initiation the municipality undertakes.

Sunderland CHL has also very well established channels and very experienced staff to develop partnerships. TWBPT is embedded in a strong network of public, private and civic bodies for many years already. They cooperated with the Sunderland City Council, Historic England and the Architectural Heritage Fund even before OpenHeritage, as well as with TOWN (a London-based profit-with-purpose developer) and Create Streets (social enterprise). At the same time, they have constantly placed a great emphasis on broadening their cooperation with local charities, local businesses and actors from the civic sector.

Hof Prädikow is also a very interesting case in this regard, combining experience with the enthusiasm of beginners. Two of the three core partners of the project (Stiftung trias and SelbstBau eG) enjoy a remarkable reputation and are embedded in a wide network of partners. The third partner, however (Hof Prädikow e.V) is newcomer both on the site (people moving from Berlin to the countryside) and on the field of AHR. The big challenge for them during OpenHeritage was to build and/or strengthen their relationship both with the public agencies they work together on a regular basis and the "old" inhabitants of the village.

2.4 Adaptation to changing circumstances

The capacity to adapt in face of a foreseeable or an unexpected crisis is a crucial characteristic of all organisations - regardless if these are public, private or civic ones. This ability to change is necessary to be sustainable, to be able to work on a long run. The strategies followed in crisis – and the risks encountered – will be markedly different however. They will be largely dependent on the management models these organisations use. A management model that considers adaptation strategies supports the groups to reorganise, while still maintain their most important characteristics and identity. Organisations that are flexible and able to adapt can find it easier to face financial and political challenges, crises of various kinds and degrees.

In the current policy and economic environment this is an inevitable characteristic, as there seems to be an endless list of consecutive crises, which have been created by challenges different in scope and impact. These have included climatic, economic, financial, energy and labour market related ones, and most recently the Covid pandemic with its far-reaching consequences into all economic and social spheres.

The role of adaptation is particularly important in adaptive heritage reuse practices, which are often fragile, especially when run by civic initiatives. These projects are conceived in themselves as processes of change, and require simultaneously physical (focusing on the building and the site) and organisational (who runs it and what is the purpose) adaptation and flexibility, even without major

challenges. Both tangible and intangible heritage have the capacity to adapt to changes as they transform and develop through time.

The willingness and capacity to adapt, change or compromise, has been a recurring theme throughout the various reports delivered by OpenHeritage. It is relevant in all of the project's three pillars, as stakeholder/community integration, resource integration and regional integration all touch upon the issue through focusing on adaptive reuse, looking at it as a challenge requiring adaptation and transformation from the various stakeholders for a sustainable solution. OpenHeritage defined adaptation as part of the resilience ad sustainability strategies that different organisations can pursue, enabling them to face and overcome challenges of various kinds. Successful adaptation means that organisations can transform, including the creation of completely new trajectories for their activities. (See D3.6 for details).

The Labs themselves have faced various crises during the running time of the project, requiring them to adapt. The most important one was the COVID-19 pandemic. During this, organisations with a stable institutional and financial background could adapt easily, by simply postponing activities and focusing more on planning. This was a strategy followed by the Lisbon Lab. Similarly, in Sunderland the main project targets were never questioned, but building interventions were postponed. While community engagements were delayed everywhere, it was more critical for smaller organisations, who were in the process of building their heritage communities and needed to keep the momentum alive. This was the case for Labs in Pomáz, Rome and Praga. (For more details about the effects of the Covid see section 4.3)

The pandemic also showed that regardless of a high level of flexibility, extreme challenges - such as a pandemic - can overstretch the possibilities of initiatives. In such cases, public support is generally needed: the good knowledge of local civic networks can help municipalities orient their subsidies and bailout funds in a way to support the whole ecosystem and help as many initiative as possible to avoid bankruptcy or closure.

The Pomáz Lab needed to adapt in other aspects as well. As CEU was forced to move from Budapest to Vienna, the Pomáz Lab was forced to rethink its basic structure. While formerly dependent on the university's organisational capacities and profiting from its student body, this move pushed the Lab to create a foundation and to rethink its network of main stakeholders it plans to work with. (The process is explained in detail above under section 2.2) The Lab also needed to come to terms with the scope of its heritage community. While financing was secure through the OpenHeritage project, the Lab used the crisis to adapt and develop further.

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3 Inclusive management models

The Lab management models explained in detail above, although very different, all qualify as inclusive ones. Inclusivity has been one of the main concepts in the OpenHeritage project, operationalised in a very practical way. In D5.6 the inclusive way of adaptive reuse was defined as a process where "individuals and communities are an active part of the transformation process. Groups act as initiators, commissioners, owners and beneficiaries of the AHR projects." When developing the management model blueprints for AHR projects we applied the same definition, referring to inclusivity as the process how individuals and local communities can cooperate with other groups of society (public, private and civic sector) in the project management.

While developing we were keenly aware of the fact that adaptive heritage reuse processes are complex endeavours, necessitating different layers and pillars of planning and implementation. And the management models developed need to fit these diverse circumstances. Thus, for every management model blueprint we also indicate the conditions under which they can be used (see the table under section 3.4).

While the models cannot be too specific and respond to every difference, some differences are more important than others in determining the management models. Based on the work with the six Labs, the maturity of the projects seemed to be such a factor. More precisely, we experienced great differences between the management models of projects that really started their operation in earnest at the beginning of OpenHeritage, and those that had a framework already operating for some time. Since AHR is a long, complex and time consuming process, and early-stage projects have to place emphasis on different aspects than mature ones. Similarly, the level of inclusion of the project and the experience of the team were very important, determining how the different groups could act. It was not the personal skills and knowledge, rather the framework how well they can act as an inclusive AHR project management.

Using these factors three basic models could be set up, that can operate under diverse policy and economic environments:

Model 1 – "Enthusiastic beginners"

Model 2 – "Committed intermediates"

Model 3 – "Experienced professionals"

Importantly, the models were not developed on their own: rather, they form a coherent whole with the Toolbox deliverables (D5.3 Replicable model of Heritage Points; D5.4 Guidelines for public-private-people partnerships; D5.5 Methodological guidance to the application of crowdsourcing; 5.6 Inclusive business models; 5.7 Roadmap to enhance regional cooperation). The management models create the framework, where the various tools can be applied. Thus, for each AHR management model we indicate where and which tools

are relevant, and what activity should be followed by the project within each component (see Figure 2) of the management model.

3.1 Model 1. "Enthusiastic beginners"

This model is developed for those AHR projects that are initiated by a group of committed people without significant experience in managing such projects. They usually have a long-term vision about the outcomes of the project, but their mission is quite vague and the objectives are not well defined either. They often make the mistake of setting big goals for themselves without having a concrete approach for the project. However, similarly to the case of a stable building, a solid foundation must be laid first, on which they can be build the project later.

The first and most important steps in this process are creating a feasible project plan and finding the most suitable organization form for the project. D5.6 Inclusive Business Models provide very useful guidelines for carrying out these tasks.

Ownership is a very important element of AHR projects. It is often recommended that AHR project initiators should think about the desired ownership of the site. The truth, however, is that projects usually have few tools in choosing the most appropriate ownership, since it is mostly given and difficult to change. Possible ownership models also depend to a large extent on the legal context and specific regulatory environments of the projects. The point is that AHR initiatives should definitely try to secure as much as possible that the civil society has access to use the heritage site.

Early-stage AHR projects are often characterized by a loose network, based on informal and personal relationships. Strengthening these networks and developing new ones contribute to a large extent to the future success and sustainability of the project. Mapping and engaging stakeholders can start right after the project mission and objectives are clearly defined. The most important stakeholders at the beginning of the project are the owner(s), the local community and the public authorities (local municipalities, and other public bodies relevant to the content of the project). Financing and subsidizing institutions are also key stakeholders, but they will take a more significant role when the project is more established.

Creating multi-disciplinary project teams is crucial from the very beginning. It is impossible to run such a complex process without people with different skills and backgrounds (economists, lawyers, tax advisors, architects, specialists of the fields, etc.). At an early stage of the project, when the financing instruments are missing yet, these skills are often provided by volunteers. Knowledge exchange with projects or organizations with similar character and strengthening relationships with academics, researchers and professionals working on the field can also contribute to a large extent to the project.

"Enthusiastic beginners" learn fast and are very flexible in adaptation to changes. They are not bound by hierarchies or formal structures, in fact, their main characteristic is that they are constantly changing, evolving, and looking for the most suitable forms of operation. OpenHeritage experience shows that with conscious planning and operation, the early-stage lasts 3-5 years, after which the projects move to the next level, which is described in Model 2.

Model 1 "Enthusiastic beginners"

- •Guide to develop feasible project plans in D5.6

Vague mission and objectives

Informal relationships

- •Community building activities in D5.5

No legal organization

Fast learning and adaptation to change

- • Suitable legal forms in D5.4; D5.6

- •A selection of exemplatory cases in D2.2
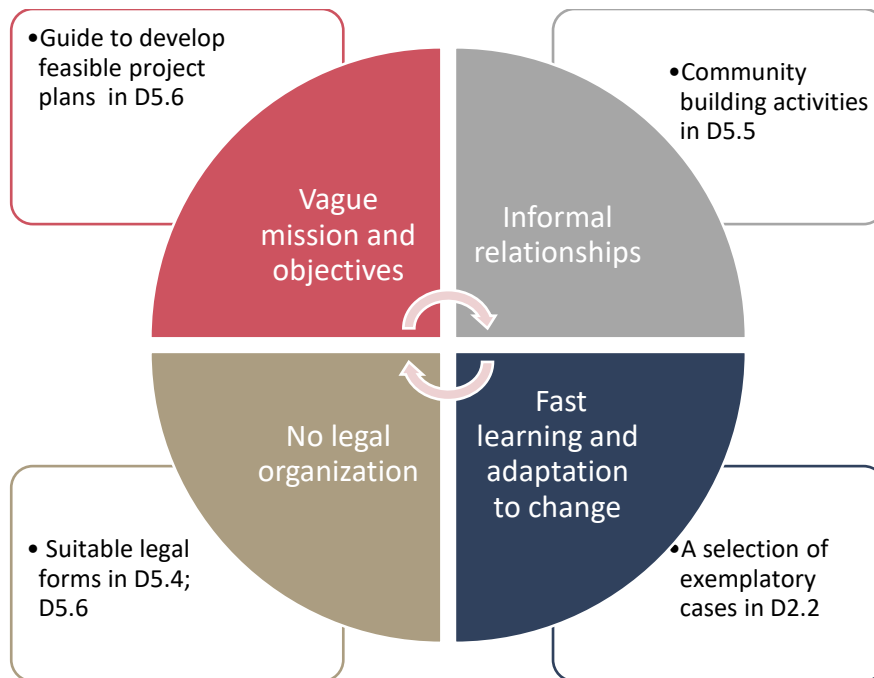
SHORT TERM (3-5 years) ACHIEVEMENTS

- Concrete project concept
- Legal organization
- Strengthened heritage communities – e.g. crowdsourcing activities, "do it yourself" workshops
- Extended relationships (including formalised ones), building trust and collaboration
- Increased understanding of heritage
- Visibility

Examples: Pomáz Glasshill Lab, PragaLab, RomeLab

Figure 10. "Enthusiastic beginners"

3.2 Model 2 "Committed intermediates"

This models includes projects that

a.) have successfully passed the initial stage and moved to the next level of inclusivity, or

b.) projects where in addition to one or two very experienced organizations, there is also a beginner in the organization structure (e.g. Hof Pradikow).

These projects have a clear mission and a well-defined project concept, however, some uncertainty can still be discovered in the field of goals.

Once the legal organization is in place and the main connection making mechanisms are developed, AHR initiations can start thinking about their budgets and potential financing structures. Detailed description of the different financial mechanism, as well as tips to find additional funds and generate income are included in D5.6 Inclusive Business Models.

Strengthening regional integration is formulated as an achievable goal for almost all AHR projects. At this stage of the projects, significant progress can already be made in this area as well. In D5.7 (Roadmap to enhance regional cooperation) four main models were developed, depending on the type of the project initiator (public authority or civil organization) and the strength of common interests between the different stakeholders. With the help of these models, projects can easily identify which one they belong to and they can get useful ideas through concrete examples related to this topic.

Once the projects are generating some income and/or have access to external resources, they can start moving towards a more "professional" level, looking for external expertise (most often on the fields of finance, law, tax, architecture). The slogan of "spend money, save time, get better results" is very true, but obviously only if there is money to spend.

Strengthening local communities is a continuous task for all projects. No matter how much work they have already invested in this area, there is always room for improvement. There are several very popular and efficient tools to facilitate community engagement, one of them is crowdsourcing. D5.5 is summarizing methodological issues related to crowdsourcing and provides step-by-step guidelines on how to launch a crowdsourcing project. It explains how to build a community of interested individuals ready to work towards a specific aim.

Since in this model there are already formal structures developed both in organizations and networks, adaptation to changes naturally has its limitations. At the same time, established mechanisms can sometimes promote adaptation, especially in unforeseen or crisis situations. "Committed intermediates" are much more likely to survive than projects in their early stages.

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Model 2 "Committed intermediates"

- Define targets and concretize approach in D5.6

Clear mission, vague objectives

- Regional integration in D5.7
- Community building in D5.5

Formal and informal relationships

- Create multi-disciplinary project teams in D5.6

Legal organizations in place

Moderate flexibility in adaptation to change

- Mixed functions and financing in D5.6
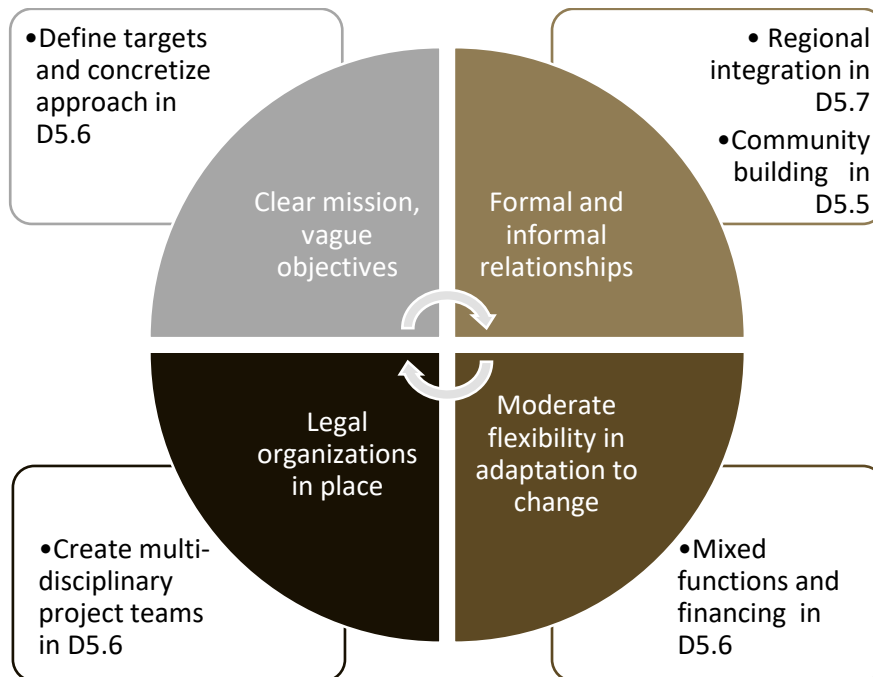
SHORT TERM (3-5 years) ACHIEVEMENTS

- Concrete objectives and project approach
- Enhanced cooperation with stakeholders
- Local community engagement
- Access to financial resources
- Generating incomes
- Professional staff
- Increased understanding of heritage
- Regional integration

Examples: Hof Prädikow CHL

Figure 11. "Committed intermediates"

3.3 Model 3 "Experienced professionals"
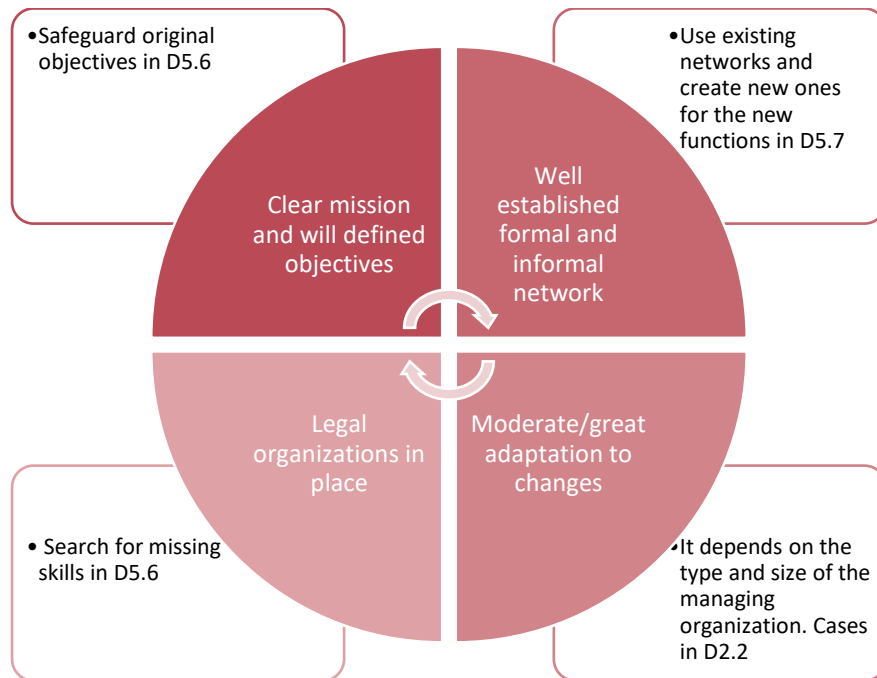
This model includes projects where the degree of inclusivity is quite high and the management has many years of experience in AHR projects. Unfortunately, it cannot be stated that after a certain period of time projects will automatically move from Model 2 to Model 3, since "experienced professionals" operate under specific circumstances, in an environment supported by local/regional/national policies, appropriate regulation and a context where there is a high trust towards the society. Moreover, these are mutually reinforcing factors: in a supportive environment, more tools and financing mechanisms are available, and if there is more money, it is easier to ensure the good results and the sustainability of the project. Without neglecting the importance of the available resources, it should be noted - and the OH project clearly justifies this statement - that the availability of resources is not everything, nor is it a self-evident condition. Well-functioning projects invest a lot into having a solid budget, a well-developed orgware, and an attractive project plan that is worth supporting. However, these things cannot be realized without a dedicated and experienced management team.

Another important characteristic of the projects included in this model is a stable ownership, which secures the long-term access or use of the heritage site for the civil society. There are several ownership models which can bring stability into the AHR projects (these are presented and examined in detail in D3.7 Transferability matrix).

Being a grassroots project or a public-led initiation, the role of the civil society is unquestionable in the projects belonging to this model. Although the tools and techniques of engaging communities are well established, tried and proven countless times, the "work" must be done for each new program, adapting it to the particularities of the target group of the new project. The same is true for building networks. Typically, there is a stakeholder group with whom "experienced professionals" cooperate regularly, but new programs always bring in new actors who need to be integrated into the project.

As for adapting to changes, in case of "experienced professionals" it works similarly to Model 2. Since these projects have well-established networks and consolidated organizational structures, it may occur that the adaptation is a bit slow (in the case of public initiatives even bureaucratic) - but it will happen, and it must happen, since this is the key to long-term sustainability of the projects.

Model 3 "Experienced professionals"

Clear mission and will defined objectives

•Safeguard original objectives in D5.6

Well established formal and informal network

•Use existing networks and create new ones for the new functions in D5.7

Legal organizations in place

• Search for missing skills in D5.6

Moderate/great adaptation to changes

•It depends on the type and size of the managing organization. Cases in D2.2

SHORT TERM (3-5 years) ACHIEVEMENTS

- Strengthening heritage communities
- Creating community spaces and functions in difficult neighborhoods
- Develop external and internal funding schemes, expansion of portfolio, crowdfunding
- Crowdsourcing

Examples: Sunderland CHL, Lisbon CHL

Figure 12. "Experienced professionals"

3.4 Usability of models

To reflect on their applicability, Table 1. lists the three inclusive management models and briefly describes the circumstances under which the models can be used.

Table 1. Usability of inclusive management models

| MODEL	MOST SUITABLE UNDER THE FOLLOWING CIRCUMSTANCE
ENTHUSIASTIC BEGINNERS	• new initiation (public or civic) • devoted group of people • leaders with little experience in AHR projects • mission and goals not yet defined precisely • informal relationships • unclear/unstable organizational structure • all types of ownership models • all types of policy/regulatory contexts (even uncertain and fast-changing environments) • leaders are experimenters, open to quick adaptation, conversation and mutual engagement • volunteering experts
COMMITTED INTERMEDIATES	• initiatives that are already beyond the foundation stage • established organization structure • clear mission • formal and informal relationships • stable ownership • benign policy/regulatory environment • potential to generate some incomes • possibilities for external funding • leaders courageous in decision-making • multidisciplinary project teams with external experts
EXPERIENCED PROFESSIONALS	• inclusive projects running for a long time (public or civic) • clear mission and objectives • well established organization framework • stable core network and capacity to develop new ones • highly supportive policy/regulatory environment • stable ownership on the long-run • solid budget and business plan • access to external resources • potential to generate income • experienced and highly motivated leaders • multidisciplinary project teams with external experts

Part II.
Evaluation of the Labs

4 Lab evaluation processes

Part II of the deliverable contains the brief evaluation of the work and achievements of the six OpenHeritage Labs. It is a result of a longer process of planning and evaluating, consecutively carried out during OpenHeritage. Evaluation and feedback had been important aspects of Lab management during the entire project period. Making Labs view their activities holistically and place them into a wider context, pushing them to engage in formerly neglected activities has been a project goal from the first moment. Conversations with Lab operators – e.g. as a roundtable discussion during the project's consortium meeting in Newcastle – verify the validity of this approach. They confirmed that the need to systematize their knowledge, to restructure and plan their activities according to project expectations has been one of the key learning factors in the project.

In this manner 5 reports were written by each Lab, reflecting their development in the project:

1) An initial stock taking took place by month 6 of the project, when a report was written by each Lab – although it was a non-compulsory deliverable – to create an overview about the social, economic and environmental context of their Labs.
2) The second step was the finalisation of the Local Action Plans (LAPs) by month 12. The LAPs were conceived as the main guiding documents for the work in each Lab, laying down the main concepts and goals, outlining the stakeholder and community engagement steps, the financial possibilities and the possibilities of regional cooperation in the Labs.
3) Although later than expected – as massive delays were caused by the first wave of the COVID pandemic – Labs were asked to review and evaluate their activities in the summer of 2020
4) This evaluation was followed by the creation of a new LAP, which was finalised by November, 2020. The new documents were broader and more detailed than the previous ones, including more nuanced adaptive reuse concepts for all sites.
5) The final evaluation document asked the Labs to reflect honestly on their achievements and their future in 2022, as the project was coming to its end and the results could be seen (documents prepare by the Labs are attached as Annex to this deliverable).

Figure 13. Evaluation process of the Labs
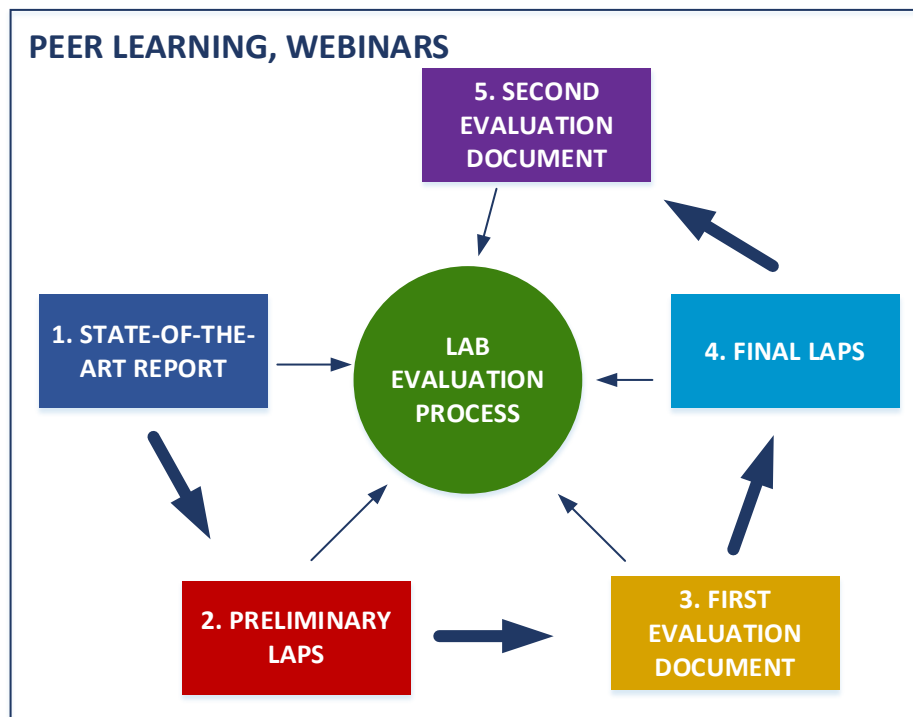
For the final evaluation document, partners were asked to fill out a template created by MRI, and evaluate various aspects of their Lab's operation for the entire project period. These aspects included 1) an overview of the main goals and to what extent they could be achieved; 2) a synthesis about the effects of the Covid pandemic; 3) an assessment about their dissemination activities; 4) a description of their organisational structure; 5) an impact assessment; 6) an account of how the heritage preservation and reuse have developed over the last years; 7) a short focus on the sustainability and the future plans; and finally 8) a list of recommendations. (See the Annex for the documents themselves.)

The main questions were formulated very broadly, and then they were broken down into a detailed set of sub-questions to concretise them and to provide Labs a thread in answering them. The aim was also to leave enough freedom for different answers: this was necessary as contexts, arrangements and financial opportunities have differed substantially between the Labs. The guiding questions were constructed in a way that the importance of the three OpenHeritage pillars – community/ stakeholder integration, resource integration and regional integration - could be assessed as well.

The evaluation template was finalised in early 2022 and Labs filled it out in the spring/early summer of 2022. It was designed as an exercise, pushing the Labs to systematically think through their achievements, to assess what they missed or what could have been done better.

Besides the above mentioned documents (see Figure 13.), the continuous evaluation during the project helped to follow how each Lab developed, what were their strength and weaknesses. Two webinar series were organised: one in the spring and early summer of 2020 focusing on Lab goals and achievements, and another in the summer early autumn of 2022 concentrating on sustainability. In both series Labs and outside experts – mostly advisory board members – participated, but whereas the first series were open to all project partners, the sustainability webinars were attended by MRI and CEU colleagues besides the Labs and the experts. Both occasions were organised around an introductory presentation by the Labs, followed by a Q and A session, where experts could not only ask questions but provide feedback. Additionally, the two-day online consortium meeting on 21-22 January, 2022 was designed to become a forum for evaluation and feedback. This meant occasions, where Labs could reflect on each other's work in pairs as well as sessions designed to focus on business planning and regional cooperation perspectives.

The current evaluation document uses all these inputs, but does not aim at counting the activities the Labs carried out or the number of people reached and involved in their programs. These will be spelled out in detail in the technical reports of the project. Rather, it focuses on "soft" improvements – changes in management models, the introduction of new planning approaches and the incorporation of novel ideas in the daily operation of the Labs – which form the core of the project, and have been in the centre of the Labs' work.

While doing it, the document takes note of the fact that one of most crucial question of every ex-post evaluation is to assess the impact of a project, to see to what extent it reached its goals and could in reality influence the development of a site or an area. What makes it particularly complicated in case of OpenHeritage is the fact that five out of six Labs were functioning before OpenHeritage started, and four out of six had funding (sometimes substantial) from other sources. Thus in this analysis, we try to highlight aspects that were specific to OpenHeritage, going back to issues in connection with the three pillars of the management model, and also focusing on how the heritage community developed in connection with this. The effects of COVID-19 are highlighted as well, since they happened during the project period and upstaged previous planning arrangements. Finally sustainability and recommendations are included at the end of this part of the document.

4.1 Integration on three levels

The concept of an inclsuive management model rests on three pillars in OpenHeritage – community and stakeholder integration, resource integration and regional integration. The combination of these aspects is essential to create the inclusive management models (see chapter 3), which is adaptable under very different circumstances, among others in areas of economic, social distress, which could be also geographically marginalised. The heritage assets in these areas are typically in a neglected condition, and adaptive reuse projects have social and economic aims besides the wish to bring an asset to new life. All six OpenHeritage

Labs were situated in similar areas, and were working on such assets. Their activities in the period also meant the necessary improvement in all these pillars.

4.1.1 Community and stakeholder integration

Experience in the Labs has shown that among the three pillars **community and stakeholder integration has been the strongest everywhere**, and Labs developed most in this direction. Input came from different areas, including the study of the observatory cases (see D2.2, D2.3, D2.4 and the Database) as well as the peer learning sessions during the consortium meetings visits, or the possibility to see and talk to other initiatives during the Informed Cities Forum in Warsaw or in the consortium meetings.

Whereas the importance of cooperation with the community and stakeholders had used to be a priority everywhere, **increased community work and outreach** was part of the achievements of all the Labs. In the Sunderland Lab the community engagement activities themselves brought together many individuals and groups. There has been an increase in community consultation on projects within this area of Sunderland since the community engagement for the Lab began in 2018. Among others in the framework of the 'Living Arts Hub' five local organisations have been consulted, three workshops and drop-in sessions held in which to share ideas, and a co-design workshop with local and national architects held.

In Pomáz new relations were established, drawing into the work of the Lab local and a regional civic organization as key partners: the Friends of Pomáz Association and the Community Archaeology Association, both interested in the site from a long-term perspective have strengthened the Lab's outreach and ability to involve people in its work considerably. Also, work with the local schools and local organisations became more structured, and the development trajectory supported by OpenHeritage also led to compiling the pedagogical toolkit for the child-led and visitor-led exploration of the Pomáz site. This was a novel and very welcome development, as the sensory and thematic diversity of the site seems to have fostered an especially welcoming and inspirational atmosphere for neurodiverse learners who could engage with both the site and each other in unforeseen ways.

Community engagement and stakeholder integration was essential part of the process of **changing discourses about heritage sites**, and forming new – or reconceptualising old – identities. In the complex site of the Praga North neighbourhood in Warsaw, the Lab supported the formation of a stakeholder group interested in saving, and reconceptualising for the 21st century the working class heritage of the area. As part of this work several activities supported the appreciation and respect for traditional Praga jobs and skills, involving artists, architects, historians, municipal workers and local activists. Similarly, activities of the Rome CHL stimulated both individual and collective memories and identity building. As part of this process guided tours around the district and the Centocelle Park were developed in partnerships with local associations, and participants were eager to share their own memories. But most importantly, the Living Memory Exhibition served as an occasion to reveal the memories and cultural identities of the area and as part of this process to co-design a set of art murals in all the territory in the neighbourhood, including big mural on the wall of a school.

An unintended, yet very positive consequence of the Labs' work has been that it helped to succeed **putting previously abandoned sites on the mental map of the their respective neighbourhoods and policy makers**. In case of the PragaLAB for example the site of the Bakery – which is an industrial building complex in Praga that had been vacant for the last 10 years and an adjoined residential building (occupied until fall 2021) - was in the focus of the Lab's activities with the aim to find new functions and users for it. The ensuing heightened interest increased the discussion about the building, and contributed to including listing the Bakery as the monument and a heightened interest from users with various perspectives, with three potential tenants hoping to rent the Bakery.

Finally, work with the communities and the planning process also forced Labs to think through their organisation and management structure. The process made the organisational deficiencies obvious on the Lab levels, and helped them recon with possible consequences. As a result, 3 of the 6 Labs used OpenHeritage to **develop/improve their organisational and governance** structure. This meant to formalise an organisational structure, where it had been missing in the prior times (like for the Rome CHL or the Pomáz Glasshill Lab) or create a network that will allow Lab partners to continue the work later in, albeit in a different format (Praga Lab in Warsaw). (For details about the organisational changes in the Labs see the documents in the Annex.)

4.1.2 Regional integration

Working with the concept of regional integration first meant the need to define it better for the purpose of OpenHeritage, and the purpose of the Labs' work. It was not an easy task, but through a long process the project arrived to conceptualising this as a process that incorporates adaptive reuse of cultural heritage into a larger territorial framework, contributing to sustainable local development. It was seen as a collaborative strategy that involves different stakeholders and steers their divergent interests towards common territorial development goals. In this sense, regional integration and cooperation also refer to the opening up and harmonisation of sectoral policies. Including adaptive heritage reuse projects in the process of regional development can lead to more sustainable outcomes. Importantly, from the perspective of local and regional governments, integrating adaptive heritage reuse at the regional level provides additional benefits, even down to the scale of a single adaptive reuse project. It brings new ideas and strengthens the general vision of the project. It also supports the project's better embeddedness into territorial development processes, allowing it to make use of larger networks. Furthermore, an overarching common vision at the regional scale ensures an easier implementation phase, effectively decreasing barriers and easing the work of local governments. Finally, cooperation and integration also means knowledge networks, both within a settlement and outside, creating space for crucial exchanges focused on fostering sustainable and just development.

One of the best examples of successful and meaningful regional cooperation was in Sunderland, where the Lab could build on a strong partnership with Historic England in the framework of its High Street Action Zones (HAZ) program. The

partnership formed by TWBPT, Historic England, Sunderland City
Council Sunderland Culture, Sunderland Heritage Forum, Churches Conservation
Trust, and local councillors brought together public entities, trusts and charities,
and resulted in regional cooperation that set an example to follow by many. It not
only brought local heritage actors together but strengthened the preservation of
heritage within the local area. It also catalysed the wider area and most
importantly enabled social actors in the long-term engagement and the building of
trust with local communities. It helped to create a supportive policy context and
relationships with public bodies to support the renewal of the High Street and
conservation area.

In Lisbon the development of the Lab has been embedded into the larger question
of developing/overcoming the disparities of the Marvila neighbourhood. This area
of Lisbon was originally occupied by aristocratic houses, then, in the 19th century,
by industrial compounds, which is why many workers settled here. In the 20th
century, the area was gradually abandoned, being left with many unused
warehouses and factories. Today there are many degraded buildings and a
vulnerable, aging, low-income population resides here. The biggest problem is its
disconnection from the city by rail tracks and the river, which adds to the
perception of abandonment and segregation. Under these conditions working on a
regional – in this case city level – scale was essential for the Lab. Besides the
complex planning phase, where various stakeholders were involved from different
sectoral backgrounds, this was further helped through the opening of a local office
on the premises of the Lab. This was central since it assured the engagement of
all local actors, from the municipality, district and library officers to local
stakeholders and the community itself. Once the rehabilitation is finished and the
building totally (re)used, it will surely promote a broader territorial development.

In Hof Prädokow regional integration happened on various levels – with the village
community, with other similar initiatives and with the regional authorities – and it
essentially meant for the project group to leave their Berlin perspective behind,
and learn to live and work in Brandenburg. Working with the village community,
getting to know them and creating a life that involved them as well happened in
the Village Barn, a welcoming place on the site, equipped to host events and
workshops. It was restored with this purpose in mind. Creating a dialogue with the
village residents was one of the primary aims of the Lab in the OpenHeritage, since
reusing a site without appreciating its intangible heritage and understanding the
culture that surrounds it means a loss of opportunity and a likely failure on the
long run. The second level of regional integration happened with establishing the
Future Places Network (Netzwerk Zukunftsorte), an organisation consisting of
similar initiatives in Brandenburg and "committed to turning the current trend of a
perceived 'urban exodus' into an asset for municipalities, communities and regions
that until recently suffered (or are still struggling with) out-migration". Finally, a
third level meant conversations and cooperation with regional authorities – most
importantly the heritage conservation agency – that were necessary to fine-tune
the project, to make it compatible with regulations. It was the joint effect of these
three levels that the Hof Prädikow Lab became embedded in its surroundings and
by now has a meaningful impact on a territorial level.

In Pomáz regional integration and cooperation helped to situate the Lab better in a network of civic initiatives and organisations – some being informal – in and around Pomáz, who have been active around the topic of cultural heritage. Through various programs groups from the town and the region were attracted to the site, allowing them to come up with their own understanding of the values and future uses. A part of these programs initiated by the Lab were DIY workshops aimed to create the necessary infrastructure and visitor friendly conditions with volunteer work and helping the community to identify environmentally and financially sustainable solutions for heritage management. Additionally, work with 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. Finally, the National Workshop was a step towards regional cooperation of local municipalities in terms of heritage.

4.1.3 Resource integration

Resource integration is a way to catalyse development, bringing together various resources (both financial and non-financial) that support the economic empowerment of local communities supporting the adaptive reuse of marginal sites possible. It is particularly important for projects where communities are active part of the transformation process, and local groups act as initiators, commissioners, owners and beneficiaries. A business model supporting resource integration in such an inclusive process looks different from a classical adaptive reuse business model, as it allows members of a community to profit from the adaptive reuse process.

Resource integration has been a very important priority for all Labs. Sunderland CHL has been particularly successful in this respect, a significant part due to the HAZ partnership explained above. This framework has brought together heritage expertise and other resources across the region and nationally, generating engagement with the Lab on both local and national levels. The Lab has been successful in securing funding from public and private sectors, and it also managed to carry out a successful crowdfunding campaign. The project is being used as a positive case study by current funders, which will no doubt lead to further positive outcomes in terms of funding opportunities. While despite the successes the project remains a very high-risk one, with little long-term guarantees, the surrounding and adjacent properties are coming into reuse and plans for new residential properties on vacant land are becoming more concrete; this project has been a catalyst for wider area improvements. Additionally, TWBPT have subsequently acquired additional buildings adjacent to the original three (176 + 177). These acquisitions will further strengthen the business case for the Lab and help to consolidate the area as cultural quarter and consolidate the occupation of this prominent corner location as a cultural hub.

Hof Prädikow CHL followed a rather similar strategy in combining public and private resources for the reuse of the former manor in Brandenburg. Their case also exemplifies a large scale intervention, where a funding mix is essential. They managed to receive some targeted state funding (from a federal ministry), which

was then combined with public support for rural regeneration and heritage conservation. Community initiatives were also financed by the Bosch Stiftung. The complexity of such a project required the help of Stiftung trias, which purchased their land and the SelbstBau eG, which is an umbrella organisation for housing cooperatives. For the project to be successful, the co-housing members also put in their money and work, the latter meaning both do-it-yourself activities and working together on different programs with the village inhabitants.

A very different path was chosen by the PragaLAB team, as they had significantly less financial resources, and as a result they could only think about networking and doing events to mobilise resources in the area. Nevertheless, they have been successful in reaching out to local entrepreneurs and supporting the use of local resources and the local economy through them. Their Lab focused on the reinterpretation of the concept of work, of understanding it place in Praga and understanding modern Praga through work. A Living Memory Exhibition was organised, with the goal to gather the existing elements of Praga North heritage and to open them to new interpretations. The exhibition was entitled PRACA PRAGA ("praca" means work in Polish) and work was the leading theme, accompanied by the sub-topics, such as: "energy" (in the literal and metaphoric sense), "her" (role of women in the labour market), "luxury" (as an object of industrial and craft production with ambiguous ethical value), and work conditions (in history and today). This Living Memory Exhibition also gave artists based in Praga a chance to try a hand at business she has been considering for some time. And the Lab invited exiting family businesses to participate, and to co-create together new image of Praga.

The Lab also created the MADE IN PRAGA brand, which reached out to artists active in the neighbourhood and promoted their work was very well received, although the pandemic deleted some of their achievements. And as part of their work to find a new use for the abandoned Bakery building in the neighbourhood, they were contacted by the foundation od.coop, which operates on the basis of circular economy. They were looking for a new place to establish "circular store" or "circular showroom", as they want to expand and in time create a cooperative, employing people on the permanent basis. Od.coop was interested in re-use of the Bakery for these purposes and the Lab was supporting them in creation of the working plan, business plan, as well as contact with municipal authorities.

4.2 Heritage impact

All the Lab sites have struggled with the depreciation of local heritage: compared to many "grand" sites, theirs was neglected. During OpenHeritage every Lab developed significantly in this respect, could rely on the local communities – or selected NGOs and initiatives – and work towards a more "tangible" local identity, where heritage plays an important part. One of the most important results of the project activities that they **contributed everywhere to discover the extent to which intangible heritage still plays a role in the daily life of many. They have also managed to bring new ideas about what constitutes local heritage and brought forgotten elements of local heritage to the surface.**

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In this respect Pomáz Glasshill Lab has changed remarkably
during the period of OpenHeritage. Here the Lab contributed significantly to the
conceptualization of local heritage and managed to carry out concrete steps
to increase a sense of belonging. To live in Pomáz is not easy from this perspective:
once a multi-ethnic village, now it functions as a suburb of Budapest. And although
it is situated very luckily, at the foot of the Pilis Mountains, it is mostly being
appreciated for the transportation connections, not for its other beauties.

As part of its activities the Lab created a Local Heritage Inventory. They answered
a national call for bottom-up initiatives: all settlements, regions and counties were
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 could
also enter the National Heritage Inventory. The town leadership appointed the
Friends of Pomáz Association (a Lab partner) 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 for co-creating the inventory with the
local community. Additionally, 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. These events brought
together a relatively solid group of people interested in heritage. They contributed
significantly to strengthening the local heritage community, by clarifying what was
considered 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. The activities also opened a way for a public discourse on
exploring heritage and about various ways of being as inclusive as possible.

Lisbon CHL focused on the attachments and memories of the residents.
Collaborating with the association 3 de Agosto, especially the opening of the
association's local office on site changed significantly the access to local heritage.
Through this project partners could discover that residential memories are deeply
tied to the building, which still plays an important role in their lives. For the Lisbon
municipality, that was working with the community as part of its BIP ZIP project
before and has been attempting to turn the building complex into a unit with
affordable housing, this realisation was important. Previously they were not aware
to what extent local and intangible heritage still plays a central in community life.

The **connection between tangible and intangible heritage** has also been in
the centre of the PragaLAB's work. At the beginning of the project, Praga was still
very much undervalued, in real estate market as well as in popular opinion. But in
the last four years major changes occurred brought about by the public
investments (metro line) and private ventures (adaptation of post-industrial sites
for residential purposes and new housing stock being constructed). The fact that
Praga was growing more expensive and more popular, presented the Lab with a
new chance (due to increased attention) and new threat for its heritage.

Among their activities they hosted workshops and events, and tried to include in
this thinking an interested professional community. They also launched a design
workshop about the future of one particular building in Praga – the Bakery - and
tried to look for solutions together with the owner (the municipality) and a
professionals from the heritage community of Praga. The workshop blended

specialists from various fields with two multidisciplinary design
teams selected in the open call. The idea was to try and imagine new life for the
Bakery, connected to the intangible heritage of the area, thus based again on
production and usefulness, on the manual skills of people working there. To
experiment with this idea an open call was launched in November 2019, inviting
teams of at least three members: an architect, a heritage specialist and an
economist to design possible future adaptive re-use of the Bakery as a place of
modern small-scale production, craft and repair. Nine teams applied of which two
were invited to put forward their propositions and work together with PragaLAB
and the jury. It was not a competition for one of them to win – but a dialogue
between two different visions, two possibilities.

Finally, in Sunderland CHL the activities and existing research helped to highlight
a previously neglected aspect of one of the buildings (the former Binns department
store) involved in the adaptive reuse: Queker women's anti-slavery activism. This
is one of the stories that was largely untold in Sunderland until now. Sunderland
Quaker history is intertwined with the abolitionist movement from the early 18th
century, and the Sunderland Quakers became particularly well known for one
campaign whereby the Quaker shop keepers refused to stock (slave-produced)
West Indian sugar. In Sunderland, this call to action saw many shops change their
stock, as well as many women changed where they shopped. Now commemorated
by a plaque, which states that the Quaker-owned Binns store, formerly on this
site, refused to sell slave-produced goods.

4.3 The COVID effect on the Labs

As indicated above, despite thorough planning, COVID really changed the way Labs
developed. As a result, it needs to be a crucial point in the evaluation process. On
a project level, the pandemic meant the cutting back of the planned in-depth peer-
reviews and fewer meetings in person. However, it created an opportunity to host
a series of webinars with the Labs and outside experts - see e.g. D4.4 Evaluation
report on the Task Force - which made up partially for the losses. On a Lab level
however, the effect was deeper, as the evaluation shows. The biggest concern was
about heritage communities: **to what extent and how the connections
already built can survive and in what ways will the pandemic change the
future development.** In some cases Lab goals became fuzzier and needed to be
reinterpreted.

For small, less-established organisations, **community development became
particularly difficult**. It is not only that some events had to be postponed, but
they had to give up volunteer work for some time, although volunteer contribution
is an essential basis of their financial business models. Volunteer work is necessary
to realise the much needed infrastructural developments on the site, which in turn
are indispensable for accepting visitors and hosting events.

Organisations with a more stable institutional embeddedness have faced difficulties
as well: in Sunderland the pandemic meant a clear loss of momentum for the
project. The Lab begun building with the Heritage Open Days event in September
2019, as well as through additional community events hosted by Pop Recs. While

on-site activities took place in early 2020, unfortunately the Lab
was unable to continue this level of engagement throughout the majority of
2020/2021 and to undertake as many in-person community participation activities
as we intended, and to the scale that we would have hoped.

But it was not just the lack of events and workshops that was difficult. As keenly
observed by the Lisbon CHL, people were less inclined to participate. The Lisbon
the Lab is in a so-called priority neighbourhood, which is a term describing an area
with social and economic difficulties, in need of public interventions. Here citizens
were less available (or motivated) to participate in local events or be part of local
groups to think and discuss their neighbourhood. Their main concerns at the time
were rather focused on employment issues and getting to the end of the month
with food on the table.

COVID-19 also forced the Labs to think more about the **digital tools** they can use,
and made them think about digital uses in a more strategic manner. Most survived
by using their already existing communication channels, moving seminars,
decision making events and even capacity building initiatives to the digital space.
They used the available resources and tried to keep the community together and
in touch with the project. Additionally, more strategic thinking about online
presence was started. In the Rome CHL for example the need for a more structured
digital space emerged as a result of their COVID experience, the quick lockdowns
and the devastating local effect of social distancing measures. Work to turn the
dedicated Co-Roma website from a tool of basic communication to a complex
online platform started. This platform, which is in progress, will provide a virtual
space in which the community members cannot only communicate but also co-
create activities, while providing visibility and infrastructure for local products and
services.

Finally, for the Labs COVID-19 also meant the **delay of investments**. In
Sunderland, where physical interventions were financed from various national
resources, COVID-19 delayed the capital works significantly, with on-site work
being forced to stop entirely for a few months, followed by supply chain issues
further slowing down construction.

4.4 Sustainability

With the finishing of OpenHeritage, the question of sustainability has moved to the
centre. Although some details remain to be seen, to what extent and how the Lab
achievement can/will be sustained will be different from Lab to Lab. Sustainability
means two interrelated questions: **how the organisation will survive, and how
the particular results that were achieved during OpenHeritage can be
sustained**.

For the Sunderland, Lisbon and Prädikow CHLs the legacy of OpenHeritage and its
achievements will be through the enriched methodologies, the changing planning
techniques, enlarged local stakeholder networks, and the increased awareness
about various aspects of local heritage. These will be used as the vehicles to
sustain the project achievements and to develop them further.

For the three other Labs – Pomáz, Praga and Rome – where the operation was directly linked with the main the financial and non-financial support provided by OpenHeritage, achievements will be sustained partially be the solidifying organisational structures. The latter was a major line of development for them during the project (see chapter 2 for details).

The Pomáz Lab had to develop a complete new structure following the forced move of CEU to Vienna. The Lab invested energy to this development in order to secure its operation post-OpenHeritage (regarding their organisation, see pp. 66.). Situated on a privately owned land, the sustainability of the site is closely interlinked with its accessibility. Today accessibility is provided by the owner, but this contains an element of risk, since it depends on his exclusive decision, and the agency of the other stakeholders is very limited in this respect. Sustainability here also means the preservation and further research of the archaeological remains and their adaptation to the farm buildings. Negotiations are continuous to find a solution to this problem. Regarding the concept of local heritage, the Lab's objective was and will be in the future to keep the site integrated in local heritage, as part of the discourse, local memory and identity. Intangible heritage has a crucial role in that. If the Lab heritage is 'owned' by the local community, the issues of preservation, presentation, and accessibility can be re-addressed any time when possible.

During the last year the Lab has taken various steps to achieve sustainability. As part of these efforts, it helped to establish a committee of the site, and worked extensively on the integration of the site into local heritage system. The Lab also hired a site manager to deal with on-site problems and finally, it facilitated the development of an online hub and efficient online communication channels in cooperation with local civic initiatives.

Similarly, in Rome CHL the development of the Co-Roma digital platform for the site was a crucial step for securing sustainability. Still under development, it will include some features for digital deliberation and collaboration, to allow members of the community to conduct interactive digital storytelling and promote public deliberation. Besides that, it will also host a civic e-commerce activity, where members of the community will be able to co-create digital heritage services and offer them to the community and to external users. Those services will be a mix of non-profit (i.e. solidarity networks offering mutual support during time of crisis) and for profit (i.e. selling of tickets for the heritage tours) ones. Finally, the platform will be used as a tool for crowdfunding. In the meantime, other activities developed within OpenHeritage (Heritage Walks, bike tours etc.) will take place in order to generate an amount of cash flow within the neighbourhood and generate economic opportunities for some of the actors in the districts (artisans, food-related businesses, bike shops, accommodation). LabGov partners will also continue applying and taking part in the future funding opportunities (local, national and international alike).

Sustainability is the most interesting question in case of the PragaLAB, which started to operate as a heritage interventions site with OpenHeritage. As a result, it has the least formal structure among the Labs. They have created a network they can rely on, and as a result of the sustainability seminar they are now thinking about formalising a bit this partnership. For them, the main focus of the project

was to support, develop and empower organizations and activities
that already exist in Praga but struggle for several reasons. Therefore the future
actions will depend on the involvement and capacity of these partners. However,
the established networks should empower and help to initiate various future
actions with similar goals as PragaLAB.

There are also a set of activities that for sure will continue beyond the project. The
municipality will be able to use the recommendations prepared for the Bakery and
there are current talks about implementing some recommendations into the next
Revitalization Programme. Also, entrepreneurs involved in Made in Praga will
continue to use the knowledge and improved capacity (improved business models,
better marketing practices) that resulted from their cooperation. And the Praga
Lab members will continue to provide free of charge advice for various partners.
Thanks to the network created, they can also count on support of other partners
in this matter.

4.5 What could have been done differently - planning suggestions for successful endeavors in the future

The evaluation process has highlighted a number of lessons about how heritage-
led regenerations involving local communities can function the best. Steps and
measures were collected by partners, reflecting their own experiences. They were
distilled while working on their projects, thus are aimed to ease the realization and
contribute to the success of adaptive reuse processes with a substantial community
involvement. The recommendations are relevant regardless of the initiator of the
project, and can be applied by NGOs, municipalities or even loosely organized
initiatives alike.

4.5.1 Planning ahead

The common experience suggests that much depends on the quality and depth of
planning at the early stages. **Thinking through the steps thoroughly and
preparing for different scenarios is crucial for every project,** but especially
important for adaptive reuse initiatives on less secure financial footing and
involving a broad coalition of stakeholders. Many of these projects are precarious,
since working with vulnerable communities is challenging and stakeholders (both
public and private) can change their ideas/commitments abruptly (as experienced
by the PragaLAB and Pomáz Glasshill Lab.) In practice this means that the
preparation of a plan B is necessary from early on. As a result, when possible,
alternative plans and sustainability steps should be created, still keeping in mind
the original objectives.

When properly done, this means a lot of work at the initial (pre-project) stage, a
thorough preliminary study of the territory, work with the local community -
meaning interviews and informal meetings – and understanding what is missing
locally for the residents. The process is only instrumental if first assumptions are
not taken for granted and consultations remain open-ended. Doubts need to be
readdressed and double-checked both with the local and the heritage communities.

The latter distinction is crucial, as heritage-led rehabilitations and reuses can rely on people feeling close to a site, nevertheless residing outside of the area.

Importantly, the exploration of different timeframes is crucial for all the scenarios: the foundations for short, medium and long-term plans should be laid down at the beginning, albeit with varying details. For all timeframes a concept with concrete targets are necessary. However, this process could be easier for more established actors (e.g. the Lisbon Municipality, or TWBPT in Sunderland), while can become very challenging for less organised initiatives (as it was the case for the Pomáz Glasshill Lab and PragaLAB).

From very early on it is important to be conscious of the difficulties. On a general level it can be said that these types of projects are not only difficult (hence the plan B, as said above) but require a long time. (The Lisbon municipality has been working with the residents for many years, creating a solid foundation for its interventions, or in case of Hof Prädikow, the Trias foundation purchased the site in 2016 but the formation of the co-housing group had started earlier.) Additionally, these projects are not easily replicable. Thus, while successful examples are worthwhile to study, they should be regarded as inspirations and not models for direct transfer.

While planning, the most important questions to tackle concern the legal form, the ownership and the review of available funding streams. **Finding the suitable legal form for the project is an essential first step**, as otherwise, the organisation has little negotiating capacity in face of stable institutions and has difficulty planning. Three from the six OH Labs (Rome CHL, PragaLAB and Pomáz Glasshill Lab) grappled with this question in the project duration. Although different in their governance systems, what united them was that none had a solidified legal structure as they were rather in the earlier phases of their work. While their predominantly bottom-up leadership created very flexible, stimulating and open environments, the need to institutionalise their organisation was essential to be able to continue their work. Thus, a cooperative was established in Rome and a foundation in Pomáz.

Successful adaptive reuse projects – like any project - require **transparency of ownership**. Complications of getting access to a site (e.g. in case it is private hands) and ownership can delay interventions or make projects difficult to do. Securing long-term access however often needs public intervention – as in case of Sunderland, where TWBPT was gifted with the building complex to be restored by the Sunderland municipality – or the support of a third party, an established NGO to support long-term lease (like in case of Prädikow). Not being the owner or have similar entitlements can jeopardize long-term goals (like in Pomáz and Praga, where the future use is insecure), and raise the possibility of temporary exploitation. Meanwhile uses can increase the value of a site, but its abrupt selling could mean that the value created will be monetised by an outside actor.

Generally, as a starting point every project needs to know and **understand the local/national funding landscape**, and seek to build funds incrementally rather than jumping too far ahead. The step-by-step approach – as shown by the Rome CHL – supports a slow, but stable building process, and can be used by resource

poor organisations. Additionally, creating an inclusive business
model could be a partial solution to compensate for the lack of public support: the financial needs and the potential of the community should be explored. However, as research in OpenHeritage clearly showed, there is a daunting territorial discrepancy in Europe: in countries where generous public funding is available for adaptive reuse – like the Netherlands, Germany or the UK – alternative funding models (like crowdfunding) work better as well. Here typically the regulations are more supportive and communities have more money to donate. Among the six OpenHeritage Labs none had difficulty organising a crowdsourcing campaign, but only the Sunderland Lab could venture into a successful crowdfunding one with the help of an existing match funding framework.

In whatever financial situation, the Lab experiences unequivocally show another decisive factor: the composition of the project team. **A multidisciplinary and transversal team is a key element** of success. The realization of missing skills early on, and the decision to bring outside help – even paying for it – can save projects. Just as the use of peer learning: learning from partners is essential for success. The latter aspect has been emphasized by all Lab partners: exchanging ideas, visiting the other Lab sites and even meeting representatives of the observatory cases was extremely helpful.

Furthermore, given the local embedded nature of these projects, **close cooperation with the municipalities** is essential: they might not be the most important players or initiators (although it is possible, as the Lisbon CHL shows), but they are crucial partners, helping to deliver results. This was exemplified by the Sunderland CHL, where a supportive local authority was crucial to develop a model which can become the vehicle of large-scale territorial regeneration with the involvement of the local community.

Whatever the final organization structure of the reuse project is, power balance and agency remain important. Every partner needs to take part and invest energy and time. The latter is important – not just in a sense that it can take weeks, months or even years to achieve something - but also keeping the momentum alive where the community remains connected to the project.

For this latter point, an **efficient and honest communication** is necessary from the project team. Keeping stakeholders, partners and the community well informed from the beginning is a crucial step. Developing a common narrative and revisiting it time to time is necessary. Additionally, understanding the perspective of the others – like that of the private owner, as shown by the Pomáz Lab – is important. This can lead to a partial reconceptualization of goals and objectives, however, helps to keep the stakeholders involved.

Importantly, **heritage meanings, and how to handle heritage conservation seem to be sensitive issues in many adaptive reuse projects.** Although conservation regulations are relatively clear in every country, their application often leads to disputes between the parties. A new use can call for flexibility from the side of authorities but also the willingness to change plans from the project team. Despite some occasional disputes, heritage authorities are keen partners in adaptive reuse projects, but they need to be involved soon in the debate and planning. As the experience of the Prädikow CHL confirms, where regional heritage

authorities emphasized during an event that a successful cooperation requires an early communication between the involved parties.

Whereas disagreements with authorities typically take place in an organized manner, disputes within the community about heritage reuse can become complicated. Communities and heritage communities are diverse entities, and a reuse what might serve the interests of one could be against the interests of another. Heritage appreciation is individual, identity-driven and multi-faceted, thus there is no reuse solution that is good for everyone in a community. Importantly, a heritage community member – not residing locally – could have different preferences and wishes for a site than those living in the vicinity. There is no foul-proof recipe or solution to come around these difficulties. However, as the Labs have shown, looking for the links between tangible and intangible heritage, involving people in actions (and not just asking their opinions) and having possible future users in place from early on can help. This way the reuse becomes a process of negotiations, where working together and imagining the future together can become easier. Also, community-led adaptive reuse can be further facilitated through applying the appropriate models, like the commons (in the Rome ÍCHL).

Finally, both during planning and realization **flexibility and risk awareness** are crucial characteristics. Risk management, and relationship management of all partners, are key to building trust, confidence, reputation, and reliability (especially when some partners have not undertaken this type of project before, or at this scale). It has already been emphasised that remaining open to what others are saying, to the changing circumstances, and be ready to tailor project goals and actions accordingly is essential. This can be further supported by regular evaluation, to see how circumstances change, how the project develops and how partners behave. And partners need to recon with the fact, some risks – like the Covid-19 pandemic – are impossible to foresee, yet can be devastating.

4.5.2 Support from outside

Work in the Labs also showed that the success is very much dependent on their local and national contexts. The Pomáz Lab was a good case to understand the difficulties that bottom-up driven adaptive reuse projects face in highly centralised and politicised environments, where the rule of law is under attack. But even in less extreme cases, OpenHeritage has shown that the supporting capacity of various countries differs significantly, creating a wide gap between Eastern and Western European member states. **EU level support could help to close this gap, not only in terms of funds but with more possibilities to learn and develop capacity**. This can include various measures, from widening peer learning and networking opportunities to providing targeted funding streams or preferential loans. Even through providing mentors and expert advice on how to navigate bureaucratic procedures or work around high fees could help, as these are insurmountable tasks for many third sector and community organisations. Finally, the facilitation of social banks and foundations to reach across countries and support initiatives in countries other than their own could help.

On a **national level**, regardless of the current legal and institutional structure, the existing support schemes, there is room to improve everywhere. Intragovernmental collaborations are helpful, as adaptive reuse involves many

fields and disciplines. And for this reason, developing and implementing adaptive reuse specific guidelines could improve the circumstances everywhere, as this would simplify and de-risk an otherwise often unpredictable process.

As for **national and regional level funding**, many of the observatory cases studied by OpenHeritage, and the Sunderland and Prädikow CHLs have testified their importance. They could thrive because designated funding was available for adaptive reuse purposes. In case of Sunderland there was also support in form of Historic England, an arms-length organisation of the government entrusted with safeguarding heritage.

The success of adaptive reuse projects probably depends mostly on the **willingness and support of local governments**. This can mean many things, even tacit support, as it was for the Pomáz Glasshill Lab (after the local elections) and PragaLAB. But local governments can also develop innovative pilot projects with publicly owned sites to test and showcase new and innovative approaches, similarly to the way the Lisbon CHL did in OpenHeritage. The range of interventions can be manifold, including experimentation with new collaborations and exploring new partnership models. Another crucial point regards local regulations is the discretionary power and the ability to make exceptions at local level. Although typically very useful for adaptive reuse projects, this requires transparency and the appropriate legislation – discretion cannot turn into corruption. Additionally, designated 'matchmakers' with knowledge of vacancies in the locality can help to match vacant heritage assets and potential users. The latter can be especially helpful for less experienced civic initiatives.

Annex:
Lab evaluation sheets

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Lab evaluation sheet
Sunderland CHL

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1. Project overview

What were your original goals and to what extent could you meet them?

The original goals of the Sunderland Cooperative Heritage Lab (CHL) revolved around returning three buildings, at 170–5 High Street West (HSW), back into long-term financially and socially sustainable socio-cultural use through adaptive heritage reuse (AHR). This conservation would contribute to the regeneration of a part of the city of Sunderland, under the umbrella of a Heritage Action Zone (HAZ). The CHL was to act as a demonstrator project for innovative financial models and organisation that could subsequently be replicated elsewhere by Tyne and Wear Building Preservation Trust (TWBPT, who own the buildings), and by other organisations. A key goal was to ensure Pop Recs (a local community interest company) could use two of the buildings, while keeping plans for the third building more open. The timescale was to be on site for capital works in 2019, and to be operating in 2021. Works started on site in 2019, and the final piece of scaffolding came down in March 2021. Pop Recs and Sunshine Cooperative (who now occupy the third shopfront) were operational by the end of the year. Within the CHL, additional goals were to: explore mixes of innovative and traditional funding mechanisms and strategies for funding; map legal challenges; and to explore new engagement and promotional tools. TWBPT have subsequently tested differing funding mechanisms resulting in a newly developed business plan, while Newcastle University have been involved in the exploration of creative community events and activities impacting engagement with adaptive heritage reuse.

What went well and what did not?

What went well:

- The project has been successful as Pop Recs and Sunshine Cooperative are now open, though the journey has been tough in places.
- Activation and meanwhile use of the spaces has also been a huge success, with many community engagement activities taking place throughout the duration of the project helping to promote and disseminate the activities of the CHL and AHR more broadly.
- Support and collaboration amongst many different organisations (including Arts Council, Great Places, Sunderland Culture, We Make Culture, and others) has helped to build strong partnerships across the duration of the CHL.

What did not:

- Relationships were tested at times!
- Covid disrupted many of our on-site engagement activities.
- Our collection of quantitative data e.g. on volunteer hours could also be improved upon in future, to ensure that we capture the full range of impacts that the Lab has had on the various different communities who have been involved.

Did you develop anything new (not foreseen in the GA)? If yes, what? And what was the reason behind this development?

TWBPT have subsequently acquired additional buildings adjacent to the original three (176 + 177). These acquisitions will further strengthen the business case for the HSW cultural quarter and consolidate the occupation of this prominent corner location as a cultural hub.

In terms of TWBPT as an organisation, a business plan was developed/ commercialised, community engagement processes have become more structured, and the CHL has also led to further HAZ work elsewhere (in Hexham and Bishop Auckland). These developments occurred in response to emerging considerations within the CHL, and as a result of disseminating its activities to others.

What makes you most proud about the Lab achievements?

We are incredibly proud that Pop Recs, Sunshine Cooperative, and Global Teacher (who now occupy the second floor of 170) are now open and operating successfully, with early results indicating that revenue generation will support the businesses. We are also proud of the high levels of community 'ownership' and involvement the CHL has achieved.

What was especially difficult/challenging for you?

The totally unexpected passing of one of the key partners within the project, Dave Harper of Pop Recs in August 2021, was an exceptionally difficult and challenging time for everyone who is and has been part of the CHL.

What do you regret, and why? (Besides the effects of COVID)

Reflecting on the substantial contributions they have made to the success of the CHL (indeed it wouldn't have been a success without them), we regret not bringing Pop Recs on board as a formal member of the CHL, rather than as the vehicle only.

What would you do differently now (with your new, project-related knowledge and experiences)?

We have determined the need to be more upfront in future as to the inevitable uncertainty raised by these types of projects, as well as the level of commitment required to take them through to completion (imagining concrete futures is hard!). This means more formal moments where things are discussed openly and put on paper, being as transparent as possible about possible plans, and possible problems (and also be transparent about the fact that we often don't know where it will go). This is not to say things were kept 'secret' in the process, but just that some of the potential issues or decision-making moments may not always be clear to all involved in the same way.

2. COVID effects

Please describe to what extent did COVID-19 affect your Lab?

COVID-19 delayed the capital works significantly, with on-site work being forced to stop entirely for a few months, followed by supply chain issues further slowing down construction. The main effect of COVID-19 on the CHL, however, was on the significant loss of momentum in terms of community engagement which the CHL had begun building with the Heritage Open Days event in September 2019, as well as through additional community events hosted by Pop Recs. While on-site activities (hard hat tours, future user discussions) took place in early 2020, unfortunately we were unable to continue this level of engagement throughout the majority of 2020/2021 and to undertake as many in-person community participation activities as we intended, and to the scale that we would have hoped. Other aspects such as the placements for Sunderland College students to gain experience on-site, for example, also couldn't continue due to limitations for the number of people allowed on-site at any one time. Indeed, access to the site was incredibly restricted for everyone during this time, including TWBPT, which made engagement, collaboration, and community building difficult.

And how did you react to COVID-19 related challenges?

We adjusted by undertaking and taking part in several activities online (Digital Picnic, 'Scrummy Sunderland' + elements of the Local Edible Heritage Stories Exhibition for Heritage Open Days 2021, see <https://hswsitestories.wordpress.com> [accessed 31 March 2022]), and to make in-person events smaller in scale in-keeping with government guidelines/restrictions. We also increased our use of online/social media, as well as various crowd funders, to promote/update on the progress of the Lab and works on-site.

Did COVID-19 help your online community building?

We were able to encourage an online community to engage with the project through crowdfunding initiatives ('Buy-a-Brick for Sunderland', see <https://www.crowdfunder.co.uk/p/hswsunderland> [accessed 31 March 2022]). However, because the Lab only really had one main event before the first COVID-19 lockdown was imposed (which was in-person and without a considerable online/hybrid element) there wasn't sufficient opportunity to build a substantial enough community beforehand to carry through to an online environment. We also made a conscious decision to support Pop Recs and Sunshine in building their (online) communities further, rather than build a separate community (e.g. a Facebook) just for this as an OpenHeritage case. So, yes, the online community attached to the project could have been stronger, but we worried that this would reach a group that wasn't necessarily the group we were focussed on as part of 'integrating' Pop Recs into the neighbourhood. Before Covid hit, we had decided together with the various partners on a community strategy which was very much 'in person' based on providing site visits, workshops, and coffee mornings, to reach out to the new neighbours and be open for them to 'pop in' and so the move to digital wasn't very obvious, easy, or necessarily that useful.

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**What were the main tools/techniques that proved useful
in addressing the challenges associated with COVID-19? When and how
did you apply them?**

Online platforms (social media/crowdfunding/OH platform) proved useful in addressing some of the challenges of the pandemic and were used throughout 2020–2021 to update on progress as well as to promote events/activities that were able to take place. Adaptability and resilience were also essential in dealing with the inevitable delays/infringements upon on-site works.

3. Dissemination overview

Please describe your most important local dissemination target groups?

The most important local dissemination target groups for the CHL are heritage professionals, key decision makers, and local communities. Heritage professionals hold knowledge and expertise that can, when shared, continually improve conservation area prospects, and build a heritage agenda within the local area (as within the HAZ partnership, where projects build upon each other's learnings and successes); while key decision makers can direct funding and influence policy changes to make these types of projects easier to facilitate. The local communities (cultural, social — who will support the project both emotionally and economically as customers/attendees etc.) were also crucial to reach out to in order to bring them on board with the project and thereby promote the sustainability of the CHL into the future. Though not local, key funders such as the Architectural Heritage Fund (AHF) were also important, in terms of demonstrating progress and achievements of the CHL and thus the outcomes of the investment/funding.

What were your main dissemination activities to reach them? What was successful and what was not?

Dissemination activities associated with the CHL have been wide-ranging and have included: Heritage Open Days (HOD) events, activities, and exhibitions (2019 + 2021); presentations at HE and events; AHF and HE site visits; HAZ partnership events and meetings; and more impromptu on-site talks. The HOD events during meanwhile use of 170 HSW (2019) were particularly successful in reaching out to the local community and promoting engagement with the proposals; unfortunately, Covid restrictions meant that this momentum could not be built upon in the way we had intended and dissemination activities during this period had to be necessarily limited in scope.

Besides the local activities, how did you try to disseminate news about the Lab?

During Covid, when physical access to the spaces for in-person dissemination activities was either difficult or impossible, we tried to disseminate news about the CHL to the target groups through various online and social media channels including the OH platform, particularly the timeline. We also held and participated in national events, presentations, and visits (Coventry; London), for example we recently visited an AHF-supported project located within a High Street Heritage Action Zone in South Norwood, London to share learnings and insights. Newspaper

outlets and publications have also been useful in sharing information on the project with both local and wider audiences.

4. Lab organisation

Please describe your Lab's internal organisation structure — please add a chart
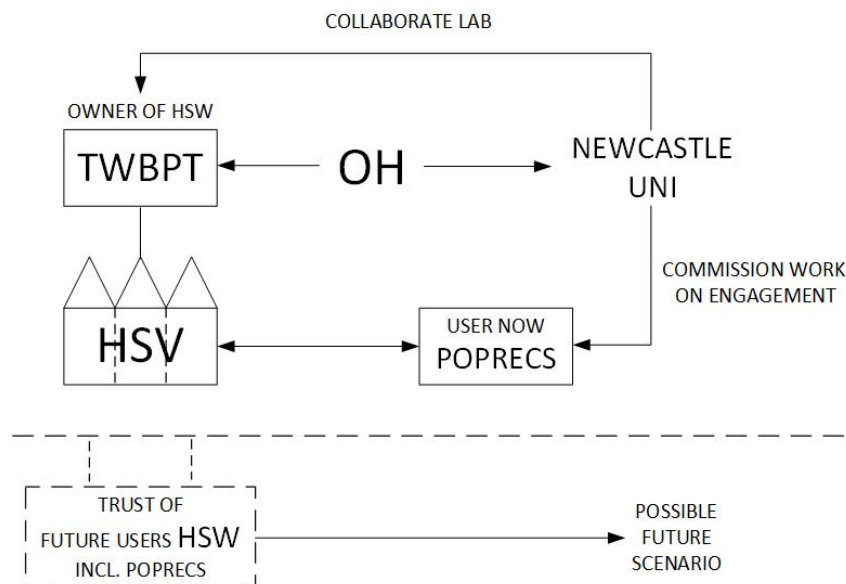
Did it change over the Lab's operation period? If yes, in what direction and why?

As Pop Recs occupy only two of the buildings (and on the GF only currently), it was necessary to find tenants for the third shopfront and upper floors of the buildings. As a result, the user group has expanded to include Sunshine Cooperative and Global Teacher CIC/Good Habits CIC. It will continue to expand to include more users for not only these buildings, but also for 176–177 HSW. These additional users may see the structure of the CHL change further, working toward a family of users with a board who will work together to ensure the future viability of the buildings.

Please describe the network of organisations and volunteers around your Lab

Sunderland City Council (SCC): local governing body

Historic England (HE): national public body that helps people care for, enjoy, and celebrate England's historic environment, working with communities and specialists to share knowledge and skills to protect and save heritage assets.

Architectural Heritage Fund (AHF): national registered charity working to promote the conservation and sustainable reuse of historic buildings for the benefit of communities across the UK.

TOWN: London-based profit-with-purpose developer working collaboratively with partners (landowners, funders, community groups, and councils) to deliver homes, streets, and neighbourhoods that improve people's quality of life, enable more sustainable ways of living, and improve the wider places they are part of.

Create Streets: London-based social enterprise advising communities, landowners, councils, and developers to improve neighbourhoods, generating exemplar schemes and taking an active role in planning debate in the UK.

Sunderland Culture: local Arts Council England National Portfolio Organisation bringing together Sunderland's most important cultural assets and activities.

NE BIC: local Business and Innovation Centre providing tailored support services for local businesses.

Back on the Map: local charity set up to enhance the quality of life of people living and visiting Hendon and the East End of Sunderland.

Pop Recs: local Community Interest Company (CIC), music venue and coffee shop, now at 172–175 HSW

Sunshine Cooperative: local business, food cooperative, now at 170–171 HSW

Global Teacher + Good Habits: local businesses, now at 170–171 HSW

Sunderland Quakers: local community with historical connections to 172–173 HSW, who will be part of 177 adaptive reuse.

5. Impact assessment

Was your immediate surrounding affected by the presence/ work of the Lab? If yes, to what extent and how? Please describe economic, social, environmental consequences, or anything else, if relevant. You can use statistics and please be detailed.

Environmental: People are now starting to see opportunities in rescuing heritage properties after seeing the success of the CHL (evidenced in informal disseminative conversations in the buildings; Sunniside Studios, see below). In terms of sustainability, conserving heritage properties has environmental benefits over demolition and new build and thus assists the council meet aspects of its sustainability agenda. Equally, adjacent empty site redevelopment at Nile Street and Villiers Street has progressed, the 'Living Arts Hub' (see <https://www.livingartshub.org> [accessed 1 April 2022]), bringing an empty site back into use, with Create Streets, TOWN, and Back on the Map continuing their involvement in the area. The scheme will comprise around 80 new homes with studio properties for creatives to live/work, looking to establish the area as an 'exemplar' creative community, building on the creative and artist groups who have moved to the area already (including Pop Recs): "the development of this site represents a continuation of this and a chance to create homes for them to live in."

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Economic: Given that the properties at 170–175 HSW were empty
and in a state of disrepair before acquisition by TWBPT, (without factoring in costs associated with the shell and ground floor restoration works which have been grant funded by AHF, SCC and HE up to £850,000) the economic improvements raised by the businesses now residing there are significant. Although the value of the properties remains low, due to the land-value depression of the area, it is undoubted that their value will rise once the upper floors are completed and the buildings are fully occupied by additional businesses and enterprises. The success of 170–175 HSW will therefore eventually have a reciprocal effect with the immediate surroundings, including 176—177 and the 'Living Arts Hub' scheme, each business/organisation supporting the others. The key to the success of the area is the 80 house TOWN scheme; this has become more likely because of the 170–175 CHL, though the catalyst cannot yet be monetised.

Social: There has been an increase in community consultation on projects within this area of Sunderland since the community engagement for the CHL began in 2018, such as at the 'Living Arts Hub' where five local organisations have been consulted, three workshops and drop-in sessions held in which to share ideas, and a co-design workshop with local and national architects held. The CHL community engagement activities themselves brought together many individuals, drawing from communities already established at Pop Recs' previous locations (Fawcett Street and Stockton Road), but also new additions (including from Sunderland University through the Rebel Women of Sunderland project). Pop Recs' new venue has a capacity of 180 and therefore footfall within the area has also increased dramatically in relation to event/gig days/nights, bringing rising numbers into the area from the city centre and thereby improving social connections. The venue forms part of a wider cultural network throughout Sunderland city centre, now encompassing more of the East End of the city tied to the work of the HAZ and Pop Recs' relocation.

Did new businesses appear in the Lab area? If yes, is this connected to the Lab's activity?

Global Teacher CIC and Good Habits CIC have since moved into the upper floors of 170 HSW after their formation through NE BIC's social enterprise development programme (as did Sunshine Cooperative).

New World Designs (NWD), Bullet Time Photography specialists founded in Sunderland in 1998, acquired a dilapidated property in Sunniside (red outline; directly south of 170–175 HSW and the Living Arts Hub plot) to build a TV and Film studio, Sunniside Studios (see <https://www.newworlddesigns.co.uk/sunniside-studios-sunderland-film-and-photography-studio/> [accessed 1 April 2022]). They reference both projects in their decision to locate to the property, and in terms of direct inspiration noting Pop Recs had also undertaken a building restoration.

Create Streets, a London-based social enterprise with whom the CHL has collaborated in community engagement activities, are intending to acquire a second location and base in Sunderland adjacent to their ongoing 'Living Arts Hub' scheme at Nile Street / Villiers Street (orange outline; an ongoing development project which emerged following the CHL work, and which will lead to more creatives working/living in the area).

Conservation within the wider HAZ area, such as at Mackie's Corner, off the back of works at 170–175 HSW, has led to growth in the independent retail and hospitality sector (over ten bars and artisan food outlets, as well as a men's designer clothes shop, can now be found just a short walk up HSW from 170–175). A report released in December also named Sunderland as the second-best place in the UK to start a business and has thus helped to boost confidence in the city centre (see: <https://www.ne-bic.co.uk/independent-sector-brings-business-growth-to-sunderland/> [accessed 1 April 2022]).

Did any regional cooperation emerge? Please describe them. How would you rate their effectiveness?

The HAZ partnership (formed of SCC, HE, TWBPT, Sunderland Culture, Sunderland Heritage Forum, Churches Conservation Trust, and local councillors) resulted in regional cooperation, with aims of: bringing together local heritage actors to strengthen the preservation of heritage within the local area; to catalyse wider area improvements; to be resourceful and creative with funding opportunities; to support and enable social actors in the long-term engagement and the building of trust with local communities; to promote meanwhile uses; and to create a supportive policy context and relationships with public bodies to support the renewal of the High Street and conservation area.

The HAZ partnership has brought together heritage expertise and other resources across the region and nationally, generating engagement with the CHL on both local and national levels. Surrounding and adjacent properties are coming into reuse and plans for new residential properties on vacant land are becoming more concrete; this project has been a catalyst for wider area improvements. The CHL has been successful in securing funding from public and private sectors. The project being used as a positive case study by current funders has also disseminated the successes of the project and will no doubt lead to further positive

outcomes in terms of funding opportunities. The TWBPT purchase
of these buildings from SCC and their cooperation within the HAZ has changed the pace of reuse and redevelopment and is showing what is possible. But it remains a very high-risk project, with little long-term guarantees.

In addition to this, the aim of the national workshop (to be held in June/July 2022) is to share knowledge and learning with similar 'cultural zones' and with other HAZzes in the region.

Please describe the Lab's impact on the local NGO sector.

Pop Recs are offering young people work experience. Pop Recs have also: given a home to the Young Musicians Project (YMP) a scheme run by We Make Culture; are hosting community events for Sunderland BID; and held the Teenage Market run by Washington Mind's Young Peoples Project in December 2021. They now also provide a low-cost venue for many social activities (including Stitch and Bitch, Washington Mind, and others) and also for local festivals (Summer Streets) and new talent (We Make Culture). Most recently, they are hosting weekly Dave Harper Music Award sessions with groups of 16-24 year old SEN students, run in conjunction with training provider Springboard.

6. Heritage aspect

Has your understanding about your Lab's heritage changed during the project? If yes, in what direction?

Two of the buildings are Grade II listed. The buildings also fall within the Sunderland Heritage Action Zone (HAZ). At the outset of the project, heritage was a means to an end. The buildings served the purposes and needs of Pop Recs and the wider cultural use that was wanted within the area. We felt that the heritage as it is formally listed didn't necessarily mean too much to most within the community, and we thus sought to test this understanding during the community engagement and activities linked to the HAZ. What we found was that meaning was mostly connected to stories and memories, particularly in relation to the central building formerly occupied by the Binns department store and attached equally both to place and to people.

As a result, we began to link heritage with not only urban memory but care — as caring for abandoned buildings but also abandoned communities within this deprived area (see Loes Veldaus and Hanna Szemzö, 'Heritage as a Matter of Care, and Conservation as Caring for the Matter', in *Care and the City: Encounters with Urban Studies*, ed. by Angelika Gabauer et al. (London: Routledge, 2022), pp. 194–203). Also https://eprints.ncl.ac.uk/278271.

Feminist understandings of the site also emerged and came to the fore over the course of the project, with the Rebel Women exhibition recognising key local female figures, as well as the installation of a blue plaque commemorating the contributions of the Quaker women to anti-slavery activity (see: <https://openheritage.eu/blue-plaque-revealed-to-commemorate-anti-slavery-activity/> [accessed 1 April 2022]), and both of these being further disseminated nationally through, for example, featuring on national BBC TV programme 'Songs of Praise' (March 2022).

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Has access to local heritage changed over the period of the OH project? Of yes, to what extent was it OH related?

The CHL has been part of a local HAZ, a zone which encompasses two conservation areas (Old Sunderland and Old Sunderland Riverside) and parts of a third (Sunniside). All three of these conservation areas were on Historic England's Heritage at Risk Register at the beginning of the project and were the only conservation areas in Sunderland on the register, however they are now classed as 'improving' as a result of the HAZ's efforts.

The Sunderland HAZ has greatly promoted the heritage of this area of Sunderland through numerous engagement events and activities, thus increasing access to local heritage (including to a number of projects which have also subsequently undergone rehabilitation or soon will be rehabilitated e.g. Mackie's Corner, The Elephant Tea Rooms, Phoenix Hall). It has tackled at-risk heritage on both an individual building and area-wide basis, to lead to the sustainable long-term economic growth of the area through the restoration and reuse of key historic buildings along the length of High Street West, with 170–175 as the lead project and representative of the type of partnership approach to the conservation and reuse of historic buildings that will hopefully be transferred to other projects, and on which the success of the HAZ has been founded.

The CHL and its associated activities have therefore served to stimulate access to heritage within the wider area. The CHL has initiated community engagement and access to heritage through Heritage Open Days, coffee mornings hosted by Pop recs, and the 'Living Classroom' project which gave young students access to the building sites, amongst others.

How would you describe your heritage community? Has it changed over the years of OH? To what extent?

TWBPT had been working with Historic England, Sunderland City Council's Conservation Team, Regeneration and Property Officers, and the local community for several years to develop a viable long-term solution for the buildings, demonstrating a true partnership approach to the economic challenges of rescuing the buildings. As a result of the HAZ, the heritage community within Sunderland has evolved and been strengthened throughout the duration of the CHL. The work of the TWBPT has also expanded, with several new acquisitions throughout the region.

In terms of the local community, we began the project knowing that the area has very high poverty indices, so it was felt to be very important to make sure that there was good and continuous engagement with the local community about the new uses as well as their heritage / history / memories. The heritage was a facilitator in this, the main focus however is on how more people can benefit from an improved built environment.

Have you used intangible heritage as part of your Lab work? If yes, could you please describe how?

Intangible heritage has been a considerable part of the CHL through: heritage finds during construction works (wall chalk markings and paper ephemera pointing to the buildings' pasts); Site Stories and the Local Edible Heritage Stories exhibition,

Heritage Open Days 2021, a collaboration with local artists and writers to capture stories connected to the buildings (family histories, uncovered recipe boxes, and community stories); the blue plaque recognising the Sunderland Quaker Women who stood against the slave trade that has now been installed on the exterior wall of the middle building (the former site and first location of Binns department store). All of these aspects would have remained unknown were it not for careful observation, detective work, and community collaboration, and their contributions have now been recognised, made accessible to, and preserved for the wider community.

7. Sustainability

Your plans post OH — how can you continue the work started? Please describe your financial and community development plans.

We are very much reliant on Pop Recs and Sunshine Cooperative to 'do' the action, and they are much better positioned to continue the community engagement and collaboration. For example, Pop Recs are already hosting Washington MIND (a mental health charity), and Stitch and Bitch, a feminist knitting group. We will continue to support and facilitate them and think through futures together.

TWBPT are focused on bringing more social enterprises and cooperatives together to share the costs of the buildings and to support each other. Further work to transform upstairs at 170–175 High Street West, as well as at 176 and 177, will strengthen the business case for this 'cultural quarter'. The national government's recent 'Levelling Up Agenda' has also offered opportunities for funding for works (shell of Tyre Shop at 177 HSW, £350,000 matched with £67,000 from AHF), and a loan from the National Lottery (£50,000) has enabled the fit out of the upper floors of 170 HSW.

We will also apply for University Impact funds to continue some of the work, focusing on gathering evidence of the impacts that the CHL has had both on the businesses and organisations who have been directly involved and the wider community.

8. Recommendations

What would you recommend to other, similar projects in their initial phase, how should they start the organisation, what are the most important steps they should take?

- Promote the role of the local authority in helping to deliver such projects, with an equivalent to TWBPT as the vehicle, building good relationships with the council to make sure that they know what their role is, i.e. not just facilitating.
- Risk management, and relationship management of all partners, are key to building trust, confidence, reputation, and reliability (especially when/if those partners have not undertaken this type of project before, or at this scale).

- Important to have a future user in place, and to fully consider the process of negotiating others through imagining the future of the building.
- Be conscious that meanwhile use can easily become exploitative, and power balances can become awkward to navigate as a result.
- Ensure that you understand the funding landscape, know who to approach, and how to build on funds incrementally rather than try to jump too far ahead.
- You should be open to what is going on around you, and aware of what you can jump onto to make things happen elsewhere. Within a portfolio of possibilities, your job is to know which have potential and when.
- Ownership can be problematic, and complications of getting access and ownership can delay or make projects difficult to do. It also raises questions as to who actually does and who feels like they do.
- These types of projects are difficult to do, so don't downplay the challenge of it. Keep in mind that they're not easily replicable, and that case studies should be used as inspiration rather than for direct transfer.
- These types of projects are very much dependent on who has agency and how much, and whether the people involved are invested long term in the area. The particular moment in time is important i.e. people staying in roles throughout the duration of the project.
- Build on momentum!

Are there local/national/EU level policy changes that you would suggest based on your work in your Lab?

- Approach adaptive heritage reuse as a sustainable way forward, as a way of recycling material and a way of finding histories and stories. When done sensitively, it is a way to care for heritage, which should focus on the people, the use, and the material.
- Collaborate within government. Adaptive reuse tends to be easier when 1) key decisions are taken on the same level of government, and 2) there is trust and collaboration between the involved departments.
- Facilitate a tailored approach, with local level discretion and the space to make exceptions.
- Be creative when it comes to the many different and potentially relevant programmes. Adaptive heritage reuse combines many facets and fields and operates within a variety of funding and policy programmes (e.g. energy, social, growth, recycling). Information on, and the integration of the knowledge and structures of different programmes, can increase the willingness to support adaptive reuse through non-heritage routes.
- Focus your resources toward specific area or in specific sectors.
- Develop adaptive reuse specific and clear guidance. The process of adaptive reuse can be de-risked through clearer regulatory frameworks; making the building and permit processes less unpredictable and uncertain; and through clear guidance.
- Revisit procurement, fiscal, funding, and tender criteria. Procedural aspects and requirements to participate in public tenders or to initiate projects can be counterproductive for actors who try to be innovative and risk-taking in adaptive heritage reuse.

- Create a framework for temporary heritage reuse.
  Meanwhile use can help to make projects more viable, but they can also exacerbate gentrification and speculation. Temporary (change of) use needs to be proportional to property taxes, business rates, and other use-based levies.
- Be mindful not to facilitate gentrification and commodification. It is important to have mechanisms for dealing with reluctant owners who refuse to maintain buildings. At the same time, it is also important to have financial and legal tools that can facilitate handing over ownership to non-commercial or commons initiatives (e.g. cooperatives, community trusts), and limit possibilities for speculation.
- Facilitate sharing knowledge, practices, and experiences by setting up peer-to-peer networks, peer-learning schemes, and finding ways to showcase example projects.
- Map vacant and dilapidated heritage assets as a start fi further thinking about urban regeneration. This can help set priority reuse actions for certain areas and assets.
- Have designated 'matchmakers' with knowledge of vacancy in the locality who can help to match vacant heritage assets and potential users.
- Support local groups and third sector organisations to take on adaptive reuse projects through access to process mentors and expert advice on how to navigate bureaucratic procedures or work around high fees.
- Support or develop innovative pilot projects with publicly owned heritage. Public ownership can be an opportunity to test and showcase new and innovative approaches to the intervention, regulation, or collaboration e.g. exploring new partnership models.
- Be creative and flexible when it comes to funding and financing. Projects can be facilitated by financial mechanisms, such as providing low rent and longer lease options, rent and facilities 'package deals', or shared facilities.
- Be supportive to community-led adaptive reuse. You can give communities the means to take charge e.g. through commons, cooperative, crowdfunding, community shares, community land trust models, but also through trust, advice, and support.
- Actively work with communities. Local people should not be excluded, they can be involved through stories, memories, skills, and job opportunities. Local people are often passionate about their neighbourhoods — work with them, learn from them, but also protect them from displacement and complex bureaucratic processes. Yet, be mindful how you 'use' communities.
- Stimulate the provision of education and training.

See: Loes Veldpaus, Olga Krajewska, Jasmin Miah, and Hanna Szemzö, 'Adaptive heritage reuse: learning from policy and governance frameworks across Europe', OpenHeritage, Policy Brief 1, December 2020, <https://eprints.ncl.ac.uk/file_store/production/275351/D191E448-5281-404A-AE65-EB9B5FA1638A.pdf> [accessed 1 April 2022]).

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Lab evaluation sheet
Pomáz Glasshill Lab

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1. Project overview

Goals and their achievement

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

General long-term 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 (visitors);
- 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;
- To identify, test, and improve a financial management model for the site sustainable on the long run.

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.

Plans and achievements: The Glasshill Heritage Lab - summary

The key to move towards this aim was to identify and develop a local heritage community around the site and to integrate the latter to what is understood as local heritage. The plan was to attract various groups from the town and the region to the site by organizing various programs, where they can meet each other and the site, and come up with their own understanding of the values and future uses. A part of these programs initiated by the Lab were DIY workshops aimed to create the necessary infrastructure and visitor friendly conditions with volunteer work and helping the community to identify environmentally and financially sustainable solutions for heritage management.

Because of the COVID, however, the site was not accessible for a significant period during the project and community programs were not feasible. The Lab adapted to the situation and shifted focus to integrating the site into the concept of local heritage – starting with facilitating the co-creation of what is local heritage as such, through an online crowdsourcing program and online events – and to bring together a heritage community around it. As a result, the Local Heritage Inventory was created, and the Glasshill Foundation was established as a key actor in the governance of the site. A local and a regional civic organization was identified as key partners: the Friends of Pomáz Association and the Community Archaeology Association, both interested in the site in a long-term perspective.

As the WP1 research demonstrated, the policy context in Hungary is one of the least supportive for AHR within Europe. There are no frameworks to support such initiatives focused on sites in public ownership, and private ownership still seems

to offer the most solid background. However, as the Pomáz
Glasshill Lab story also demonstrated, there are no safety belts to guarantee the sustainability of these initiatives, the intentions of the owner can jeopardize the results, and there is no way to prevent this. Public bodies as partners do not provide any more safety, and civic initiatives work against all these factors as long as they can. The national government and those municipalities where the nationally governing party is dominant are hostile towards civic organizations, so in those cases the latter operate in an extremely difficult environment, without any support or available financial means.

The Glasshill Lab started in such an environment, in a town where the nationally governing party provided the municipal leadership, but the site was in the private ownership of a businessmen who supported the Lab. The first change was positive: during the local elections, the municipal government was replaced by an team where the representatives came from the local civic sphere. The new leadership was willing to cooperate with the Lab and the civic organizations, the result of which is the Local Heritage Inventory and a local heritage museum in a vernacular architectural complex in Pomáz called The Heritage Court. These endeavors covered the period when the Glasshill Lab Site itself was not accessible due to the COVID-related regulations. When the site was allowed to open, primarily from 2022 Spring, the Lab went back to the original plan and organized a series of events to attract people to the site and to think and act together with these groups. Three major outcomes of these are the National Workshop, the Framework for Participative Pedagogy and Experimental Learning in Culture and Heritage, and the local and regional archaeological heritage workshop series (with the Community Archaeology Association) leading to the Living Memory Exhibition currently in progress which will take place at the end of August.

Policies at national level, however, did not become more supportive, and, since the site is on a farm in private ownership, a broader range of policies are relevant in this respect besides the field of cultural heritage, in all those areas influencing the sustainability of the farm as a business enterprise. As a result of unfavourable policy conditions and their practical consequences in Hungarian economy, the farm owner first stopped the bio-farming activity. It is a key problem in the policy context that the new owner has the right to close the gates from the public and to let the heritage site decay – in the case of a protected archaeological site as the Glasshill is, it will not cause any legal issues unless there is nobody actively damaging the archaeological remains. There is no legal or policy framework at any level in Hungary or locally that would push or incentivize the owner to keep the site open or to cooperate with the municipality or the civic organizations in this respect, all this is a matter of personal ethics and interest, like in the case of the present owner now. The key to the sustainability of the Lab lies in the heritage community – including the Glasshill Foundation and the cooperation of local and regional civic organizations, educational institutions – and the concept of local heritage and local values. The continuing existence of these provides a resilient framework that can keep on operating the Glasshill site or re-integrate, re-activate it as a local heritage site any time when the owner is open for such cooperation. Meanwhile, the site remains the part of the local heritage discourse, so the intangible aspects come to the forefront.

Objectives for OH	Achievements	Next steps
To come up with a programming plan for the site that can ensure its accessibility for various groups	The plan was prepared but the events could not be organized due to the Covid-related restrictions. The bio-farm profile was an essential part in the programming, so it will be the task to the Glasshill Foundation to renegotiate the operation of the site with the owner.	
Identify the existing and potential heritage communities around the site, build co-operation with local institutions using the concepts of local historical heritage	Exploring the local civic groups, inviting the Szent István Square Action Group, and the Friends of Pomáz Association to the site. Organizing joint programs with the Friends of Pomáz, creating the local Heritage Inventory in cooperation with the FoP and the Municipality. Connecting the site with the regionally active Community Archaeology Association; preparing and organizing the Living Memory Exhibition with them. Establishing a cooperation with local schools, organizing programs within their curriculum. A loose group of residents, mostly families became regular visitors of the programs and events. Bringing school groups of	Explore the circle of visitors in the area (hikers, bikers, etc.) and their understanding of the site via tourist organizations and the national park.

	children with special needs from Budapest and organizing programs for them.	
Create a broader community around the site using on-line tools	• Setting up the participatory website on the Decidim platform: https://pomaz.openheritage.eu/. • Setting up the website of the Glasshill site: https://glasshill.eu. Connecting it to the participatory site • Revising the Facebook page of the site, setting up Twitter and Instagram site • Setting up the online Local Heritage Inventory site	Maintaining the online community – the FoP or the Glasshill Foundation should take over the online platforms.
Setting up a governance structure	A legal entity (Glasshill Foundation) was created. The Community Archaeology Association and the Friends of Pomáz Association was identified as a main partner.	Formalized agreements are needed for the period after the OpenHeritage project. In these the role of the owner in heritage-related decision making needs to be clarified.
Explore potential financial models for the site	Value definition, definition of strengths. Identification of the strategy: The site is an example for small-scale, organic, value-based development. Slow, organic transformation process; identifying ways of temporary use. Volunteer contribution is an essential basis of the funding scheme, also in the form of preparing grant applications. The newly established Glasshill Foundation is now eligible to apply for funding together with the Community	The difficulty has been to find funding for infrastructural developments, since a basic infrastructure is needed to accept visitors at the site, especially fee-paying visitors which is the way to generate income. Explore possible cooperation with the owner in generating revenues for the heritage site within the farm. After that, the next step is the creation of a new planning committee and a new

	Archaeology Association who will bring their programs to the site.	framework for the management of the site.
To have some basic infrastructure at the site that enables its operation as a community hub	This infrastructure was to be developed with volunteer work in the form of workshops, which were not possible to organize due to the Covid-related restrictions. What was realized: information panels, cleaning and organizing the area with volunteers, DIY outdoor and indoor furniture for visitors, building a community kiln in the framework of a workshop, construction material was crowdsources for the community kiln shed. The top floor of the former guard building was consolidated to accept groups and to organize simple displays. An eco-compost toilet was created.	The welcome situation for visitors is not solved, the access is difficult. Originally the access was through the cheese shop but since the bio-farm does not operate anymore the shop was closed. This is an issue to sort out with the owner. The community shed attached to the kiln needs to be finished.
Integrate the site into the regional heritage routes, network of sites	• The site is the part of the Local Heritage Inventory • A National Workshop was organized on local heritage where stakeholders took part from the region • The site is integrated in the regular fieldwork program of the Community Archaeology Association	Tourist organizations and the National Park as potential partners – the ownership and accessibility of the site in the future is a key issue in this respect as well.

Successes and failures

Successes:

- The Lab contributed to the co-creation of Local Heritage and run a successful crowdsourcing program. A heritage community is getting solidified in Pomáz around this concept, and the Lab site is a part of that.
- Despite the original reluctance to create a legal entity as the core of the governance of the Lab, the Glasshill Foundation was established, and other bottom-up organizations were also connected to the site who now feel connection and a certain level of responsibility towards it.
- The Lab has integrated a new and important stakeholder in its activity, the Community Archaeology Association.
- The Lab contributed to our understanding of the possibilities of AHR of heritage sites in private ownership, and the specific consequences of the policy environment.

Failures:

- The relationship with the owner was not formalized which is a risk factor.
- The Decidim platform was not integrated into the online communication channels, the community rejected to use it, they kept their own channels.
- The Glasshill Foundation is a rather formal entity up to this point, the tasks and responsibilities of management are not shared but taken up by a very limited circle.

Challenges and unforeseen achievements

The most serious **challenge** has been the unsupportive policy context and the unpredictable stakeholder behavior. As it was formulated by the participants of the National Workshop, networking can help to mitigate the former and relying on the civic sphere might ensure more flexibility in adapting to the unforeseen changes in the attitude and actions of the public and private sphere. As, however the present situation of the Lab shows, this is not enough in the lack of proper legal and policy tools to rely on in order to achieve the stability of the AHR and to make sure that the efforts and results of the civic sphere is not lost.

The **unforeseen achievement** presented below is due to the special values of the site and the inclusive community behavior, none of which are impacted by the above factors, or, rather, exist against the challenges. The participative process of compiling the pedagogical toolkit for the child-led and visitor-led exploration of the site has unearthed an important pedagogical domain that has not been originally reckoned with. The sensory and thematic diversity of the site seems to have fostered an especially welcoming and inspirational atmosphere for neurodiverse

learners who could engage with both the site and each other in unforeseen ways. For example, the mixed-age neurodiverse school group, with a number of children with special education needs, was particularly responsive to aspects of the site that were not originally in our field of vision, such as the scents, noises, flavors, and tactile experience. The activities of local blacksmith apprentice Levente Kiss, on the autism spectrum himself, showed important insights into neurodiverse engagement with the site through his show-and-tell demonstrations, which were one of the highlights for various group visits to the site. Observing these interactions with the site, as well as the feedback from educators and parents involved, we have tapped into potentially rich resources for inclusive educational approaches, including a greater appreciation of the uniquely layered sensory environment, or flagging the potential of inclusivity on the level of local community in more diverse ways.

The Lab experience could have been more successful if this inclusive approach focusing on intangible aspects had been more in the focus from the very beginning, and, besides creating an organizational structure that inevitably comes with some hierarchy, more individual actors had been empowered to bring their own communities and experiment with their ideas. Even if the Lab is a bottom-up civic initiative, if applying Arnstein's ladder of participation to this context, the levels belonging to Citizen Power were not reached in the governance of the Lab. Participation as conceptualized by the Lab management concentrated at the levels of informing, consultation, and placation, and partnership appeared between organizations but not really at the level of citizens.

2. COVID effects

Due to the current COVID 19 pandemic, the development of the Pomáz project has heavily been affected by the inability of physical personal contacts.

- It was not possible to have workshops and other events on the site due to the lockdown.
- In the period of hard lockdown, the site was completely inaccessible because it is a food production place, so even Lab team members were not allowed to enter.
- The best recruitment opportunity for the Lab site community is the cultural events co-organized with local NGOs in Pomáz, but these could not be organized either due to the restrictions. The online events made up for some of the disadvantages of the situation.
- The site is an example for small-scale, organic, value-based development. Volunteer contribution is an essential basis of the funding scheme targeting the infrastructural development of the site in this phase in order to be able to accept visitors and host events. This was not possible at all sue to the Covid-related restrictions.
- Consequently, when the on-site events can start (presumably in July) the necessary infrastructure is partially lacking, which constrains what can be organized and for whom.

- Negotiations with the farm owner on the mid- and long-
term future were postponed since the Lab was not in the best position to do that due to the forced stop in its activities.

Mitigation of the negative impacts, turning them into opportunities:

- Since CEU's move to Austria had serious impact on the feasibility of the original plans, moving temporarily online made this transition less bumpy.
- The online Local Heritage Inventory program played a key role in creating the concept of local heritage and to place the Lab site in that category, also in creating a heritage community around the concept.
- The online programs and projects contributed to establishing a solid cooperation between various local and regional civic organizations.

3. Dissemination overview

Target group	Activities
Local schools	School visits organized, identification of a key person
Local NGOs	Joint program, online Heritage Inventory project
Professionals and politicians in the Pilis region	The National Workshop
Residents of Pomáz	Pomázi Polgár local journal
Living Memory Exhbition (coming in late August)
| People in and interested in the Community Archaeology Association | The social media surfaces and events of the CAA |

The most productive technique is personal communication, since Pomáz is a small town where people know each other and regularly meet. Online personal communication building on their own, accepted channels (e-mail, Facebook) is also efficient. There are some key persons in the local community who organize cultural and community life, and broader groups are available through them. Programs co-organized with NGOs and civic organizations helps to reach the circles around those, and cooperation with schools is a way to reach out to the parents too. The new social media tools and platforms brought in by the Lab work only if these are linked to the platforms and sites already used by the community. In this respect, they have a quite conservative attitude.

Besides the local activities, the Lab was presented at national and international conferences as well as the online journal Hungarian Archaeology.

4. Lab organisation
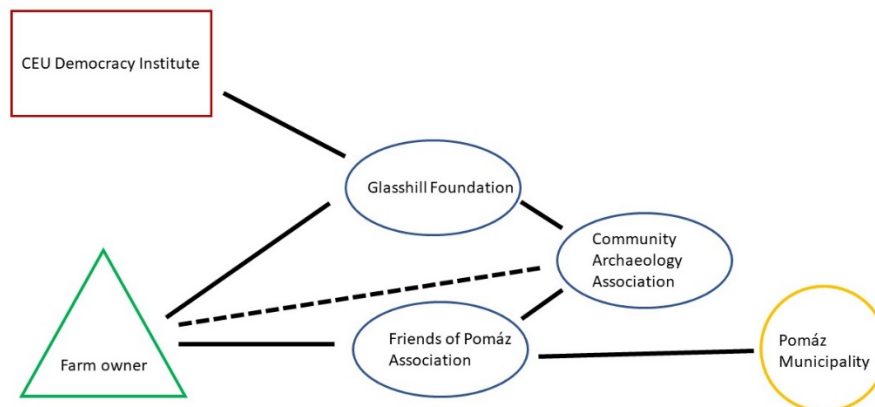
The final structure is presented by the graph above, while the originally planned structure (as in LAP 2019) was the one below. There CEU had a key role, which was gone by its move to Austria. The Pomáz Municipality was not counted, but this changed after the favorable turn of the local elections where a supportive political force was the winner. The heritage community was understood as a loose conglomerate, but the Lab understood the need of creating a formal legal entity, the Glasshill Foundation, and identified two NGOS as key partners.
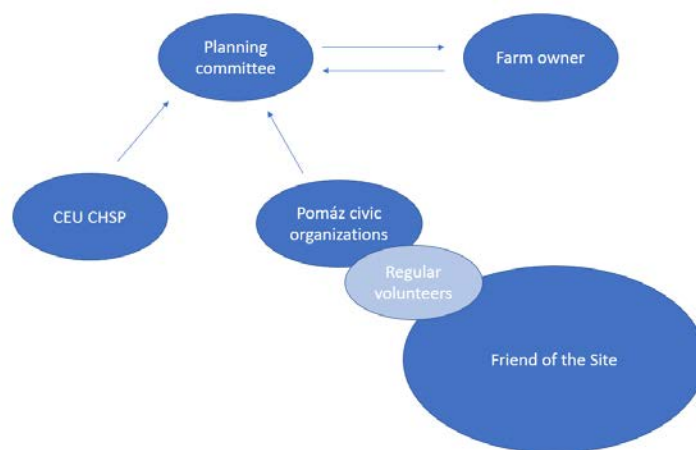
Since the beginning of OpenHeritage the Lab was seeking to identify civic initiatives, public or private organizations, or informal groups of locals in Pomáz who are interested in the local cultural heritage and to bring them together for discussions on the topic. There are a few such initiatives now – such as Pompáskert (Biogardening), Közösen 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 valorize 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 network of organizations around the Lab:

- Pomáz Municipality and municipal institutions
- Civic organizations from Pomáz
- Civic initiatives of multi-ethnic settlements (e.g. Svodin in Slovakia), the Ethnographic Houses network.
- Educational and research organizations: CEU Democracy Institute

Cooperation with the municipality is in the sphere of local heritage management including preservation, discourse, and education. The local Library and Culture Center as well as local schools are actors in this respect, the actual programs are developed with these institutions.

The Friends of Pomáz Association plays a crucial role in the contacts between partners. With them and the local municipality, the local heritage inventory project started in the previous phase of OpenHeritage was developed as an online crowdsourcing project.

A long-term partner with similar goals and co-operation potentials was identified in the Community Archaeology Association, a civic initiative of interested people active in Pest County where Pomáz is located too. The Association cooperates with the Glasshill Foundation in organizing programs, applying for financial support, and they also bring a broad social network. Community Archaeology Association – the workshop and fieldwork series offers a new form and model for community archaeology in Hungary.

The relationship of the Lab with CEU is planned to be reorganized under the new circumstances to find a framework for long-term co-operation after OpenHeritage project with the Democracy Institute as potential partner. In this cooperation, the focus is on research and social outreach programs, while the connection to teaching programs should still be clarified.

The Ethnographic House network in Hungary is a conglomerate of civic andlocal public initiatives with professional support at a national scale. These houses as heritage sites are the result of cooperation between experts, local municipalities (typically villages or small towns), and the civic sphere, and their creation is interwoven with a dynamic community building process. The Lab was a contributor to the Ethnographic House and Heritage Court in Pomáz which, in turn helped to solidify a heritage community around the Lab.

5. Impact assessment

By introducing the site into a local and regional inventory, network of heritage, and actively supporting the related initiatives, the Lab contributed to the conceptualization of local heritage and increasing a sense of belonging in the local community.

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Since the operation of the Lab was based mostly on volunteer
work, the emergence of new job opportunities is not relevant, this was not even
among the plans.

Regional cooperation:

- See above at partnerships, especially the Community Archaeology
  Association
- 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.
- The National Workshop was a step towards regional cooperation of local
  municipalities in terms of heritage.

Impact of the Lab on the local NGO sector:

The Lab contributed to strengthening the local NGO sector by initiating joint
programs, and promoting cooperation and network development.

6. Heritage aspect

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 addressed 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).

Deliverable 5.7
Roadmap to Enhance Regional Cooperation

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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. This lecture series was continued in the local House of Culture and Library, the series "Timetravel" has been organized with the contribution civil organization and in the framework of the Lab. Thus, the Lab site appears as one of these integrated to their network and operation as long as it remains open and accessible. 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.

Due to these developments, the conceptualization of the Lab changed from being the site in its material form, something to be preserved and presented. At the recent Sustainability Seminar, the Lab was defined as the relationship between the community and the site, something that emerges when people enter into a dialog with the site, as a result of experience and actions. This understanding of heritage builds on the intangible aspects that are inseparable of the tangible, material elements of heritage.

7. Sustainability

As it was formulated at the Sustainability Workshop, the term has two layers in the case of Pomáz Lab.

1. The sustainability of the site in terms of preservation and accessibility, where the material dimensions have a key role. Accessibility to the site is provided now by the owner, but this contains an element of risk, since it is upon their exclusive decision, and the agency of the other stakeholders is very limited in this respect. Sustainability here means the continuous and flexible access of the site, the preservation and further research of the archaeological remains and the adaptation and use of the 20th century farm buildings. The sustainability of the natural environment also forms an important element. The lack of sustainability in this case would mean the loss of work, money, and energy invested in preservation, presentation and accessibility.
2. Sustainability in terms of the concept of local heritage: the objective is to keep the site integrated in local heritage, as part of the discourse, local memory, identity. Intangible heritage has a crucial role in that. If the Lab heritage is 'owned' by the local community, the issues of preservation, presentation, and accessibility can be re-addressed any time when possible.

Sustainability steps taken in the last year of the Lab:

• Helping the establishment of a committee of the site
• Helping the integration of the site into local heritage

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- Facilitating the development of an online hub and efficient
  online communication channels in cooperation with local civic initiatives
- Hiring a site manager to deal with on-site processes

8. Recommendations

Suggestions to similar projects in Hungary:

Continuous communication is needed with the private owner, from the very beginning, constantly revisiting the respective vision. Plan B is needed from the very beginning for the case that the intentions of the owner change, and the high risk represented by changing stakeholder behaviour should be constantly acknowledged and dealt with. The vision of the Lab in terms of value creation and sustainability should build in this sense in two, parallel directions, one along plan A and one along plan B.

Policy recommendations:

In terms of local and national policies the transformation should cover much more than the heritage and planning sector. It should favor democratic processes and inclusion. The Hungarian Lab is a good case to understand how AHR can work in countries governed by illiberal, populist regimes where the kind of AHR as bottom-up initiative as conceptualized in OpenHeritage is generally not supported. The observations are confirmed by the analysis of the Szimpla observatory case, also in private ownership, and the MA thesis written by Dinara Satbayeva under the supervision of Volodymyr Kulikov and Dora Merai at CEU. Satbayeva examined the possibilities of AHR in Kazakhstan, and came to the conclusion that the only option is to work with sites in private ownership, however, acknowledging the huge level of risk similarly as in the case of Pomáz Lab. Since illiberal, non-democratic, and populist regimes tend to use heritage for their own benefits, and such regimes cannot be ignored by EU, cases like the Pomáz Lab contribute to our understanding of a reality where democratic and bottom-up ideals might be in conflict with what is actually going on at national, or local level. These conflicts are important sources of learning in terms of future EU policies.

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Lab evaluation sheet
PragaLAB

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1. Project overview

What were your original goals and to what extent could you meet them?

The main goal of the project was the continuity of the heritage of Praga, in tangible and intangible terms. At the beginning of the project Praga was still very much undervalued, in real estate market as well as in popular opinion. During last four years we saw the change, brought about by the public investments (metro line) and private ventures (adaptation of post-industrial sites for residential purposes and new housing stock being constructed). We saw Praga growing more expensive and more popular, which was at the same time new chance and new threat for its heritage. We paid attention to the evolution of Praga image and were looking for the opportunities to make people aware of the heritage values which are not much appreciated or are even exploited by the market forces. Then, the 3rd phase of the changing situation appeared: COVID-19 pandemic. It cut short several activities going on Praga, changed interpersonal relation and social behaviours. The risks for craftspeople emerged, but on the other hand new consumption patterns emerged which could support PragaLAB goals.

The goals of PragaLAB remained at the core, the same. Yet, they were tailored to the changing environment. Short description of their impact on our goals and how we met them is presented in Table 1.

Table 2. Goals of the PragaLAB and how we met them

Original challenges and goals	Shaping to the evolving situation	Fulfilment
CHALLENGES		
LACK OF KNOWLEDGE of Praga heritage or its undervaluation and resulting misuse	Praga became much popular, but some elements of its heritage remained neglected and undervalued	Connection between Praga heritage and growing interest in manual work and quality craft
LACK OF CONNECTION between the existing values, assets and activities	Growing interest in Praga, but difficulties in bringing new connections about in COVID-19 pandemic	Several new connections and cooperation between Praga stakeholders and member of heritage community; some of them are certain to continue after the project
LACK OF RECOGNITION, stigmatization of the area and its inhabitants	Praga as a district became more popular and lost a lot of stigma through new investments. This however does not apply to all areas nor to all inhabitants. In some cases, even to the contrary, "old inhabitants" might	Several activities supported the appreciation and respect for traditional Praga jobs or skills. Yet, it would require much broader research than possible within the project to fully assess current problems regarding the possible stigmatization.

	become even more visible or less acceptable to newcomers.	Aforementioned changes make situations much more complex.
GOALS		
Identification of the heritage values; introduction them into a public narration about that stigmatized area and making municipality, investors, inhabitants and general public (more) aware of them.	Adaptation to the changing perspectives.	Fulfilled through several interviews, meetings and workshop, already published or to be published in summer and fall 2022.
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.	Difficulties but also new opportunities due to the COVID-19	Fulfilled through workshop, dissemination activities, support for local craft and artistic community.
Making Praga policies and entrepreneurship initiatives more heritage-oriented.	We co-defined heritage as we went, together with heritage community and general public. We found out that even as heritage values (as initially identified by us) can be important to the heritage community they are often unwilling to use the "heritage narrative".	Several sub-goals were met (described in the following text), some heritage values (assumed by the team) turned out to be less important for the community. Much better effects were achieved by "dissemination by doing" than "dissemination by talking".
Empower the tangible (architecture and urban structure) and intangible (skills, jobs, networking) heritage of Praga.	Changing legal and economic environment to which we had to adapt our activities.	Case of the Bakery: several actions delayed or less successful (as described in the following text), but in 2022 strong indications that the goals will be met. Awareness, change of perspective already met; and cooperation around Bakery established.
Support local entrepreneurs, especially New Craft; identifying the potential of this sector for local circular economy.	Growing understanding of the circular economy supported our actions.	Support for local entrepreneurs fulfilled and several activities on their side developed thanks to PragaLAB, some crippled by COVID-19. Awareness of circular aspects of heritage introduced into the debate successfully in

		several groups of stakeholders.
Be part of the network the existing and emerging heritage-based activities.		Cooperation established with various actors, to be continued also after the project.
Provide new models of institutional, formal and informal cooperation between public sector and other actors, lowering the barriers between PEOPLE and PLACES.		Recommendations prepared on the basis of the Bakery case which can be tailored or upscaled to other municipally owned premises.

What went well and what did not (please list and explain at least 3-4 items for both categories)?

What went well:

- Establishing the cooperation between PragaLAB and various actors (including Museum of Praga, Creativity Centre and Od.coop Foundation) and between themselves. Some of connections are certain to continue in the long term.
- Introduction of new perspective regarding the identification of heritage value. Mainstream approach in Poland identified heritage as element of the past and care for it as preservation. Process-oriented perspective and establishing stronger relation between heritage and the future increased in our partners and heritage community approach.
- Rising awareness of our case study, the Bakery. During the PragaLAB operational phase, Bakery became a point of interest for several bodies and there is much more hope now for putting it into use again.
- Workshops and Living Memory Exhibition were very well received and serve as a basis for some future activities, especially in the community hub DK Praga.

What did not go so well:

- The processes and cooperation between the public sector and private sector or NGOs are still difficult with several misunderstanding on both sides. We hope some of PragaLAB activities will help to lower the barriers in the long-term, but it rewires much more time than the framework of even 4-year long project provides and will requires perseverance form various actors.
- The tenant of the Bakery which whom we planned to cooperate had a tenancy only for a short period and lost it during COVID-19, partly because of lack of better cooperation models between the municipality (district level) and entrepreneurs.
- Mapping intangible contemporary heritage-oriented businesses turned out to be impossible due to the volatile character of the businesses and their locations, continuous updating of the map would require much more work than originally expected.

Did you develop anything new (not foreseen in the GA)? If yes, what? And what was the reason behind this development?

We developed some models of activities or products which were not foreseen in the GA, namely a model of the circular workshop (to be continued in the community hub DK Praga); and ready-to use- open source project for circular sewing, available at our website. Both resulted from our cooperation with the invited artists, craftspeople.

What makes you most proud about the Lab achievements?

Many things. The interest and awareness of the Bakery as well as recommendations developed for it are at the top of the list. We are also very happy about possibility to experiment we provided for all actors, something, they repeatedly say, they long for in the normal routine, and which helped to see their work in a new light.

What was especially difficult/challenging for you?

The rigidness of several public sector procedures and processes. We experienced a lot of support and good will from the representatives of local administration (both on the municipal and district level). However, even so, the changes are very slow, and some processes have a character of rivers vanishing into the sand without visible reason.

What do you regret, and why? (Besides the effects of COVID)

Not be able to see the Bakery operational within the timeframe of the project. But we hope we will before long.

What would you do differently now (with your new, project-related knowledge and experiences)?

We would be able o explain our goals and heritage values better to various groups of the stakeholders. It took us some time to understand how to be more informative. We would also love to have even more workshop and face to face meeting, more possibilities to learning by doing.

2. COVID effects

Please describe to what extent did COVID-19 affect your Lab?

The general COVID-19 pandemic impact on PragaLAB was twofold. On one hand it restricted several forms of cooperation. This included face-to-face meetings with our partners and stakeholders, as well as public meetings and presentations. The other aspect of COVID-19 pandemic was the impact on our partners and on the local community and economy in more general terms. The already established cooperation with our partners and stakeholders held strong, and could be organized and continued on-line. However, new or newly established connections were severed or difficult to create, as they need more personal and direct contact. It is difficult to speculate to what extent the situation hurt the CHL, as it is more about the possibilities lost than specific plans gone amiss (most of the planned meetings with partners took place, but on-line).

As the role of the working place was fundamentally challenged by the pandemics, the goals of the CHL became fuzzier and now it is clear that they must be fulfilled in a way which would make them flexible enough to follow the yet unknown future. The financial situation of SMEs and several members of local community, current and potential stakeholders became precarious, while the municipalities struggled not only with COVID-19 risks and challenges but also new governmental policy to cut down their funds. Heritage in general had to give way in various ways to more pressing matters: public health, SMEs bankruptcies, organizational problems with public education etc. Capacity of our municipal partners was also limited due to the additional workload and more complex work organization.

Two important partners, one operating in former Bakery and the other, a local designer, were unable to continue their businesses in Praga.

Going on-line with the public meetings required a lot of planning and promotion, as the competition for time and interest became fierce on-line, as numerous events, conferences and seminars only accessed off-line in pre-COVID-19 period, became available for much broader audience. The unexpected challenge was also the price rise for several on-line services, including the website services. The process of creating the website took longer than expected due to the longer deadlines and higher prices.

And how did you react to COVID-19 related challenges?

On the operational basis, regarding cooperation with our partners and stakeholders we went on-line, and although all involved missed face-to-face contacts, we managed quite satisfactorily to replace one form of cooperation by another. We profited from warmer weather and lower COVID-19 risk to organize few ad-hoc meetings in person.

Public meetings seminars and similar activities were first aborted, due to the lockdown and following restrictions. In 2022 we organized on-line public meetings, connecting the challenges of heritage re-use and circular economy. Unfortunately, third of them, planned for February 24th with our Ukrainian colleagues` participation was cancelled due to the war in Ukraine.

We created a website for dissemination and networking, its form impacted in part by the COVID-19 needs. We used it a platform open also for our partners and all involved the process of heritage practices encompassing re-use, heritage of work and similar.

We postponed some activities, including Living Memory Exhibition and participative circular workshop which eventually took place in February 2022.

Did COVID help your online community building?

The experience of the pandemics results in two findings:

1. On-line contacts and cooperation are more effective for the already established relations. On-line presence is rather a tool than an alternative for personal contacts for the local community. It can be however very efficient and helpful in creating broader community for people from various regions and countries. COVID-19 lowered the barriers, supported on-line

competences, made on-line seminars, meetings and
exchange of knowledge not only easier but more "normal" than before. We
reached broader audience via our online seminars on the circular aspects of
the heritage than we would had we organized them on site. It was also
easier (less expensive, time consuming and more environmental-friendly)
to invite speakers from Belgium and Switzerland.

2. COVID-19 pandemics proved high and even increased importance of local
   context, strong linkages to the neighbourhoods, need for local economic
   activities, personal experience, and tangible character of it. It encompasses
   all types of experience: meeting people (sharing physical space with them);
   being in specific heritage space (experiencing the architecture, role of the
   specific space as workspace); enjoying manual work or physical contact with
   products of high quality and specific, craft character. Such aspects could not
   be replaced by the online presence.

***What were the main tools/techniques that proved useful in addressing
the challenges associated with COVID-19? When and how did you apply
them?***

- Creation of a website ohpraga.pl to communicate the events, findings and
  providing knowledge for the community
- Social media – After the outbreak of the COVID-19 pandemic, we intensified
  our activities on Facebook (similar to the website we used Facebook to
  communicate the events, findings and providing knowledge for the
  community).
- YouTube channel was a fantastic platform for organizing on-line public
  meetings with guests from different countries, e.g. meetings: "Footprints:
  heritage for the future" with Belgian architect Michaël Ghyoot, co-founder
  of the ROTOR design studio and the ROTOR DC recycled building materials
  store and Kerstin Müller, representing the Swiss architectural studio
  Baubüro in situ have 631 views.
- On-line tools (Microsoft Office environment) proved very useful for the team
  work, meeting, sharing the documents etc. and allowed to continue our own
  work practically without disturbance (weekly on-line meetings replaced
  weekly off-line meetings). We also used Teams for meetings with our
  partners.

3. Dissemination overview

Please describe your most important local dissemination target groups?

Following groups of target groups were targeted:

1. "gatekeepers of change": municipality representatives, heritage specialists,
   heritage-oriented NGOs, activists
2. researchers, students, architects
3. artists and craftspeople as both the continuators and creators of the future
   heritage

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4. general public, however groups targeted specifically were people in several ways interested either in built heritage or heritage of work with special focus on those involved in modern crafts.

What were your main dissemination activities to reach them? What was successful and what was not?

We used various techniques and tools of marketing communication to promote, interest in participation and show the results:

- Social media: Since November 2019 we have been running PragaLAB page on Facebook where we inform about LAB activities and events supported by the LAB. Our posts reached the following reach: 93 251 recipients. Our Facebook page was visited by 2,053 people. We used paid, targeted advertising on Facebook to promote the events and reach potentially interested people. It is a relatively inexpensive and effective form of advertising.
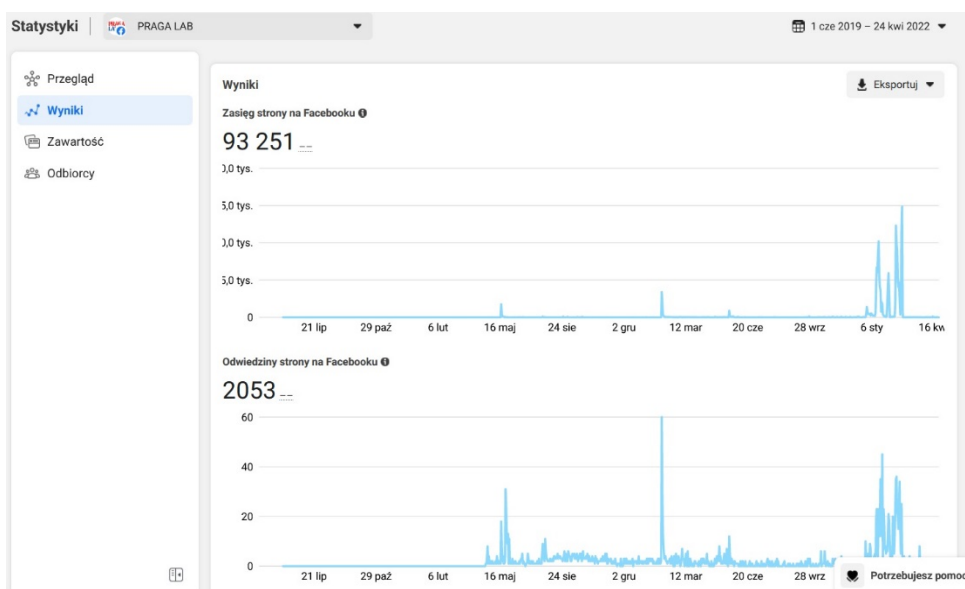
- The website ohpraga.pl is a source of information about the project, LAB activities and the effects/findings for all dissemination target groups. From the launch of the website we had 17 653 page views and 2085 users (mostly from Poland).

Deliverable 5.7
Roadmap to Enhance Regional Cooperation
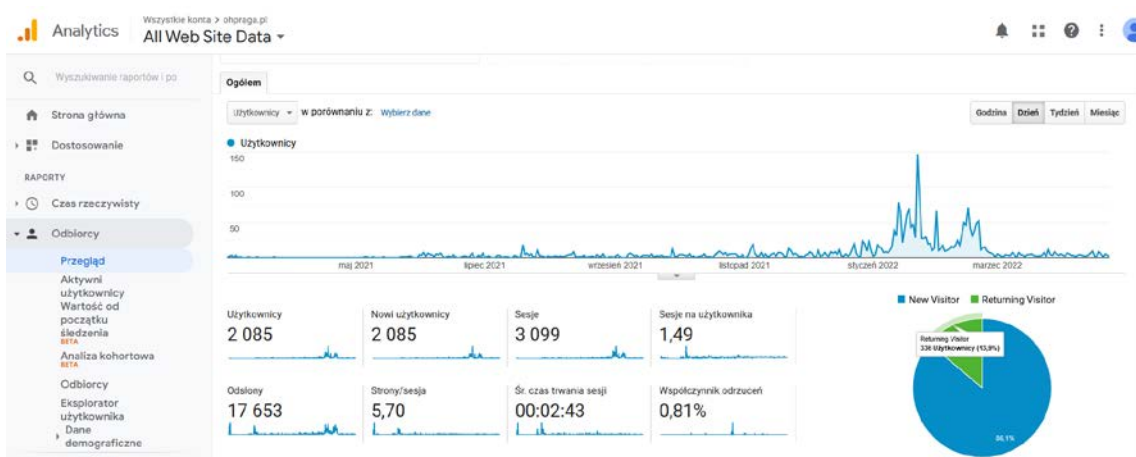
Kraj	Użytkownicy	% Użytkownicy	
1. 🇵🇱 Poland	1 621		77,19%
2. 🇺🇸 United States	113		5,38%
3. 🇩🇪 Germany	43		2,05%
4. 🇨🇳 China	41		1,95%
5. 🇮🇪 Ireland	39		1,86%
6. 🇬🇧 United Kingdom	28		1,33%
7. 🇳🇱 Netherlands	28		1,33%
8. 🇮🇹 Italy	18		0,86%
9. 🇧🇪 Belgium	17		0,81%
10. 🇸🇪 Sweden	17		0,81%

wyświetl pełny raport

- PR activities - we sent press releases and organized media interviews, which resulted in media coverage of Praga LAB's activities, e.g.:

  https://designdoc.pl/post/maria-kiesner-wystawa-praca-praga-406
  https://nn6t.pl/2022/03/08/dziedzictwo-dzielnicy-do-20-03-2022-warszawa/   https://architektura.muratorplus.pl/wydarzenia/footprints-dziedzictwo-na-przyszlosc_11697.html
  https://nn6t.pl/2022/02/01/dziedzictwo-na-przyszlosc-31724-02-2022-online/
  It was not easy to get through with the message to the media, so we are glad that information appeared in the media, so we are glad that Katarzyna Sadowy was invited to the radio broadcast: https://www.rdc.pl/podcast/popoludnie-rdc-o-wystawie-praca-praga/.
  We printed small quantities of posters and leaflets and distributed them in places gathering target groups (universities, cafes, partner institutions). This method is most effective for larger volumes and intensive distribution. We have achieved much better results thanks to on-line tools/ads.
  Mailing was a very good method, targeted at specific, small groups of recipients.

Besides the local activities, how did you try to disseminate news about the Lab?

We disseminated information about Lab via our website, social media (Facebook profile) and PR activities. These activities helped us reach out to groups outside the local community.

4. Lab organisation

Internal organisation structure shows the main roles behind the Lab activities and processes. Besides the main key personnel described in the Grant Agreement: Katarzyna Sadowy, Dominika Brodowicz, Maciej Czeredys, the team was enlarged by Natalia Daca (promotional and dissemination activities). Work of the core team was supported by the administration dedicated especially for the project activities in OW SARP (Ewa Wajda). Important role was also played by the Advisory Board.

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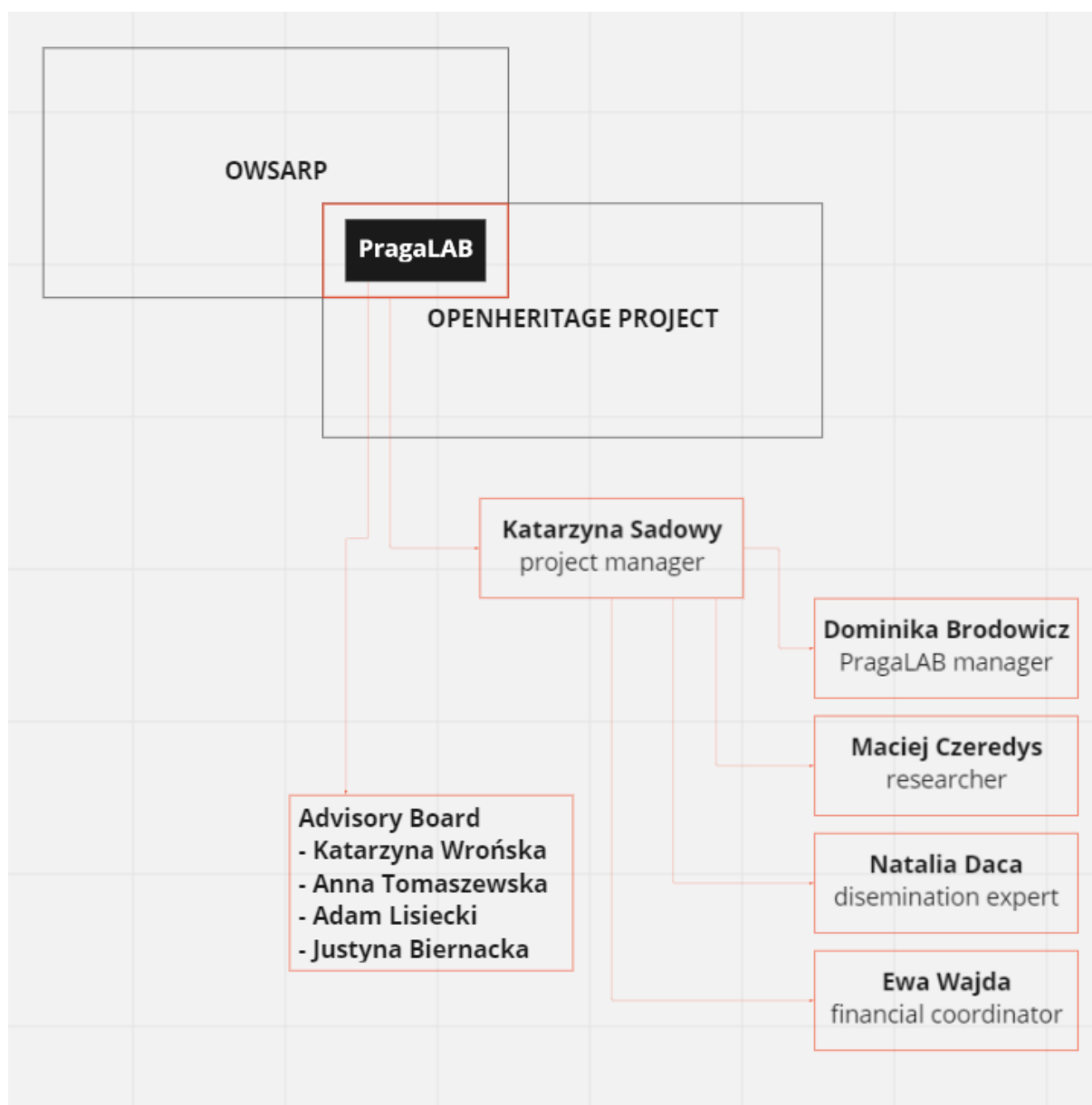
More about the members of the team and the Advisory Board can
be found here: https://ohpraga.pl/en/o-nas/ .

Did it change over the Lab's operation period? If yes, in what direction and why?

Internal organisation structure of the Lab did not change fundamentally during the Lab activities. The key personnel described in the Grant Agreement stay unchanged. However, the need to adapt to the ongoing and evolving situation, especially shaped by the Covid-19 pandemic, demanded to invite new member of the team: Natalia Daca, an expert in marketing with a unique knowledge of Praga. She helped to develop the LAB visibility. That was an important move enabling the Lab to be more online than offline due to restrictions, although Natalia's broad experience in cultural field was very helpful during late phase also of the offline activities like: Living Memory exhibition, Made in Praga Workshops, publications etc.

Please describe the network of organisations and volunteers around your Lab

The network of the organisations around Lab grew organically mostly due to the Lab activities channelled within three processes: Made in Praga, Bakery and Living Memory Exhibition. Process of mapping did not evolve into separate activities and rather become the method of looking for the best partnerships for specific activities. It let us address and encourage potential partners to involve in Lab's actions.

The network of cooperation is presented below. It encompassed organizations from various sectors:

- Public (m. st Warszawa: municipality, DK Praga: community hub; Muzeum Warszawy i Warszawskiej Pragi/ Museum of Warsaw and of Praga: cultural institutions)
- Private: Made in Praga partners (various entrepreneurs); Cenreum Kreatywności Targowa/Creativity Center at Targowa Street (Krajowa Izba Gospodarcza/Chamber of Commerce)
- NGOs: Koło Architektury Zrównoważonej w OW SARP (Grooup of the Sustainable Architecture), od.coop Foundation
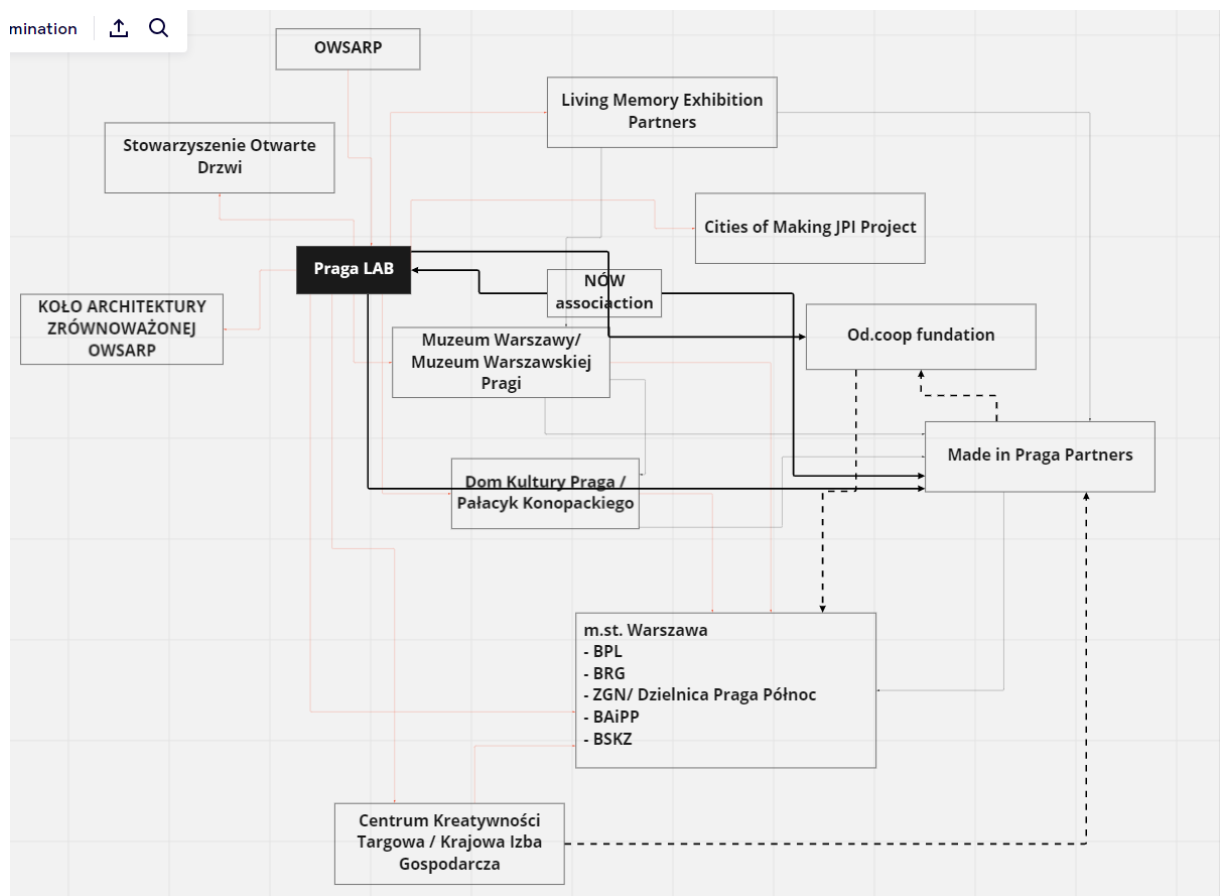
As several members of creative sector in Poland and in Warsaw are in very precarious situation it is not realistic, nor (in our opinion) fair to expect them to act on a voluntary basis, especially supporting publicly-owned premises. In fact, their creative daily job is often based on their willingness to be active in this field despite financial difficulties, so the work they do is in part a necessary, not-profit-oriented activity which allows the heritage of Praga to continue. We focused more on initiating processes which would allow them to develop their activities on more sustainable basis, be more efficient and in economic terms and better networked. Several people from the public bodies, NGOs or businesses were involved above their formal relations as formed within the project, giving freely their time, knowledge and networking support.

In fact, this is our team who became a volunteering potential for the future. As we established several networking connections we are ready to continue our support for some of the partners beyond the project, on a voluntary basis, using the knowledge resulting from the LAB. We are also sure we can count on non-profit support from our project partners.

5. Impact assessment

Was your immediate surrounding affected by the presence/work of the Lab? If yes, to what extent and how? Please describe economic, social,

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environmental consequences, or anything else, if relevant.
You can use statistics and please be detailed.

The most direct impact concerns the Bakery, a building complex of former Bakery (vacant for last 10 years) and adjoined residential building (occupied until fall 2021). During the Lab activities an increased interest was raised. Even as it is difficult to provide proofs that this interest resulted directly from the Lab work, it is true that after several years of status quo following activities took place: listing the Bakery as the monument; tender for new tenant of the Bakery building; relocation of the tenants from the residential part to new apartments (within the broader programme of municipally-owned housing); legal change of the use of the residential building (from now on it can be used only for non-residential purposes, which gives the complex better chance of effective and coherent re-use). Now there are three potential tenants/users interested in adapting the Bakery.

Lab activities made people aware also of other, hitherto unknown to them heritage places of work in Praga, e.g., through the Living Memory Exhibition public could see two artists` studios (approx. 100 visitors, many of them declaring during informal interviews they did not know the places before).

Did new businesses appear in the Lab area? If yes, is this connected to the Lab's activity?

In late 2021 we were contacted by the foundation od.coop, which operates on the basis of circular economy. They are currently looking for a new place to establish "circular store" or "circular showroom", as they want to expand and in time create a cooperative, employing people on the permanent basis. Od.coop is interested in re-use of the Bakery for these purposes and we are supporting them in creation of the working plan, business plan, as well as contact with municipal authorities. Currently they are engage in circular practices in Praga South, to support Ukrainian refugees in Warsaw (providing products in "free-stores" and employing People from Ukraine). They are reflecting on the possibility of a transition period for the Bakery, first to use for the immediate help linked to the war in Ukraine and later to gradually transform it to the circular hub for (hopefully) more regular operations.

We supported an entrepreneur within Made in Praga process, creator of the brand Pedet. We expected her to be able to start work in a new place dedicated to her creative business (she mostly works after hours from home, being employed in other business), but COVID-19 difficulties stopped, as far, such a possibility. We shall follow the possible development and help her to draw a business model if needed.

An example of new businesses in the area are the "confiserie" on Jagiellonska Str., established by three young people as a family business, on craft, high quality and circular basis. The appearance of the business is not connected to Lab`s activity, however we supported them by inviting to Living Memory Exhibition participation, co-creating together new image of Praga.

Living Memory Exhibition gave also an artist based in Praga a chance to try a hand at business she has been considering for some time. Ms Głowacka would like to open her own gallery in a rather unexpected place, local bazaar, of a very simple

and modest form. In her art she uses ready-mades and is
fascinated by the second-hand markets typical for Praga. She would like to
combine art gallery with specific second-hand (circular) store of objects with
cultural value. During the Living Memory Exhibition, she organized such a
temporary venue, which she declares might help her to plan more long-term
venture, if she decides for it in the future.

Did any regional cooperation emerge? Please describe them. How would you rate their effectiveness?

We established a cooperation with two partners operating on the country level:
Creativity Center Targowa 56 led by the Chamber of Commerce and NÓW, an
association of New Craft. The latter were invaluable support for the developing
models for the future use of the Bakery, as they shared their practical knowledge.
They also ensured the dissemination of the LAB findings to their members
operating in Warsaw and other large cities.

We established cooperation with Creativity Center later on, but we plan to develop
together in the future models which would connect better Praga creative sector
with broader environment.

Please describe the Lab's impact on the local NGO sector.

We focused more on cooperation with SMEs (especially craftspeople and artists)
than NGOs, as NGOs in Poland rarely have the capacity to become strong players
in re-use, due to their often very difficult financial situation.

However, we supported the foundation od.coop (see above) and involved some
activists from the area. Their participation in Lab enriched Lab`s work, but it is
also very clear that we also changed their perspective on heritage, introduced the
idea of open heritage and more modern approaches.

We helped a NGO in organizing the local event Cuda Wianki Festival, and from now
on they are able to organize, promote and present the festival in more efficient
and professional way.

Through the series of workshop co-created together with a cultural institution,
Dom Kultury Praga (a community hub), we created a model of such workshop
which is planned to be reproduced by them also in future, possibly through
cooperation with NGOs.

6. Heritage aspect

Has your understanding about your Lab's heritage changed during the project? If yes, in what direction?

At the very beginning we aimed to focus on the vacant premises owned by the
municipality. Our main focus was the tangible elements of the heritage and we
wanted mostly to help to adapt them for the benefit of the New Craft, small-scale
production or repairs. The intangible heritage was present but in time it took more
significant place in our understanding of the heritage values. We also found several
interesting links between tangible and intangible aspects of Praga heritage and

heritage in general. We developed much better understanding of
the role of work in heritage issues and were able to include that aspects in a more profound way in our practices. Even as we were well aware of the Faro Convention and its impact before the project, the implementation of this approach constitutes a valuable lesson, which we can use in the future. We, and our partners, learnt and developed heritage-oriented practices which are much more modern and can serve better the future, instead of preserving heritage as mostly past-oriented values.

Has access to local heritage changed over the period of the OH project? Of yes, to what extent was it OH related?

Praga district is going through fast changes due to the real estate market pressure that brings the redevelopment of the heritage sites. They are often transformed into multi-use or housing estates. COVID-19 and its economic consequences brought drastic rise in the flat prices in Warsaw and in Praga. At the same time, a lot of SMEs bankrupted or moved out, living some premises empty.

In terms of OH project impact our main case study, the Bakery became ready to be re-used as a whole complex, even as the way to such a goal may yet be longer than we wished for. However, there is certainly much more hope of its re-use than was before the project started and it is, with aforementioned reservations, in a significant part a result of the PragaLAB activities. Some of the places unknown by the community or broader public were made accessible for some time (living Memory Exhibition). Some of them (artist studios mostly) will be surely more easily accessed by the public also in the future, as their "seclusion" was reduced by the LAB activities.

How would you describe your heritage community? Has it changed over the years of OH? To what extent?

The heritage community remained as initially defined by the PragaLAB (see description above), but the change encompasses their role, interconnections and strengths. Even in a reduced way (mostly due to the COVID-19 difficulties), OH project empowered the community, created several networks and improved to some extent mutual understanding. We are not sure, to what extent PragaLAB impacted newcomers to Praga.

Have you used intangible heritage as part of your Lab work? If yes, could you please describe how?

Praga Lab focused on that type of heritage, especially as it has great potential for interpretation, re-interpretation and co-creation. The most interesting experiment was the process Made in Praga and workshops co-organised with Dom Kultury Praga community hub). During that workshops we tried to empower a community hub using the space of the historical manor house (Pałacyk Konopackiego) and inviting producers and artists to lead workshops based on work traditions of Praga and Warsaw, but with use of modern circular practices. A lot of intangible aspects appeared in the works presented during Living Memory Exhibitions (Praca Praga). Also, the workshops focusing on Bakery (tangible heritage) involved broad analyse of the intangible values and its relations with tangible ones.

7. Sustainability

Your plans post OH - how can you continue the work started? Please describe your financial and community development plans.

Our main focus in the project was to support, develop and empower organizations and activities already existing in Praga and struggling for several reasons. Therefore several future actions will depend on the involvement and capacity of our partners. The main activities we plan/expect to continue beyond the project:

- Municipality: use of the recommendations prepared for the Bakery (which can be used also for other premises); we are currently talking about implementing some recommendations into the next Revitalization Programme.
- Entrepreneurs involved in Made in Praga and Cuda Wianki festival: they will continue to use knowledge and improved capacity (improved business models, better marketing practices) resulting from our cooperation.
- DK Praga: organization of heritage-oriented workshop as a continuation of the workshop we co-organized.
- Bakery: continuation of the adaptation plans which were already started.
- Creativity Center: further cooperation with PragaLAB based on the Made in Praga concept.
- Continuation of the advisory (free of charge) by PragaLAB team for various partners. Thanks to the network we created we can also count on support of other partners in this matter.
- Established networks should empower and help to initiate various future actions with similar goals as PragaLAB.

8. Recommendations

What would you recommend to other, similar projects in their initial phase, how should they start the organisation, what are the most important steps they should take?

We would recommend following actions as main points:

1. Learn as much as you can at the initial stage through interviews, informal meetings. Do not take you first assumptions as granted, make a double check with the heritage community.
2. Be ready both to keep your ground in the discussion if you are sure you made the right choice but also keep you minds constantly open to hear what other are saying and be ready to tailor your goals and actions according to the changing circumstance.
3. Think about your goals in short, medium and long term. It will help you to meet the goal of point 2).
4. Look for the links between tangible and intangible heritage.
5. Involve people more in actions than in listening. Focus on learning by doing.

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***Are there local/national/EU level policy changes that you
would suggest based on your work in your Lab?***

Local and national level:

Lesser focus on preserving the tangible and technical aspects of the heritage and
more focus on the intangible aspects. More flexibility is needed, several procedures
do not leave the field to co-create or co-define the heritage with the community.

EU level:

The capacity of various countries still differ significantly. Several models from the
Western countries are not applicable directly (in financial and/or institutional)
terms to CEE countries. Efficient support is needed to close this gap, not only (and
probably even not most importantly) in terms of funds but with more possibilities
to learn and develop capacity. E. g. Horizon Europe rules will allow to participate
only the most experienced institutions in Poland. To leave no one behind would
require specific focus on some shortages in these countries (e.g. we identified the
significant shortage of responsible investments and society-oriented financial
institutions in Poland compared to Germany). On the other hand, there are several
values, in terms of self-organization, networking and circular practices which are
specific to CEE countries and could be used for further green and just transition.

Lab evaluation sheet
Lisbon CHL

Author: Monica Alfredo

Contributor: Celina Adriano

1. Project overview

What were your original goals and to what extent could you meet them?

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 – which turned housing policies and affordable houses for the mid class a central and crucial question in Lisbon Municipality strategies) lead to a re-arrangement of the goals foreseen for the site; a significant part of the building will be dedicated to affordable housing, but the remaining kept (and will continue to keep) its communitarian and cultural usage.

So, despite this adjustment, the overall aim for the Lab - to use it as an anchor to support a wider and sustainable urban and social development process in the area – was not only preserved but even reinforced. In this sense, we can say that we met our original goals, although we would like to be further ahead in the building rehabilitation process.

What went well and what did not

Well:

- The overall experience;
- The learning from the interaction with the different Consortium members;
- The possibility to make a public-communitarian partnership with one of our stakeholders, namely Working with the 99% Cooperative;
- The opportunity to strengthen the knowledge on the territory and the community;
- The opportunity to reflect and discuss on the future of the Lab – whether to keep it under municipal property or not - and to find about its significance within the community;
- The material and immaterial benefit for the community that will be made possible through the building rehabilitation;
- The inclusion of the permanent housing component, as it will help to keep the Lab sustainable.

Not so well:

- Internally, the length of internal processes / of the negotiations within the different portfolios / indecision whether to sell or not to sell the palace (and the consequent delay on the project's achievements); the changes within the OpenHeritage Lisbon team over the four years length of the project;
- The delay on the general project caused by Covid-19 pandemic, which prevented the participatory process to occur earlier.

Did you develop anything new (not foreseen in the GA)? If yes, what? And what was the reason behind this development?

As referred previously, the (permanent) housing component was not foreseen in the GA but it became an urgent matter due to the lack of affordable housing in Lisbon (and will definitely promote community social and economic dynamic, and contribute to the Lab sustainability; also unforeseen was he possibility to evolve from the participatory process to the architectural and patrimonial values (archaeology) project to rehabilitate the building which, again, was due to the need of include affordable rental housing in the overall project.

What makes you most proud about the Lab achievements?

It's precisely that possibility to evolve from the participatory process to the architectural and patrimonial values (archaeology) project which makes us most proud about the Lab achievement, as this means that the work will continue after the project's and that we're heading towards a real heritage re-use.

What was especially difficult/challenging for you?

The biggest challenge was to collectively figure out ways of - starting from the Lab and in a changing social dynamic - responding to the needs of both the residents and the actual and future neighbourhood users (either individuals or associations) in the scope of the heritage re-use.

Then, the biggest difficulty was working and taking decisions either internally (given the bureaucratic structure of the municipality, and the specific goals of the different portfolios involved in the process) or externally with the (very) different community actors.

What do you regret, and why? (Besides the effects of COVID)

Mainly, the time lost in internal discussions (the inconclusive ones), plus the backs and forwards towards the potential uses and the future of the Lab, which interfered with the project timeline, thus achievements.

What would you do differently now (with your new, project-related knowledge and experiences)?

To open the Lab's Local Office at the very beginning of the project, and to create, since the beginning, a task force within the municipality, involving the different services that would connect to the project (like we do for the GABIP – Support offices for priority intervention neighbourhoods, which purpose and stakeholders vary according to the specific needs of a given territory).

2. COVID effects

Lisbon Municipality took several measures to give an immediate response to Priority Communities like Marvila Velha - which are the most vulnerable to the social, economic, and cultural consequences of Covid-19 – to mitigate its impact, making use of its experience with BIP/ZIP strategy and tools. One of the most effective tools was the creation of a platform to link the needs and responses within priority intervention territories, thus providing an urgent and effective response in

the pandemic context. The platform gathered more than 200 partner entities, who adapted their object and activities to that context (some even started to produce Covid-19 social masks).

The economic crisis that resulted from the pandemic affected mainly priority neighbourhoods and had a direct impact on the Lab, since citizens were less available (or motivated) to participate in local events or be part of local groups to think and discuss their neighbourhood, as their main concerns were focused on employment issues and getting to the end of the month with food on the table.

However, we took that time (with less or nearly no activity in the Lab) to conduct all the public procurement processes related to the first phase of the Marquês de Abrantes Palace rehabilitation and the installation of the Local Office.

3. Dissemination overview

Our most important local dissemination groups are our Lab stakeholders, namely:

Sociedade 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 the participation of Marvila in Lisbon annual "Folk Parade", among others).

AtelierMob / Working with the 99% Cooperative: a group of social architects that, under a BIP/ZIP project, promoted a local diagnose and analysis of the territory (both material and immaterial) and conducted small rehabilitation actions in part of the palace, to use it for workshops and capacity building actions within the community. Currently, they're working on the design of a participatory blueprint for the Rehabilitation of the Marquês de Abrantes Palace, within the scope of the above referred protocol.

4Crescente: a communitarian group of 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, i.e., making the community the agent of its own change.

Marvila Municipal Library: one of the most dynamic local "players", that goes beyond its specific cultural responsibilities; Marvila Library has been hosting several projects ran by local associations, offering the community different kinds of capacity building activities.

Marvila District: the (elected) executive for local governance that, like the municipality, has the responsibility to apply and supervise local policies.

What were your main dissemination activities to reach them? What was successful and what was not?

Stakeholder meetings and local events at the Lab, including the exhibition "Who will live here", that marked the (re) opening of the Local Office at the Lab.

Those events/meetings helped to make the participatory diagnose
that gave origin to the rehabilitation programme to the building, so we can consider
them a success; on the unsuccessful side, we were not able to reach and to bring
to this project as many people/stakeholders as we would have liked.

Besides the local activities, how did you try to disseminate news about the Lab?

We haven't been as active as we would like in dissemination, but we hope to be
able to reach a wider audience with our planned summer national workshop at the
Lab.

4. Lab organisation

Please describe your Lab's internal organisation structure – please add a chart

The organisational structure is not yet defined (Lisbon Municipality owns the
building, and the stakeholders who are in the Lab – Working with the 99%
Cooperative and 3 de Agosto Association – have different formal links with the
municipality: the first through a "public-communitarian partnership/protocol", and
the later under a rental contract for the space).

Once the rehabilitation process is closed, we expect to have a mix of formal and
informal participations on the organizational structure, following the model used
in GABIP local support offices:
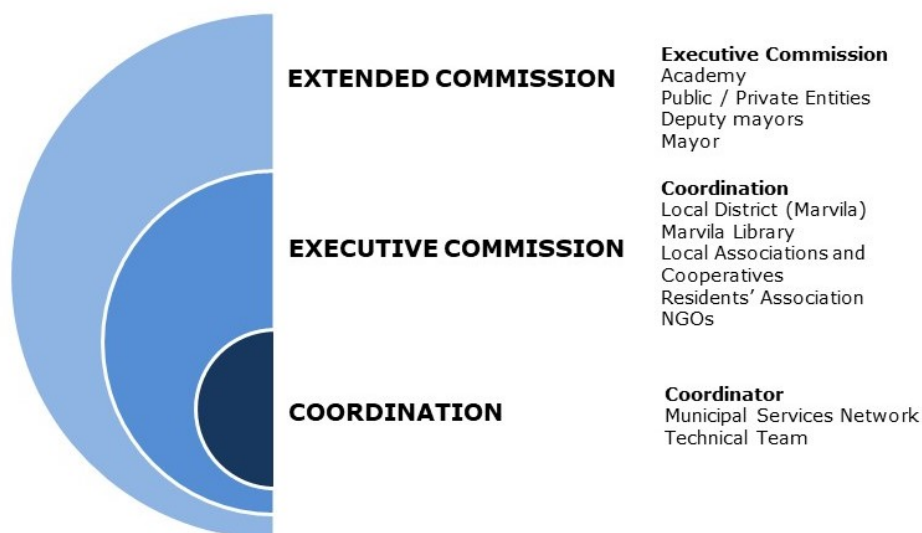
Did it change over the Lab's operation period? If yes, in what direction and why?

As referred, foreseen housing uses changed from temporary (refugees, artistic
residencies, etc.) to permanent (through Affordable Rental Programme) and,
currently, due to need for Europe to support Ukrainian refugees, the municipality
is again considering assigning part of the housing facilities to refugees' temporary

housing. Nevertheless, the organization structure will follow GABIP's model, as foreseen since the beginning.

Please describe the network of organisations and volunteers around your Lab

The organizations and volunteers the ones described on Chapter 3.

5. Impact assessment

Was your immediate surrounding affected by the presence/work of the Lab? If yes, to what extent and how? Please describe economic, social, environmental consequences, or anything else, if relevant. You can use statistics and please be detailed.

Only at community level, in the scope of the participatory process. In this sense, we will only be able to know its impact after the rehabilitation is finished and the building occupied by its new residents/users.

Did new businesses appear in the Lab area? If yes, is this connected to the Lab's activity?

Yes, but not (yet) connected to the Lab's activity. Once the rehabilitation is finished, we expect the new residents to bring (or allowing for) new commerce and business needs to the Lab area.

Did any regional cooperation emerge? Please describe them. How would you rate their effectiveness?

The opening of the local office at the Lab was central not only to stakeholder's cooperation but also to regional integration, since it assured the engagement of all local actors, from the municipality, district and library officers to local stakeholders and the community itself. Again, once the rehabilitation is finished and the building totally (re)used, it will surely promote a broader territorial development.

Please describe the Lab's impact on the local NGO sector.

So far, the Lab impacted mainly those involved in the participatory process.

6. Heritage aspect

Has your understanding about your Lab's heritage changed during the project? If yes, in what direction?

The aspect that most called our attention was that most of the resident's living memories are deeply connected with the building and, therefore, the importance it has on their lives. In that sense, we can say that our understanding about the Lab's heritage (mainly intangible heritage) changed during the project; despite knowing its history, we were not that aware of the central role it had (still has) in the community life.

Has access to local heritage changed over the period of the OH project? Of yes, to what extent was it OH related?

Besides 3 de Agosto Association normal activity on the palace, we can say that the access to local heritage changed over the period of the OH project, mainly due to the opening of the Local Office – which is pretty much related to the OH project.

How would you describe your heritage community? Has it changed over the years of OH? To what extent?

Our heritage community is mainly our local stakeholders, and they haven't change significantly over these 4 years.

Have you used intangible heritage as part of your Lab work? If yes, could you please describe how?

We can say so, since the rehabilitation design program of the building was (also) shaped on the heritage memories of the community, which were raised not only by the participatory process but also through cultural and artistic initiatives at the building, that gathered actual and former residents and 3 de Agosto Association, whose history, memories and heritage are vast and, hence, essential to frame the new context of both the building and the territory.

7. Sustainability

Your plans post OH - how can you continue the work started? Please describe your financial and community development plans.

There's still a lot to do, so the work will naturally continue after the project; after the building rehabilitation, the main income will come from the housing rents, but also from commercial rents (the building included a restaurant in the past, which we intend to regain) and the volunteer work done by the associations/NGOs.

Also, the economic and social dynamic that new residents (of the affordable housing) will bring to this area, along with the creation of a new community equipment, will encourage people outside the neighbourhood to visit it and eventually make the Lab a new meeting point, thus contributing to its sustainability.

8. Recommendations

What would you recommend to other, similar projects in their initial phase, how should they start the organisation, what are the most important steps they should take?

To make a good and wise planning ahead, and to gather a multidisciplinary and transversal team to handle the project; a four-year project is a somewhat long one, and the team must be prepared to face changes among it and still be able to manage all the work that needs to be done. To do a strong and honest evaluation of all the work packages and expected deliverables, and of the capacity to achieve the project goals. To make the most out of the partnership, since it represents a

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great opportunity to work with very interesting professionals with whom we can learn and share.

Are there local/national/EU level policy changes that you would suggest based on your work in your Lab?

No.

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Lab evaluation sheet
Hof Prädikow CHL

Authors: Christian Darr; Rolf Novy-Huy

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1. Project overview

What were your original goals and to what extent could you meet them?

Original goals

- **Multi-generational living**: The project aimed 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 financing of apartments created at Hof Prädikow was structured on a cost rent, the way cooperatives in Germany usually work.
- **Preservation of a cultural monument**: To preserve the Hof Prädikow as a historic monument. After about 30 years of predominant vacancy, the various buildings were threatened by decay. For housing, community, culture, and working - conversions and changes are necessary. Preserving as much as possible of the old building fabric and the historical character of the site.
- **Strengthening the rural region**: The project was intended to provide a stimulus for the Märkisch-Oderland region. The project had the objective to serve as a model for similar projects in rural areas in eastern Germany. Connecting living and working on one place wanted to avoid commuting to the Metropolitan Region of Berlin.
- **Long-term stability**: The Hof Prädikow site is a very special real estate in a region with one of the lowest population densities in Germany. Stiftung trias as owner of the land agreed on a leasehold contract with the SelbstBau cooperative for 99 years. The cooperative stood for cost rents. The members of the Hof Prädikow has always been the community, interested in a colourful development of the place. By a balance of interests and the construction of land lease with reliable partners the aims of the project were meant to be safeguarded.

Fulfilment of the goals, critical aspects

- **Multi-generational living**: With completion of the "Schweizer Haus" and prospected completion of the "Verwalterhaus" (administration building) first renters moved in, being mixed in age and family situations. Inhabitants of the village from young to old visit the "community barn" strengthening the multi-generation aspect. Critical: There seems to be a tendency to attract people thinking in the same line as the core group does. This, at least for the starting period may decrease the level of a colourful mix.
- **Preservation of a cultural monument**: In a constant struggle, but cooperative attitude the cooperative and heritage protection administration looked for solutions between protection and modern use. With the "Schweizer Haus" the protection could be achieved to a high extent. Critical: The "Verwalterhaus" was in such a bad shape that it had to be re-

built to a high extent. It's appearance was commented by
some people as to urban and unfamiliar to the village. For the future, there will be additional challenges as a barn does not necessarily have the sturdy construction to be easily changed for housing purposes.

- **Strengthening the rural region**: Hof Prädikow is highly accepted by officials as well as people living in the area. Working, on not only the project site but also being aware of the necessity of participation with people of the village and looking for partners in the region lead to good results. Critical: A new association "Netzwerk Zukunftsorte" (translated: future locations network) was sometimes considered as a competing organisation to the existing "LAG Märkische Seen", which manages the LEADER process in the region.
- Long-term stability: The legal construction has once again proofed to be reliable. Different opinions of how to develop the place can be seen as problem but are, in our opinion, just part of a typical development process as you work with civic groups.

Development of not foreseen things and reasons behind it

Sometimes you realize only afterwards how courageous you have been starting this project. Being on hour train-raid plus half an hour bus or car-ride away from Berlin it was not "self-understanding", that this place finds enough interested people to live and work there. Due to a rising interest in Berlin as capital city and a deficit of apartments a new wave of "leaving the city" started. This may have been strengthened by the "covid 19-pandemy" which brought a new recognition of rural live.

The pioneers of Hof Prädikow proofed to active not only for their own place. Establishing "Netzwerk Zukunftsorte" is aimed to bring a higher understanding of the potential of abandoned buildings as well as of civic groups presenting themselves as investors. Suddenly an "underdeveloped area" shows a network of projects and initiatives instead of just being the surroundings of the big city.

What makes us proud about the Lab achievements?

Bringing evidence, that civic groups, together with professional actors like SelbstBau are able to realize not only a one-house-project as a selfish fulfilment of "green and alternative" ideas. Hof Prädikow is not only an ambitious building project of more than 8.0-Mio.-investment but, as described, also a socio-cultural hub and initiator of societal changes bringing solutions for the future.

What do we regret?

Due to the high renovation costs, it has not been possible to bring rents to a level to allow small-income-people to live there. Therefore, once again, we have to realize projects on a long-term-perspective. The first, pioneer-generation is establishing it and, hopefully, by repaying bank loans and gaining more financial freedom there will be more and more room to incorporate low-income people and gaining more free spaces for culture, start-ups etc.

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Difficulties and Challenges

As a non-profit foundation, working nationwide, it has always been a challenge to keep a sufficient contact with the project. Taking over the responsibility as building owner for the community barn did work only; because of a high confidence in people acting at Hof Prädikow project in questions of working on financial questions and joining the architects in the building process.

What would we do differently now, being more experienced?

To be honest: Nothing!

2. COVID effects

The most severe effect of COVID was the inability to have personal meetings on Hof Prädikow. A project being so severely dependent on social process can hardly be realised without people meeting other people.

Between cooperative and association on one side and Stiftung trias on the other side it was "according to planning" to keep the contact by phone and mail. We realized that the upcoming ZOOM-culture (a video conferencing tool) was partly even   helpful.
Within the association we learned, that an elaborated technical communication system is very helpful. The possibility to have mutual working days on the site, without masks, helped additionally.

COVID indeed helped us to get acquainted to a more technical way of communication. Zoom, Teams and other systems are nowadays replacing telephone calls and replacing a number of business travels, which is highly appreciated in terms of time and carbon saving.

Being forced to home-office made it evident that this is not only a restriction but also simply sense full. It is not necessary to go to the office to write texts.

On the other hand, we realize that the "small exchange next to the coffee-machine" induces a lack of exchange and creativity.

3. Dissemination overview

Dissemination in the Prädikow -project is divided in organizations active within the project. The most important local dissemination target groups is the village community of Prädikow

Here, dissemination must be adapted to communication channels, usually used by people. The association has tried, from the beginning on, to bring in articles into the local newspapers, like "Märkische Oderzeitung". For events on Hof Prädikow, villagers were invited. Despite COVID there were a couple of meetings, which is, of course, the most direct and personal way of exchanging knowledge. One of the best dissemination channels has turned out to be the local newspaper "Prötzeler Kurier" (http://www.proetzel.info/amtsblatt/index.php), where some of the Hof Prädikow inhabitants are actively writing for.

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Over the engagement of members of the Hof Prädikow project group in "Netzwerk Zukunftsorte", we achieved a very specific dissemination effect. There booklet "ÜBER MORGEN – Vom Leerstand zum Zukunftsort" (Tomorrow – From empty space to "future place") is giving best practice examples and advice how to start such projects as Hof Prädikow. We consider that as a perfect impact of the Open Heritage research programme.

We consider dissemination on this level, in dependency of the means applicable, as successful.

We tried to disseminate our knowledge and experience gained by this project in accordance to the way the information-instrument is used. For example, a tweet and a message on Facebook is used if there is a special interest. We published news and status of the project as often as possible on our website www.stiftung-trias/aktuelles. Our website is visited by approx. 8.000 visitors per year. In addition, we publish articles in our email-newsletter.

Getting a special award from Stiftung Baukultur Brandenburg for social aspects of renovating a heritage building has given the project a remarkable attention.

During the "national conference" on Hof Prädikow we produced a short film of 4-8 minutes, as nowadays, people are sometimes more attracted by a film than a long text.
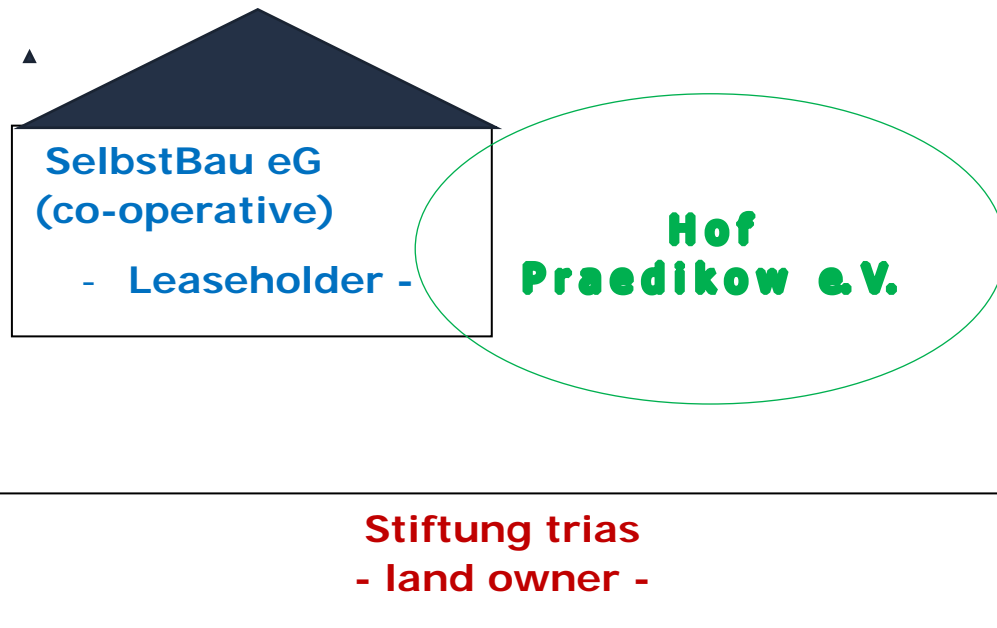
4. Lab organisation

Please describe your Lab's internal organisation structure – please add a chart

Stiftung trias is owner of the land. The objectives of the non-profit foundation are protecting land from speculation, prevention of further land sealing, communal living, and sustainability (energy saving, renewable materials). Stiftung trias bought the site in 2016 and granted a heritable building right to SelbstBau eG for 99 years.

SelbstBau eG is a cooperative situated in Berlin and with over 30 years of experience in renovating buildings as co-housing projects. Democracy, cost-rents and solidarity are the columns of this organization, being a long-established partner of Stiftung trias.

Hof Prädikow e. V. is the association in which the current and future tenants of the site are organized. They are engaged in questions of sustainability, rural development and a civic attitude in general. They do have a vote in the board of the cooperative. The members of Hof Prädikow e. V. do sign shares of SelbstBau eG, in order to grant the necessary equity for financing the renovation. Additionally they donated to Stiftung trias to enable future projects and giving a return to the foundation, who took over the initial risk of purchasing the manor.

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**SelbstBau eG
(co-operative)**

- **Leaseholder -**

*Hof
Praedikow e.V.*

**Stiftung trias
- land owner -**

This organizational structure is a proven construction of Stiftung trias. A change in construction did not happen. In the beginning, two groups were interested in developing the site. They merged and then chose SelbstBau eG as an experienced partner.

Network and partners:

Stiftung trias is embedded in a network of partners. Thematically it is the communal housing movement with a nationwide network, universities and umbrella organizations. In questions of land-use, meanwhile the Federal Ministry for Housing, Urban Development and Building accepts its expertise and invites Stiftung trias in expert circles.

SelbstBau eG though more established in Berlin City, than in the Federal state of Brandenburg enjoys a remarkable reputation and recommendation by officials in all levels. Traditionally they have a very friendly working-relation to the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth.

Hof Prädikow e. V. works together with LAG Märkische Seen, with Netzwerk Zukunftsorte und the villagers of Prädikow. They have friendly connections to the Federal State of Brandenburg and administrations in general. Voluntary work has been given by friends of the members as well as some village people who are interested in the re-vitalization of the manor.

5. Impact assessment

- **In social context**, many of the villagers were "activated" as they were asked to be part of the planning process for the village barn. This lead to

immediate contacts between "long-term-dwellers" and "newcomers".

Meanwhile a "village academy" has been founded. This group meets regularly and shares knowledge of what field so ever: Pruning fruit trees, village history, cooking Ukrainian food, wool-spinning, medical topics etc. Local associations, the Hof Prädikow e. V. and "Netzwerk Zukunftsorte e. V." use the village barn as meeting room. A subsidy for the rent, respectively running costs are paid by the municipality.

- **Economically** seen the "bar-café", which opens Friday to Sunday and on Holidays is successfully accepted and social meeting point as well. The **co-working-space** is meanwhile used by different professionals, like consultants, architects, programmer, web-developer, silver-smith and a person working for a car-sharing-company.
- A big meadow is used to bread Zebu-cows and a "farmers-garden" on permaculture-philosophy brings a surplus in **environmental sustainability**.
- This variety of uses shows that the LAB is successful in enhancing **regional cooperation** between many stakeholders, mainly NGO-associations. Partners are:
  - LAG Märkische Seen
  - STIC in Strausberg (business Promotion)
  - Open Neuland Gewinner (Robert Bosch foundation)
  - Kultur und Landleben association (culture and rural living association)
  - Förderverein Dorfkirche (association for the village church)
  - Local Fire Brigade
  - Yoga classes held be a freelancer
  - Brakedance for kids
  - A group organizing the local village festival

These activities with people, which would first be seen as "strangers" and "metropolitans" lead to a remarkable change in the mood of many people. "Start your own activities" instead of "demand it from the authorities" is much more popular. Successful projects foster new projects…!

6. Heritage aspect

- The understanding of the Labs heritage has increased largely. The reasons were the shared understanding of Stiftung trias to decrease land use and resource usage, but mainly the questions of revitalization of the buildings. These questions could be answered through a deeper understanding of the former usage and the constructional features and parameters. Additionally the intensive exchange with the monument protection authorities, which came along with information from their archives, but also with hints and restrictions, together with the ideas for the future usage lead to a deeper understanding.
- In addition, the people behind the project have been curious and asked people of the village. The people were open and helped the group, which

generated more access to the local heritage. One of the
best examples is the former master distiller, who is still living in the region.
He was invited by the group and came to the site, explained his knowledge
about the former uses of the buildings and he gave guided tours through
the site for interested people.

- A work-group has been founded to produce a brochure of the history of Hof
Prädikow. This group consists of people of Hof Prädikow as well as of
villagers. A first history-text has been published here: https://hof-
Prädikow.de/der-hof/historie/

- It can be stated that the heritage community has changed during the past
years, also due to Open Heritage. On one side the heritage community, if
you might call it like this, consists of people from the surrounding area who
had their stories about the live before 1991, when the site still was filled
with live. On the other side where the people who formed the Hof Prädikow
site, most of them curious and interested, but not deeply involved into the
history of the site.

- The access to the project site has risen significantly over the period of OH
project. That happened, of course, due to the beginning of restoration works
and meanwhile because first apartments and not to forget the village barn
are in use. Additionally there were many visits and events on the site. Public
events like the "day of architecture" and interested groups and single
persons or families, opening of the "village barn". Workshops within the
group, as far as possible due to COVID, are directly connected to financial
means given by EU/OH.

7. Sustainability

Renovating the former manor is a medium-term project. The first step with
renovating the village barn, Schweizer Haus and Verwalterhaus, Backhaus will be
completed in summer 2022. The former horse stables (Pferdestall) will be the next
step. Separately a building called "Eckspeicher" will be renovated for art and living,
especially musicians. A recording studio is planned and possibly spacefor "artists
in residence".

Development on the one hand went far quicker than expected and was fostered
by a high interest of people who would like to live there. On the other hand
exploding prices for construction material is a big concern to the cooperative.

Future Plans:

The stakeholders plan to take more or less all buildings into a new usage. The
current situation may force the cooperative, however, to stop building activities
for a while. Many companies are not willing to give a binding offer as material
prices rise in an exorbitant way. Without cost calculation it is, however, not
possible to develop a reliable financing plans. Reserves of at least 20 % are
nowadays normal but doubted if this is sufficient.

At the moment this will probably lead to a stop in further building activities. That
may, on the other hand, be a chance to consolidate the status and give the people
who will move in within the next months, a chance to build community structures

and even rethink their plans. As to our experience a development in phases is more a chance than a handicap.

8. Recommendations

Stiftung trias as part of the financial task force has developed, together with Joep de Roo of EURODITE an "inclusive business models" and "financial guidelines". There, our recommendations how to start a project and the most important steps are outlined. Here a summary:

1. **Creating a feasible project-plan and structure**
   – Give your initiative a name/brand
   – Work out a project concept with concrete targets
   – Find the suitable legal form project or plan?
   – Keep your stakeholders and partners well informed

2. **Creating multidisciplinary project teams**
   – Look for different skills and characters in your group
   – Search for missing skills, if necessary pay for it!
   – Be courageous in decision-making and realising things: "do it"!
   – Look for external expertise – spend money, save time, get better
   – results
   – Who is going to run the business, once the consultants have left?
   – Organize in work groups with clear mandates and find an inner democratic model of decision-making.

3. **Budget and financing structures**
   – Fix the costs, if necessary by external support
   – Work out the investment cost and running costs
   – Analyse your financing tools
   – Cover cost with reliable income
   – Find your equity and external financing

4. **Circles of supporters**
   – our community is your advantage. Take care of it.

5. **Ownership: Security of long-term access**
   – Secure the property by ownership or long-term contracts

6. **Towards inclusive business models**
   – Develop you own "inclusive business model" by connecting your financial needs with the potential of your community.

This should enable groups to structure their project and then presenting it to partners like banks, foundations and administrations. In the some cases, they may even get a better understanding of what they will need in the future.

Local/national/EU level policy changes that would be desirable.

Nearly finished, it is allowed to state that the Open Heritage Research Program has proofed that civic groups which activate heritage sites in a societal helpful and

at the same time sustainable way are once again incubators for
new patterns of a living style that is not exploiting but preserving the basis of human life and giving a remarkable contribution to society.

We, therefore, plea for a policy that uses the creativity and engagement of civic groups in order to activate these resources even more efficiently. This potential can only be developed to a maximum effect, if it is joined by additional knowledge, experience and financial means.

What do civic groups need?

- **Consulting money**
  Socially motivated people very often need supplementary abilities like juridical
  and tax advice
- **Equity**
  To acquire bank loans, equity of around 25 % is needed. That is one of the first
  thresholds, initiatives fail
- **Loans**, sometimes even below 1.0 Mio. Euro, and independent from a program for a region or city, is needed
- **Organisations** like social banks, foundations, pension funds or a consulting network are not existing in many countries
  ➔ missing partner-infrastructure

Whereas in western European countries some of these means are already at hand, most eastern European countries lack these instruments due to a different historical and commercial development and situation. The European Union could help to develop structures, provide equity and loan funds. This would, in our opinion, start a massive leverage effect on sustainable projects and societal development as outlined in the New European Bauhaus Program.

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Lab evaluation sheet
Rome CHL

Authors: Elena De Nictolis; Stefanija Hrle Aiello; Tommaso Dumontel

1. Project overview

What were your original goals and to what extent could you meet them?

The Rome ACT Collaboratory (Rome CHL), was conceived as a physical and digital urban Lab to agglomerate territorial actors. Its main goal was to incubate NGOs, community and neighbourhood enterprises; to contribute to find collaborative solutions to take care of the tangible and intangible heritage of the ACT district and to create institutions and services which would leverage on the heritage to trigger processes of community-based economic development. Concretely, this goal would have been achieved by organizing a series of co-design Labs in the district to create agglomeration of actors; supporting the constitutions of one or more commons institutions; develop the LME as a series of event of public art with the community at their core; developing a digital tool to facilitate co-governance in the ACT district.

This cooperative is designed to ensure the economic development of the neighbourhood and valorisation of the local heritage. Initially, the community enterprise was based on two business models: service-based model and estate-based model. The Rome ACT Collaboratory was supposed to be settled in physical hub in order to facilitate interaction of the community. Unfortunately

The combination of emerging needs identified by the Community in the co-design Labs during the second year of operation to have a space to exchange services within the ACT district and offer them to the whole City and the harsh social distancing measures introduced by the National Government to counteract the Covid-19 pandemic significantly changed the context of the fieldwork. The Lab made some changes to the initial plan by moving several activities virtually, this impacted the years of activity 2020 and 2021 (more details on this below, in the section dedicated to the Covid pandemic effects).

- Community services developed through a bottom-up approach which sees in the co-design and in the empowerment of the community the keystones for the regeneration plan of the co-district. Several actors from the ACT area are actively involved in the Lab activities (i.e.: Fusolab); the heritage community CPPC promotes cultural activities to preserve and recreate the intangible and tangible heritage of ACT on a daily basis; the neighborhood Cooperative proved to be a good tool for empowering the community, although the management of the structure requires a great amount of energy, time and sophisticated knowledge and skills. Transformation of the heritage district into a resource, through the action and services offered by the Heritage Community and the neighborhood cooperative. Heritage walks and bike tours service valorised and emphasised local heritage, but also opened up the door for economic development opportunities.
- The Lab invested significant resources in the co-design and deployment of the Digital Community Platform for the Rome ACT Collaboratory: the platform Co-Roma.it. Brief description of the platform
- The platform is now available online at this address: https://co-roma.it/. The deployment of the platform took more time than initially planned. This was mainly due to the difficulties encountered in selecting a technological

partner and the complexity of the platform itself. Co-Roma is an online platform that promotes open, responsible urban innovation. Co-Roma has three mian features. The first one is that it gives users the possibility to present projects. It also gives the possibility to start collaborating with other users using digital co-designing tools. The second one, is the possibility to fund projects through crowdfunding. The third one, is that Co-Roma will be an e-commerce platform for local activities.

- Developing the LME as the result of a co-creation process with Lab participants and a local artist.
- Creation of an agglomeration of actors (local NGOs and groups of inhabitants; schools and Universities; local enterprises; local (Municipio, Comune di Roma) and national public authorities) to generate synergies and externalities due to the integration of resources of the community, which would boost the economic development of the area;

What went well and what did not (please list and explain at least 3-4 items for both categories)?

What went well:

- The application of the principles of the co-city protocol that has enabled the local community to start a concrete development process;
- Empowerment of local entrepreneurs: organization of various cultural events, on the first place Living Memory Exhibition, allowed new opportunities and expansion of small local businesses;
- Access to international network and validation of our heritage community by local authorities;

What did not go well:

- Failure to purchase, rent or acquire a physical hub and node for the actors of the Lab;
- Aligning objectives: making converge OH, coop and the territory needs and desires is complicated and it requires ability to manage very intense moments;
- Complexity of the Rome ACT Collaboratory area: the socio-political context in the ACT area was complex and conflictual throughout the whole duration of the Lab (doppio incendio pecora elettrica; recente incendio Parco di Centocelle)

Did you develop anything new (not foreseen in the GA)? If yes, what? And what was the reason behind this development?

Due to 2020 events, we were forced to abandon some of our initial plans, especially regarding the physical hub. As the situation regarding social interaction drastically changed, we decided to concentrate to the digital aspect. In the beginning we relayed on the already existing Co-Roma platform, with the plan to soon upgrade it to a digital space for enabling people to collaborate, finance their activities and sell/buy local products (Figure 1). This platform is currently in a phase of launching.
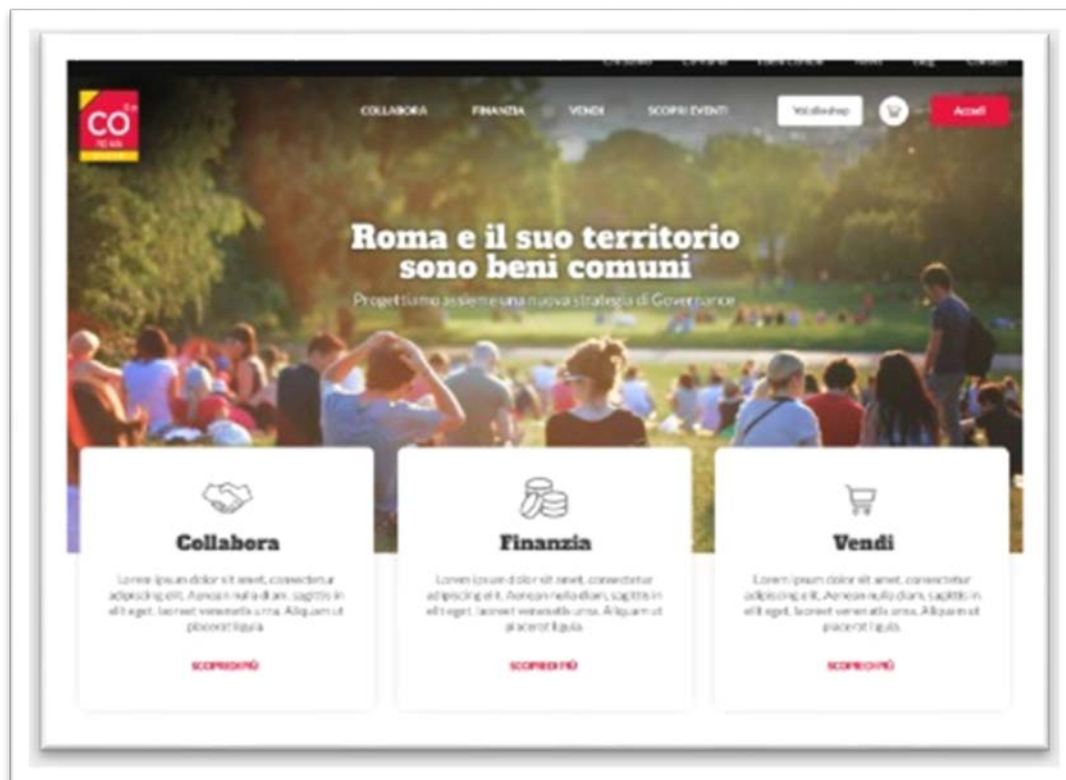
Figure 14. The interface of a new Co-Roma platform

What makes you most proud about the Lab achievements?

There are many things to be proud of but some of the most important ones are:

- Adherence to Faro Convention Network: Rome ACT became a recognized heritage community by the European Council, since it is in line with the Faro Convention principles and criteria. The Network works towards identifying good practices and practitioners, it conducts workshops and supports members' efforts in addressing challenges related to field of heritage. Furthermore, the Network aims to demonstrate the role of heritage in addressing the societal challenges faced today.
- Cooperation and recognition by Rome Municipality: our heritage community has been officially recognized by the public institutions but also, during the Living Memory Exhibition, the coop has received a contract and the patronage from the Rome Municipality.
- New relations and empowerment of local entrepreneurs: the coop is translating new relations within the board of directors, and it is connecting with already existing anchor institutions (farmers' market, local parish, school, library, etc.) and networks of actors within the district to truly implement its neighbourhood coop nature

What was especially difficult/challenging for you?

Since the form of cooperative is based on democratic principles and structure, sometimes we found difficult the coordination of democratic processes inside the cooperative. Concretely, it was finding a democratic and inclusive leadership and

aligning objectives - making converge OH, coop and the territory
needs and desires is complicated and it requires ability to manage very intense
moments.

What do you regret, and why? (Besides the effects of COVID)

We mostly regret not being able to acquire a physical space. Besides being unable
to do so due to COVID effects, we found difficulties also in communication with
authorities and property owners during the complicated procedures of property
acquiring. But we did not abandon this idea and maybe in future CooperACTiva will
be able to obtain a physical hub.

***What would you do differently now (with your new, project-related
knowledge and experiences)?***

Surely, we would try to have more profound and straighter contact with local
stakeholders. Very often we encountered some level of misunderstanding among
them, which sometimes led to a gap between stakeholders' desires and project's
needs.

2. COVID effects

Please describe to what extent did COVID-19 affect your Lab?

District cultural activities planned for spring-summer 2020 suffered a lot from the
changes imposed by the new restrictions (e.g. lockdowns, social distancing,
gathering restrictions, etc.). Thus, most of the activities planned by the
cooperative and its members have come to a practical standstill for a while. Most
of the events scheduled in spring-summer 2020 had to be cancelled or postponed
or held online. Among them, a series of artistic workshops promoted by Fusolab
2.0 and supported by the Italian Ministry of Culture project "Cultura Futuro
Urbano".

Another aspect is a business model on which CooperACTiva was imagined in the
first Local Action Plan: The initial goal was a business model that 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. Unfortunately, after heavy COVID19 restrictions obtaining
a physical space was not an option anymore so we opted for a different solution.

And how did you react to COVID-19 related challenges?

As the newly created situation imposed some limitations in movement and social
interactions, we were pushed to a general reconsideration of the Rome
Collaboratory activities within the ACT heritage district, which has mainly
concerned the business model on which CooperACTiva was based, initiatives that
were planned to be launched and the communication strategy.

The new business model that was designed to carry on the activities of the
Collaboratory ACT through CooperACTiva and make them sustainable in the long

term was instead more centred on the development of services.
In that sense, we concentrated more on a development of an online platform and emphasizing the digital aspect of the activities.

Also, the initiatives that were planned had to be reconsidered. In the first place, those were the start of bike tours which, after COVID, were put in a second plan.

As far as communication and engagement strategies are concerned, Rome Collaboratory implemented online communication with respect to what was planned. The network campaigns were disseminated both on Co-Roma.it and partners' platforms and social networks.

Did COVID help your online community building?

After COVID a need for a more structured digital space emerged. Before that, the project was relying on an already existing Co-Roma website. It was merely a tool of basic communication. After imposing the social distancing measures, we thought of a new platform that platform that aims to provide a virtual space in which the community could communicate and co-create activities and at the same time it aims to provide visibility and an infrastructure for the selling of local product and services. Hence, the main objective is to provide a tool that enable local communities to create value and avoid those international players catch most of it.

In the meanwhile, all the capacity building initiatives had to be moved from physical to a digital space. Workshops have been organized and held in online environment. We used all the available resources and social networks for the purpose of promotion and keeping community in the straight touch with the project, which also helped us strengthen and enlarge our communit (Figure 2).
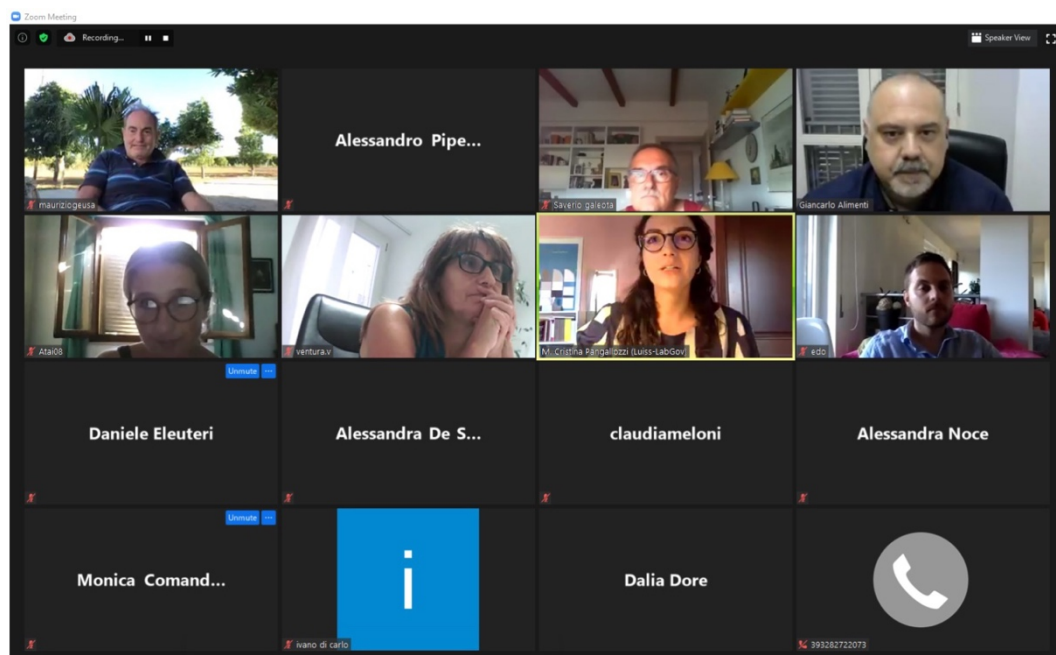

Figure 15. Capacity building on civic collaboration and entrepreneurship online session in 2020.

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What were the main tools/techniques that proved useful in addressing the challenges associated with COVID-19? When and how did you apply them?

- On the first place, main tools for addressing challenges were social media. Through Facebook, Instagram, Twitter and LinkedIn profiles, both CoperACTiva's and LabGov's, we managed to reach certain number of audiences despite social distancing effects.
- Co-Roma platform: this proved to be a very useful tool for providing information and knowledge to the community. We expect intensification of this way of communication after the full launch of the new platform.
- We also found very useful various methods of everyday communication like WhatsApp, Zoom, Meet, Teams etc...

3. Dissemination overview

Please describe your most important local dissemination target groups?

During our dissemination activities we tried to involve all the realities of the neighbourhood, following the principles of quintuple helix on which our premises depart, but mostly we concentrated on groups of a particular importance and influence for the territory. One of those is a local school, which was involved through various activities related to the project Open Heritage. It was important to involve children in the project since they represent a very heart of the territory, together with their families. During the creation of the cultural narrative of the neighbourhood, children's creativity represented an indispensable source of material and information for project.

The second important target group was the already existing network of local stakeholders (Rete di Torre Spaccata). This network is concentrated around the local parish it consists of territorial institutions, NGOs and local entrepreneurs.

What were your main dissemination activities to reach them? What was successful and what was not?

Main disseminations activities were capacity building, co-design workshops and events. For example, during late 2020 and 2021, with the lifting of the heavy pandemic prevention measures, the Lab started the process for the organization of the Living Memory Exhibition (LME) (Figure 3). The co-creation Lab of the Living Memory Exhibition resulted in a series of public art workshops organized from September 2021 to May 2022). The workshops consisted in moments of co-creation and collaborative production of art. On the other hand, the Lab organized public events supported by the city where local artists were invited to give their contribution through a live realization of ecological graffiti on sustainable materials with live music. Capacity building were rather organized with local stakeholders, in order to present the project and allow exchange of ideas, experiences and suggestions.

Figure 16. One of many Heritage Walks organised by CooperACTiva. 26 September 2022, Torre Spaccata

### Besides the local activities, how did you try to disseminate news about the Lab?

As an important part of dissemination process, a thorough description of all the activities was published each time on the Co-Roma and Open Heritage websites in order to create a chronological database which described each activity and the actors involved. Beside that, widespread tools of social networks have been used, like Facebook, Instagram, Linkedin, Twitter. Results have been disseminated through CooperACTiva's, Luiss, LabGov's and project's channels, in Italian and English languages.

4. Lab organisation

Please describe your Lab's internal organisation structure – please add a chart

The Rome CHL is construed within the Co-Roma social partnership. Co-Roma is an initiative and a coalition of actors aimed at enabling the economic self-empowerment of local communities in vulnerable neighborhoods in Rome. Co-Roma is built on the premise that in Rome such objective could be reached through forms of participatory governance of historic, archaeological, cultural, and environmental heritage within the Alessandrino, Centocelle and Torre Spaccata

neighbourhoods. Co-Roma model of intervention finds its inspiration in a blend between the institutional design principles of the theory on the governance of the commons for which Elinor Ostrom received a Nobel prize for economy and the principles of the Faro Convention. For this reason, Co-Roma works to initiate community/neighbourhood coops, participatory foundation, benefit corporation in vulnerable neighbourhoods or areas of the city. Nonetheless, members of CHL are citizens of three neighbourhoods together with local associations concentrating their forces in a form of an enterprise. We believe that this is the best form to allow us to create a certain level of financial sustainability.
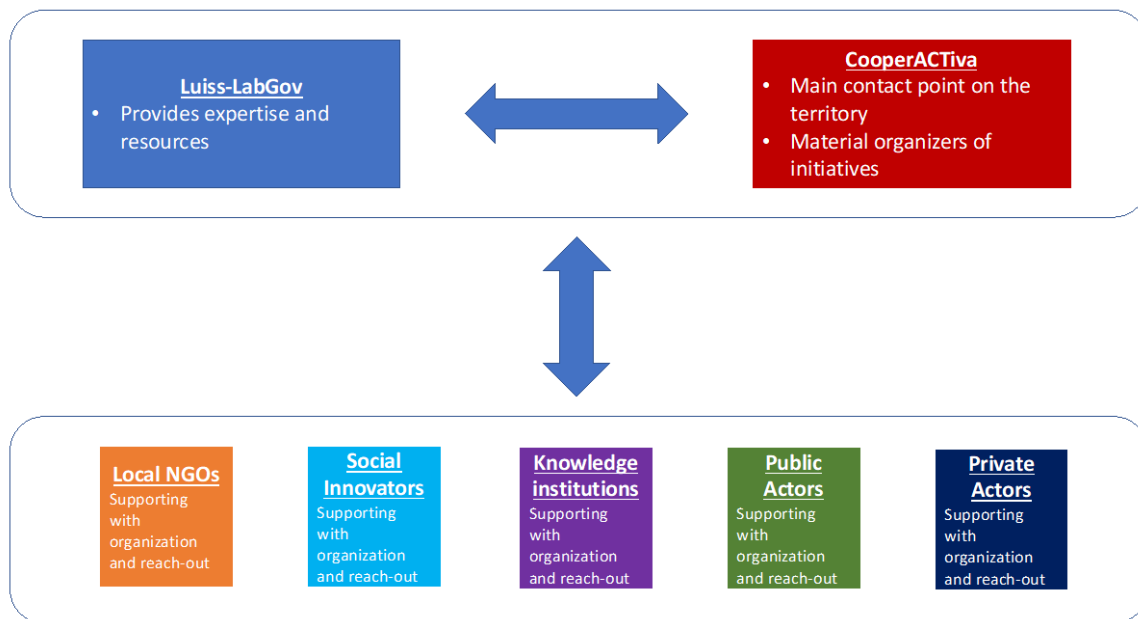
Did it change over the Lab's operation period? If yes, in what direction and why?

Rome CHL (CooperACTiva) managed to maintain the same form for the whole time. The only change that was made was the one regarding the governance of the cooperative, which is the ordinary and periodical practice according to the statute of the association.

Please describe the network of organisations and volunteers around your Lab

Volunteers are members of CooperACTiva; they are not remunerated by the cooperative. Reliability in volunteers arises because the volunteers are individuals who live in the ACT district (consisting of the neighborhoods of Alessandrino, Centocelle, Torre Spaccata) and therefore are interested in improving the environment in which they live by engaging in carrying out activities that develop the district. In addition, their volunteer activities that deliver certain types of services could become work activities and this helps to guarantee their commitment and reliability.

Networking is also fostered by meetings organized by the Lab University partners; regular public events organized in the neighbourhoods; regular meetings; formal

meetings required by the bylaws for the cooperative; participation to the Faro Convention Network national meetings.

5. Impact assessment

Was your immediate surrounding affected by the presence/work of the Lab? If yes, to what extent and how? Please describe economic, social, environmental consequences, or anything else, if relevant. You can use statistics and please be detailed.

Thanks to the organization of guided tours and the creation of street art exhibitions the co-district ACT increased in popularity, which can be testified by also by some articles in the local newspapers. The impacts, from an economic point of view, are mainly related to the increased customer base of existing activities and the creation of economic opportunities for CooperACTiva. For what attains the first type of economic impacts, an example of this can be the opportunities created for the "mercato di Torre Spaccata". The events organized within the Labs were a great opportunity to show case the local products sold in the market. The second type of economic impacts refer to the opportunities generated for CooperACTiva when organizing tours or selling merchandise. According to its financial statement, CooperACTiva registered € 10.945,00 of profits. This data is encouraging because in 2020 the profits registered were € 6.760,00. This means that from 2020 to 2021 profits increased by 61%. Despite the good results it is worth mentioning that CooperACTiva was able to win two state funded programs. Efforts will have to be done to keep monitoring CooperACTiva's economic performance.

Of course, these economic impacts have also social consequences because they support all the actors involved. Apart from this, the Labs have been able to deliver other social impacts. In particular, the Labs have strengthened the relationships among different actors of the neighbourhoods. This can be testified for example by the great participation to the workhop organized by the Torre Spaccata Network (Rete di Torre Spaccata) at the Theatre of the parish of St. Bonaventure "John Paul II, Actor" on March 22, 2022. In this occasion different organizations were present and many of them were not only active in Torre Spaccata. This demonstrates the ties between the districts of Alessandrino, Centocelle and Torre Spaccata are becoming closer and stronger. The presence of the network can represent a great opportunity for the territory.

For what attains environmental impacts these are mainly related to the activities of two anchor institutions of the Co-District ACT the Comitato Parco Pubblico di Centocelle – OdV and Comitato "Pratone di Torre Spaccata". These two entities have been active in safeguarding the the green spaces of the public park of Centocelle and the Pratone di Torre Spaccata.

Did new businesses appear in the Lab area? If yes, is this connected to the Lab's activity?

As it emerged also from the previous question the Lab contributed more to increase the popularity and customer base of existing business. This is also done thanks to the Co-Roma platform which along with other services is an e-commerce with a below-market fee for local activities.

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Did any regional cooperation emerge? Please describe them. How would you rate their effectiveness?

Thanks to the cooperation with the Ministery of Culture and Cultural Activities of Italy (MIBACT) the Lab was part of a multi-actor partnership which received a grant from MIBACT to realize a project for the reuse of spaces within local schools and civic libraries. The project, "Uno, nessuno e Centocelle" was realized by a multi actor partnership composed by a City High School Francesco d'Assisi (secondary high school in the Centocelle neighborhood) and two local social entreprises: Flyer and Fusolab (one of the founders of CooperACTiva, a social entrepreneurship and community hub active in Alessandrino), Comunita per il Parco Pubblico di Centocelle (a Faro Heritage Community incubated within the Lab active in the area of Centocelle). The project was carried out in partnership with CooperACTiva (the community cooperative incubated within the Lab active in the neighborhoods of Centocelle, Alessandrino and Torre Spaccata) in 2020. Through the recognition of the National grant awarded by MIBACT, the Rome Lab was able to expand the territorial partnership and the urban communities already involved in the Labs (Heritage Community; the neighborhood cooperative; other local social enterprises) were able to start cooperating more closely with schools and civic libraries in the district). They also networked with other similar experiences at the national level.

The Lab also achieved a great result in participating with Luiss University to a State-funded, regional program to enhance the smart competitiveness of regional ecosystems. The Lab was awarded the co-funding of a Phd scholarship in Law&Innovation for neighbourhood enterprises. The Phd, which will be awarded by Luiss University, foresees a combination of university-based learning and academic training with fieldwork activities, through an internship at CooperACTiva. The Phd student is involved in the day-to-day development of the Lab activities and contributed to elaborating solutions to tackle the Lab's goals.

The cooperation with the City of Rome provided institutional support for the organization of the Publica Art worskhop "PartecipArte" in September 2021, while the engagement of the district level authorities in the Lab activities provided local legitimacy to the Lab, within the existing network of local actors. National Institutions like Legacoop national and Lazio supported the constitution of the neighborhood cooperative CooperACTiva and enabled them to network with other cooperatives and experts providing services (i.e. accounting, legal advice). This support was crucial to provide CooperACTiva with an entrepreneurial mindset and some tools, although the cost of participation to this kind of network is ultimately counter-productive for a civic enterprise with the goal of creating employment opportunities while contributing to the preservation and reuse of heritage in the district.

Please describe the Lab's impact on the local NGO sector.

The Lab has supported local NGOs by providing them with resources and expertise. Furthermore, the Labs have contributed to strengthening the ties between NGOs in the area creating a solid network.

6. Heritage aspect

Has your understanding about your Lab's heritage changed during the project? If yes, in what direction?

Our main targets in the beginning of the project were tangible elements of the heritage, chiefly related to the archeological and industrial heritage in the three neighborhoods (Acquedotto Alessandrino; Osteria di Centocelle; the Centocelle Gallery; the Torre Spaccata towers). The idea was to transform the heritage district into a resource, through actions and services offered by a community enterprise, CooperACTiva. As the project was slowly entering deeply into the pores of the neighbourhood's social mechanisms, we realized that the ACT district has also a very rich intangible heritage. By the end of the project, we significantly concentrated on the valorisation of these elements of district's heritage.

Has access to local heritage changed over the period of the OH project? Of yes, to what extent was it OH related?

The access to local heritage did not change over the period of the project. The tangible heritage involved with the Rome ACT Collaboratory is publicly owned and managed.

How would you describe your heritage community? Has it changed over the years of OH? To what extent?

The core of the heritage community are the Faro Heritage Community CPPS and CooperACTiva. Both are based on a coalition of actors as described above. During years, the community has created some important relationships with local networks and organizations chiefly: the neighborhood schools, the Public Library Rugantino, local artists, the community hub Fusolab. We expect that in future these bonds will become even stronger, and that community will continue growing.

Have you used intangible heritage as part of your Lab work? If yes, could you please describe how?

Intangible heritage played a very important role, especially in the creation of a cultural narrative of the neighbourhood during the Living Memory Exhibition (LME). In the process of co-creation, particularly workshops with children of the local school, many concepts emerged that found a reflection in the final deliverable of LME project – The Final Artwork. (Figure 4). Those concepts were of a different nature: those were different cultural customs and languages, since the ACT district is also a patchwork of different nationalities and cultures; many individual and collective memories as, for example, various events regarding the Torre Spaccata park, Roman summers, or one child's story about the encounter with the fox.

Figure 17. The Final Artwork "Tutti Assieme"

7. Sustainability

Your plans post OH - how can you continue the work started? Please describe your financial and community development plans.

The most important tool in terms of financial sustainability will be the Co-Roma platform. Like the Dedicim model. CoRoma.it will entail some of the features of a digital deliberation and collaboration tool to allow members of the community to conduct interactive digital storytelling and promote public deliberation. Besides that, it also hosts a civic e-commerce were members of the community would co-create digital heritage services and offer them to the community and to external users. Those services would be a hybrid of non-profit (i.e. solidarity networks offering mutual support during time of crisis) and for profit (i.e. selling of tickets for the heritage tours); finally, it will be used as a tool for crowdfunding.

On the other side, CooperACTiva will continue with its activities (Heritage Walks, bike tours etc) in order to generate an amount of cash flow within the neighborhood and generate economic opportunities for some of the actors in the districts (artisans, food-related businesses, bike shops, accommodation). Besides that, it will continue applying and taking part in the future funding opportunities (local, national and international).

8. Recommendations

What would you recommend to other, similar projects in their initial phase, how should they start the organisation, what are the most important steps they should take? (Of course based on your experience, this doesn't have to be an exhaustive list.)

What was crucial for our Lab was a thorough preliminary study of the territory which was crucial to enter in contact with the local communities and establish a relationship with them. It was also very important to understand which activities were already done within the territory. This process made sure the Lab could truly represent a resource for the local communities. The preliminary analysis was carries out following Co-City Protocol developed by the Luiss-LabGov team. It consists of six steps:

- CHEAP TALKING. This first phase is about localizing urban commons and activating local actors (scholars, experts, practitioners) through dialogue interactions.
- MAPPING. It is carried out both offline and online, resulting in an analogue and digital mapping of urban commons through relevant civic initiatives and self-organization experiences. Fieldwork activities, ethnographic work, as well as exploratory interviews or surveys are required during this phase.
- PRACTICING. A core part is the collaboration camp where synergies are established between community-driven development projects and local authorities. The collaborative actors involved can be city residents, social innovators, knowledge-based institutions, non-profit organizations, small and medium local enterprises or CSR programs, other public authorities, etc. This co-working session might be followed by a collaboration day with the objective of putting ideas into practice.
- PROTOTYPING. At this stage, participants and policymakers infer from the previous phases the community-specific characteristics and needs which will be taken into account when co-designing and eventually implementing co-governance schemes.
- TESTING. Both qualitative and quantitative metrics are applied to assess whether the implementation of the policy prototype is consistent with the design principles and objectives. The evaluation methods need to fit local conditions and policy tools.
- MODELING. Finally, the governance output already prototyped and evaluated is tailored to the city legal and institutional framework, by deepening urban norms, relevant regulations.

Are there local/national/EU level policy changes that you would suggest based on your work in your Lab?

Establishing a mechanism for supporting the creation of an enabling the intervention on tangible heritage of Faro Heritage Communities pursuant to the Faro Convention;

Creating an EU mechanism of community social reporting that allow neighborhood-based or city-based multi-actor partnership to measure the work that they do on

field to preserve, co-create and generate new value starting from
heritage reuse. If recognized at the EU level, this value could be used by said alliances to show the value of their work, apply for grants, and collaborate with other EU entities. Overall, this would indicate to the EU policy makers where communities are more active and where they are not, and therefore create tailored interventions to improve the situation, supporting local actors when they cannot activate by themselves or where they need assistance to become self-sustainable.