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OpenHeritage: Deliverable 3.3

Interim report on the regional and territorial integration evaluation

November 2020



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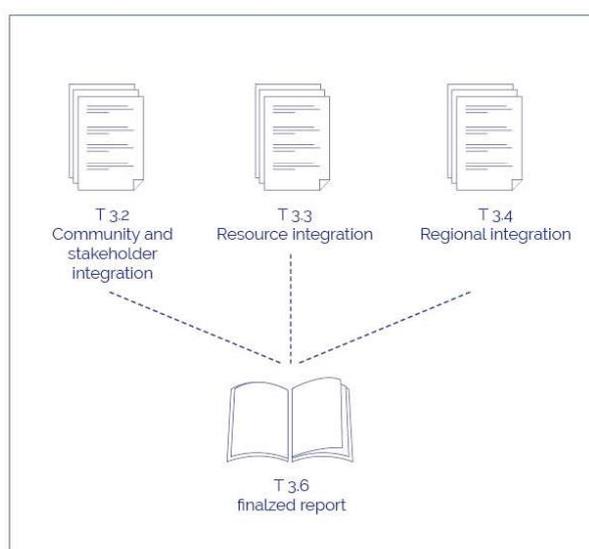
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PART 1

1.2 Introduction

Community, resource and regional integration: three intertwined tracks



Together with resource (T3.3) and regional integration (T3.4) this task is framed within work package 3 (Evaluation of adaptive re-use management: contrasting policies with practices). These interim deliverables will be submitted at the same time and merged in a finalized report by the end of February 2021. The evaluation for T3.2 is guided by the process outlined in the Submitted Evaluation Framework (D3.2). It details a ten steps process. In the process of analysis, some adjustments have been made in these steps. In writing the interim report, the key steps that have been taken and that are described in the following are:

1. the development of general research questions
2. the development of normative criteria
3. the SWOT analysis
4. crossing the results of WP2 Comparative Analysis (D2.4)

The general aims for the evaluation are set by the grant application and its description of WP3 (p. 4 and p. 49). In brief, the evaluation framework is to enable project members to evaluate policies (analysed in WP1) and practices (analysed in WP2) to identify “good policies and practices.” On the basis of these **lessons learned**, “the inclusive model of adaptive re-use of cultural heritage” will be developed. The detailed evaluation is the basis for the creation of the transferability matrix.

Open Heritage Consortium members were asked for their input to questions that are deemed relevant for academic discussion and fields of practice. Another key purpose of developing research questions for the evaluation is to delimit the object of analysis. These research questions were then divided within WP3 and distributed along the pillars of community and stakeholder integration (T3.2), resource integration (T3.3) and territorial integration (T3.4). Each task further refined the research questions, adding some to fill gaps, merging others. This refinement of research question ensured that the research draws on the available insights from WP1, WP2, and WP4. To the extent possible, the analyses of macro- and micro scales were connected.

The steps in the analysis as described above were in a way an introduction for the different partners to get to know the different observatory cases, to exchange knowledge and insights. The next steps within this analysis of community and stakeholder integration was done following a more specific actor-network methodology, according to the specific needs and way of working .

PART 2: Theoretical Framework

1.3 Community and stakeholder integration: Objective and scope

The objective of this workpackage is **to first evaluate community involvement and multi-governance structures** in the various observatory cases; in order to secondly come up with **useful tools** for the living labs and give input regarding their **transferability**. At first sight this objective already poses numerous additional questions.

1.3.1 Involvement

The first one is, what is actually meant by the word 'involvement'? Would it refer to a situation whereby people or stakeholders just know about the project, love it and incorporate it in their daily urban system, or actually participate in the project to mutually discuss or even have a say in the organization or functional program, respectively to really invest in it (with time, money or otherwise) and/or decide about its future courses. Here one might refer to **Sherry Arnstein's ladder of participation** (Arnstein, 1969), where she distinguished 8 steps of community involvement in spatial planning and therewith in the proposed projects as a result of this (manipulation, therapy, informing, consultation, placation, partnership, delegated power and citizen control). But even then, Boonstra & Boelens (2011) claim that also this ladder of participation is biased and framed within a traditional ontology of vertical (top-down or bottom-up) planning. Therewith it doesn't do justice to the actual or possible (dynamic and volatile) needs of the community itself, and its self-esteem or the

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Interim report on the community involvement and governance evaluation

self-organised activities which might come out of this. In order to comply with those (complex, volatile and outside-in) needs, planners and researchers might well to consider going beyond Arnsteins' ladder of participation and take a more open view, based on a kind of flat ontology. In this view, the **one kind of involvement is not necessarily better than the other**; sometimes a good and transparent informing will do, while in other cases, times or places mutual partnerships, or even citizen control would give the best results. Therewith it makes also no sense to measure the observatory cases on a scale of less towards more intense (community) involvement, since the one is not generically better than the other, and tomorrow or in other settings it could be different again. Moreover, it wouldn't say any meaningful in reference to a possible multi-stakeholder governance, since their focus and context might be completely different. The only thing one might conclude from a serious investigation into community involvement of several (heritage) cases, is that the one might fit better in those contexts or focus points than the other. Against this backdrop, one could only draft a possible meaningful (dynamic and adaptive) governance strategy for the various heritage living labs towards **a better fit in that specific place, context and/or time** (Boelens, 2020).

1.3.2 Community – communities

Secondly the objective poses questions with regard to what is actually meant by the term 'community'. Since the acceptance of a social reality that there is no (ideal better) one (as in classical Modernism), or binary opposing interests (as in Marxism), but **a plurality of interests and voices in actual society** (Marcuse 1964, Habermas 1962, Davidoff 1965, Derrida 1967) there is no such thing as a community, but only communities. Due to the ongoing global and networked societies they have turned into a myriad of possible and dynamic constellations of what Anderson (1983) called 'imagined communities'. In this sense communities are always dynamically socially constructed and refer to "a group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings." (MacQueen et al., 2001).

In this way we can perceive 'a community' as **a group of actors that is based on** (if necessary highly temporarily or opportunistic) **networks of shared interests and therewith perspectives**. Thus, if one speaks about community involvement, a myriad of possibilities come to the fore and it becomes highly relevant which specific interest is referred to. In this respect, and referring to the essential grounded interests in all its variations some scholars (Kreukels 1982, Salet 1995, Allmendinger 2005, Boelens 2009) refer to **business communities** which could be focused on a myriad of incentives and opportunities, but in last instance always on 'money making', to **public communities** which share their capacities with regard to public legislation, rule and order, but are in democratic (but also in other political) settings always dependent on 'public support and vote winning', and the **civic communities** which are in all its variations in last instance always hold together by mutual interest sharing. In addition, and

according to the Quadruple theories (Leydesdorff, 2012), also a fourth strand has been distinguished – a so-called '**knowledge communities**' – which would share their interest in technical innovations, know-how and general knowledge in last instance. Although a stakeholder could also be a member of several communities at the same time and therewith could enhance or provoke multi-perspectives, **it is generally accepted that the involvement of all these four fundamental interests could enhance the success, and more specifically the resilience of a project within a volatile and plural society** (Boelens, 2009). Therewith the specific involvement and particularly the specific arrangements between these four interests would be also pivotal for our project of 'open, inclusive Heritage'.

1.3.3 Heritage community involvement

Within this realm of heritage and cultural preservation, one can distinguish between heritage as an object, heritage as a process and lived heritage (van Knippenberg, 2019).

In reference to the above, within the ideology of heritage as **an object** in fact the **public sector**, or stakeholders within the public society are the most important. Here cultural heritage is or should be preserved by law, legislation and its institutions. Here heritage is protected, after - if possible - a process of democratic decision making, on a (inter)national list of identified heritage objects. This is the most traditional way of heritage preservation, whereby cultural heritage is centralized and expert-based.

With regard to the ideology of heritage as **a process**, in fact the stakeholders within the **business society**, also become dominant actors. It is based on the fact that the first strand demanded major public funds. Therewith, in times of public budget cuts (as in the realm of neo-liberalization since the 1980s), the idea came up that cultural heritage objects could possibly also be preserved, by giving them new social functions and added value, instead of just objects to preserve or being visited and looked at. Against this backdrop lots of new, exiting projects evolved, on the basis of public-private partnerships, like bookshops and hotels in cultural real estate, rave parties in down run museums, and the cultural gentrification of old neighbourhoods, which gave rise to a new meaning and also new experiences of cultural heritage.

The last strand, **lived heritage**, evolved from notions of self-organization, backed up by the understanding and acceptance of the multiple perceptions of what in fact preservable cultural heritage is and could mean within a networked plural society. Here in fact the object itself (like for instance down run mining areas, industry parks, abandoned housing areas, or landscapes... etc.) becomes a major force to attract leading or creative actors within the **civic society** to deal with it and start a **social development process** to stipulate the heritable elements of the object/area, or becomes a cultural phenomenon in itself. Here also immaterial heritage comes in (like festivities, dance, storytelling, cultural acts or other communicative and dramaturgic actions), which might include (but as a result also excludes) civic individuals. What is and/or becomes preservable heritage, turns to become fuzzy, or at least dynamic in itself, since it depends

very much on collaborative decision-making and of what collectively is supposed to be heritage, if necessary for the time being. In fact, this means that **there are as many understandings of heritage as there are communities or individuals who express this understanding of heritage** (van Knippenberg, 2019).

Nevertheless, as is mentioned above, the hypothesis is (Boelens & De Roo 2015; Van Knippenberg, Boonstra & Boelens 2019)) that **cultural heritage becomes most resilient if all three strands, and therewith stakeholders are involved**. Because at that time not only law and legislation (and the more or less 'official' recognition of heritage), but also sufficient public and private funds, and the support and input of the civic society in its surrounding or neighbourhood come together. Adaptive reuse project therewith demands the involvement of a wide range of actors – from the highest levels of government to civil society groups, from bureaucrats to artists, or from entrepreneurs to unemployed, marginalized social groups and young people, as well as future generations (CLIC, 2019); therewith 'open heritage'. But it also demands a kind of 'horizontal' (or 'flat') organization and management, wherein all three strands are of equal importance to steer or direct the program.

1.3.4 Resilience

This brings us to three conceptualizations of 'resilience': engineering, ecological and socio-ecological resilience (Tempels, 2016). Although these ideas have been developed within the frame of Climate Change in general, and is currently being operationalized within Multilevel Watermanagementsystems with regard to increasing draught- and floodrisks specifically, we are convinced that these ideas could also be 'translated' towards our object of 'open heritage', especially with regard to hazards such as financial or political (EU) crises, or the current Covid crisis. Within these and the above mentioned frames:

1. **Engineering resilience** assumes an optimum, pre-determined stable state, to which a system eventually returns to after a disturbance (recovery). In this definition, resilience is determined by the time it takes for a system to return to the equilibrium after a perturbation. In the frame of watermanagement this kind of resilience is operationalized into higher dykes or protective measures along rivers, or coastal engineering; in the frame of cultural heritage this kind of resilience might mean that the constellation or affairs of one particular historic moment is taken as the focal objective. **Adaptive reuse** in this sense would mean to preserve, defend and (if necessary) reset the object to its so-called 'original state' as soon as possible, with all the means at hand.
2. **Ecological resilience** rejects the existence of one single stable equilibrium state, and acknowledges that given the inherent dynamism of living systems there are multiple equilibrium states possible, and that therefore (after a hazard) there would be also a possibility that a system could flip into an alternative stability domain which might even be more robust or sustainable for the time being (Holling, 1973, 1996). Within watermanagement systems this kind of resilience is operationalized in the

strategy 'to give room for rivers', or 'to give room for coastal defence mechanism', which in times of floods could be filled up with water, but in drier times would give more optimal opportunities for nature and recreation. This kind of watermanagement would then serve multiple objectives. In the frame of cultural heritage this strategy might mean that during nights or in weekends (or in times of crises) the object or neighborhood would serve other community needs, while in other times or during daytime the object could flip into its 'heritage mode'. In this context **adaptive reuse** would mean the (re)development of the object, in line with the original intention, but also in such a way that the project allows change over time, with also an open attitude towards changes in its dynamic context,

3. **Socio-ecological resilience** even enhances this kind of adaptivity further. Whereas both of the former resilience strategies, nicely stay within their frame or system of action (watermanagement or cultural heritage respectively), socio-ecological resilience accepts that our dynamic societies are being framed by a multitude of those (sub)systems – political, economic, juridical, ideological, spatial systems and the like (Luhmann 1998) and that a truly resilient state would be reached if all those subsystems **co-evolve** in the same direction. In terms of multivital watermanagement this means that besides engineering protective measures, and besides giving room to rivers, also the attitude of civilians, politicians, entrepreneurs, farmers, landowners... need to change in order to get to a truly resilient watermanagement. In the frame of our subject this might mean that a truly resilient cultural heritage management, would also mean to open up, adapt, fold into and refold other political, social, economic, juridical...systems in order to survive in all (possible) circumstances. In this interpretation, the ideas of co-evolutionary adaptation (note: instead of co-production), self-learning and irritation or interpenetration of other subsystems of action become much more the center of focus (Carpenter et al., 2001; Folke, 2006). In this context **adaptive reuse** would mean a (re)development of the object in such a way that the project not only allows, but also enhances and stimulates changes in other contexts (the way we do business, the way we live, the way we communicate etc.) and other settings (as a kind of illuminating example) and therewith also causes changes in the ruling regime (systemic change).

This trilogy of resilience has got connotations to the three ways of community involvement mentioned before, as well as the three concepts of cultural heritage mentioned above. But what is more it puts also our attention of what kind of ambitions, and which kind of strategies we might have in order to enhance the state of a truly open (and therewith adaptive) heritage. Even more it focusses our attention to 'the better fit' of such an ideal within given and changing contexts and which kind of actor-networking we need to reach to such a state as close as possible.

1.4 Research question

Our view is that the research and analysis of community involvement in heritage projects needs to address this wide range of ambitions, focus points and therewith stakeholder involvement is needed to become 'truly open'. Therewith the networks and interactions not only within, but also between the distinguished 'societies' (or communities) become pivotal, since they do not constitute the social ties amongst each other, but also with the cultural object or process itself as the central intermediary within the actor-network. As such community engagement has become an integrated part of dealing with heritage.

For this purpose we also need to delve shortly into actor-network theory.

1.4.1 Actor network theory

Actor-network theory, (or ANT) starts from the conviction that all there is, is build on actor-networks (Gallon 1984, Law 1996, Latour 2004). In order to understand something about the current and possible future situation, we therewith need to start with and go back to the **specific needs and interests of the actors** involved, and **how the (inter)relate towards new and resilient networks**. Therewith actor-networking is highly 'open' and could move anywhere. These relations are not only between the humans themselves but also between humans and non-human actors (or in other words factors of importance, like for instance the geographic situation, the tools at hand, the objects to cope with etc.). Both human and non-human actors influence how a certain reality is constructed. In turn this reality would than also become a major actor or factor of importance. Therewith also cultural heritage itself – might it be material or immaterial – could also become a major actor within the (co)evolving actor-network; in doing so it would not only become 'a matter of fact' (as something that stand outside of us), but 'a matter of concern' (as something that become inherent to our actions).

As such ANT stresses that networks between actors are not necessarily stable or fixed between the heterogeneous actors (that is human and non-human actors alike). Rather, ANT assumes that **all actors are continuously reassembling and organizing their network in a certain way to become more innovative and vigorous** (Boelens, 2010). Since no one can oversee all of these changing actor networks, ANT proposes to penetrate into the smallest elements: to trace the actors, their routines, ambitions, and interests. It is hereby useful to distinguish business (focus on profit), civic (focus on self-value), public (reproduction of the given order), and academic actors (knowledge-driven), as it is argued that a mix of those sectors results in more robust actor networks (Boelens, 2010).

What becomes therewith pivotal within community involvement in relation to cultural heritage, is who or what is involved, how their interaction came about and co-evolved, and what could become the future directions for more or better co-evolutionary resilience. Therewith following the networks (within communities and between communities and the cultural objective) in time is of the utmost importance.

ANT assumes that at the start all actants are on an equal footing; power becomes only apparent within and after actor-networking. It is only by interacting with each other that one gets more power or becomes more dominant than the other. This is determined by 'agency', which is the ability of an actor to change his environment. The change designates the ANT as 'translation' which is influenced by power relations. This translation exists of four phases. These four phases will be coupled to the actor-network we analyse in the following chapters.

The four moments of translation

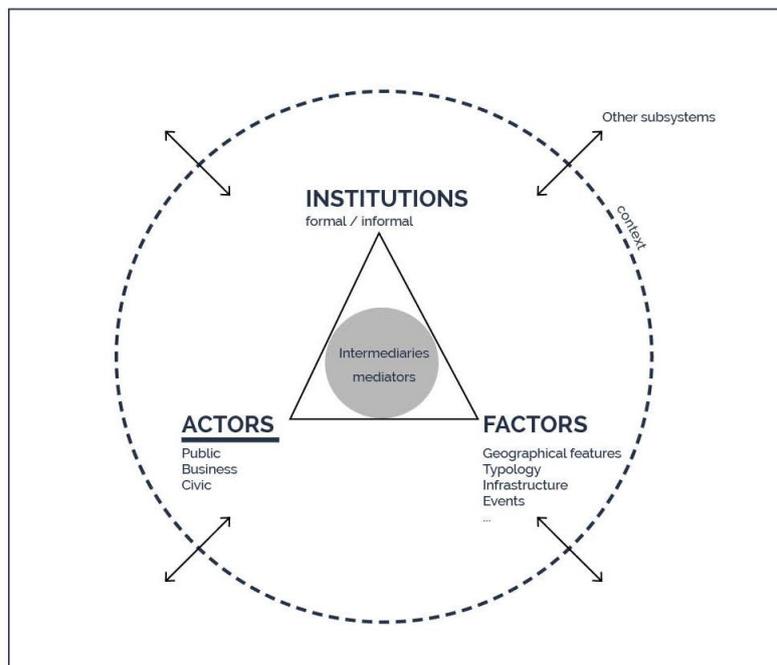
1. **problematization:** the initiator makes other actors aware of a common viewpoint. The actor tries to express the problem and the possible solutions.
2. **interessment:** an actor or group of actors tries to involve new actors in a viewpoint. By this, old networks will gradually be replaced by new ones.
3. **enrollment:** a multilateral political process leads to a stable network with new supporting groups, new roles and definitions.
4. **mobilization of allies:** wider acceptance of the solution, which gained stability through institutionalization in order to become taken for granted. It becomes 'black-boxed'.

Scheme of interrelations

ANT assumes that by following and tracing actors, we can gain insight into the formation and evolution of such a network. Tracing the actors allows not only to perceive complex situations from the interrelatedness of leading actors, but also to anticipate the impact of future innovations.

Moreover, this actor-networking doesn't occur in a tabula rasa or in a mere generic environment, but in **a specific surrounding of time and place**. This doesn't only refer to the geographical or spatial affairs, respectively the historical sequence from history to the future, but also and especially to the specific **institutional setting** (or power-relations, respectively 'the rules of the game' based on actor-networks before) in interaction with the newly **involved actors** and **factors** in the objective or problem at hand (Boelens, 2018). The institutional setting therewith becomes a third actant in dealing with heritage.

This is represented in the scheme below. In the scheme there is also mentioned **intermediaries** (those who move information from the one to the other without alternating contact) and **mediators** (those who mediate between the corners of the triangle). In our case, these could be the storyline about heritage (or even an app who deals with or explains the heritage objective), or a cultural heritage manager, who tries to mediate between the actors involved, the tools and objects, and or the institutional setting respectively.



Ontological scheme, Source: Luuk Boelens composition

Therewith it becomes also clear that each actor-network (or community involvement or interaction with cultural heritage) is **highly situational**; on this spot it might be completely different than somewhere else, and there is no one-size fits all. Therewith transferability of the information from the one object to the other is of the utmost importance. Nevertheless what also becomes of real importance over here is not so much the governance handbook or program itself, but the focus on – as said before – **a strategy or tactic towards the best fit**; not only between the community and cultural heritage, but also between this actant-network and its surrounding or (institutional) time-space context.

1.5 Methodology

All the above theories, comprised within ANT provides a theoretical framework to perform research and we used the information gathered in the different work packages to find information useful for this extended actor-network analysis.

1. WP1: the typology report
2. WP2: Information from the Observatory cases
3. WP3:
 - a. the templates for the General Research Questions
 - b. the SWOT analysis

The analysis is structured in 3 parts: the quick scan that leads to the case selection, the case analysis and the conclusions.

Quick scan

In the first part of our analysis we performed a quick scan on the 16 observatory cases in order to gather first insights and to start categorizing cases. We categorize the cases according to 'involvement of communities', 'moment of translation', 'institutional context' and 'actor involvement'. Based on this overview we'll make a selection of 'best practices' based on the hypothesis that 'cultural heritage becomes most resilient if all three communities, and therewith stakeholders are involved'. For this analysis we use data from WP2, the observatory cases, WP1 the typology analysis and SWOT templates from WP3. The overall quick scan can be found in annex to this task.

Structure for the quick scan:

FACTS

Describe facts

1. Short introduction
2. Context location
3. Typology
4. Program
5. Ambition

PHASE

What is the current moment of translation?

In other words: in what phase does the project situate itself?

1. problematization
2. interestment
3. enrollment
4. mobilization of allies

COMMUNITIES – TYPE OF ACTORS

What communities are involved in an active way (as stakeholders not shareholders)? What type of actors can we differentiate in the communities?

1. Business
2. Civic
3. Public
4. (Knowledge)

ACTOR INVOLVEMENT

For this we'll use the Sherry Arnstein's ladder of participation (1969) (Arnstein, 1969), where she distinguished 8 steps of community involvement in spatial planning. How is the civic community involved?

non-participation

Here the objective is "not to enable people to participate in planning or conducting programs, but to enable power holders to 'educate' or 'cure' the participants" (Arnstein 1969, 217). We can link this with participatory methods were categorised as: questionnaires, interviews, meetings, workshops, committees and digital technologies.

1. Manipulation
2. Therapy

Tokenism

3. Informing: Arnstein defines informing as forms of one-way communication, which although important still allow people little opportunity to influence decisions.

4. Consultation: Consultation is based on the invitation for people to communicate their opinions, but this level is “still a sham since it offers no assurance that citizen concerns and ideas will be taken into account” (1969, 219).
5. Placation: Placation is seen as a higher level of tokenism in which a selection of have-nots are entitled to advice, but power holders still have the right to decide.
6. Partnership: the responsibilities of citizens and power holders are shared through “joint policy boards, planning committees and mechanisms for resolving impasses” (1969, 221).
citizen power
7. delegated power: Citizens achieve dominance in decision-making authority for a particular plan or programme.
8. citizen control: citizen control further increases the power position of citizens, although Arnstein warns against faith in a situation of full control.

Case analysis

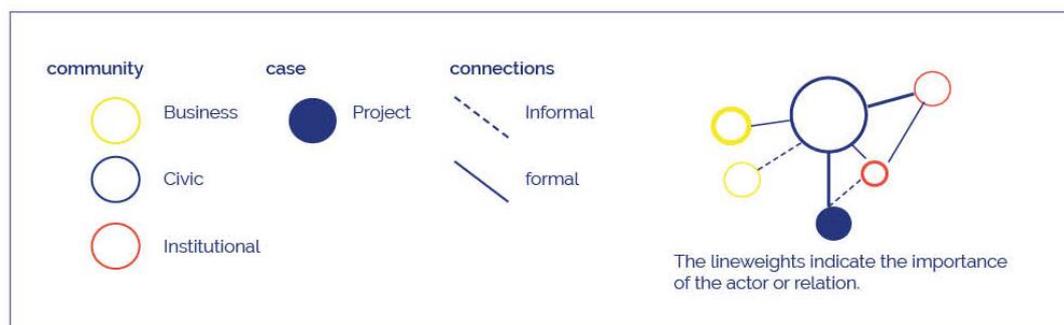
In the second part, the cases selected will be analysed following the actor-network approach (ANA). The ANA examines whether and how these actors and relations influence the way in which the project is elaborated and implemented. It also provides an overview of the type of major players that are usually involved in similar initiatives (Bolay, Cvetinovic and Nedovic-Budic, 2017).

For each case we investigate the different projects in a similar way. For **each moment of translation** we define:

- The network of actors: what type of actors are involved, do they collaborate, how are the interactions structured,...?
- The institutions: what gamerules had an impact on the network?
- Factors of importance: what factors impacted the relations in the network?

In addition to this we define for each phase **'the tactics'** used, tactics that enabled the network to evolve to a next phase. We make a differentiation between management tactics, financial tactics and institutional tactics. It's important to mention that we do this through the lens of 'community'. By visualizing the actor network in the different phases, the information becomes easier to grasp. These tactics will provide input for the transferability matrix in a later stage of the Open Heritage project.

The actor network is visualized with a scheme, with the aim to create a visual representation of the rather complex information and to make it more communicable. In this visualization actors are represented by dots, with different colours for each community. The lines represent to relations between the actors (human, non human). The line weights tell us something about the importance of the connection in a certain moment in time.



In the analysis we'll also link the cases with the '**normative criteria**'. The definition of normative criteria serves us to identify "good practice" or "good policy" according to the working group of the OpenHeritage approach. These criteria point to goals or objectives not perse, but which are apparently important to this working group. They are not intended to allow for comparison (good, better, best), but serve more as a value orientation that guides our project. These normative criteria were identified and discussed with Consortium members and a literature review to substantiate these criteria was conducted. The complete list can be found in the annex.

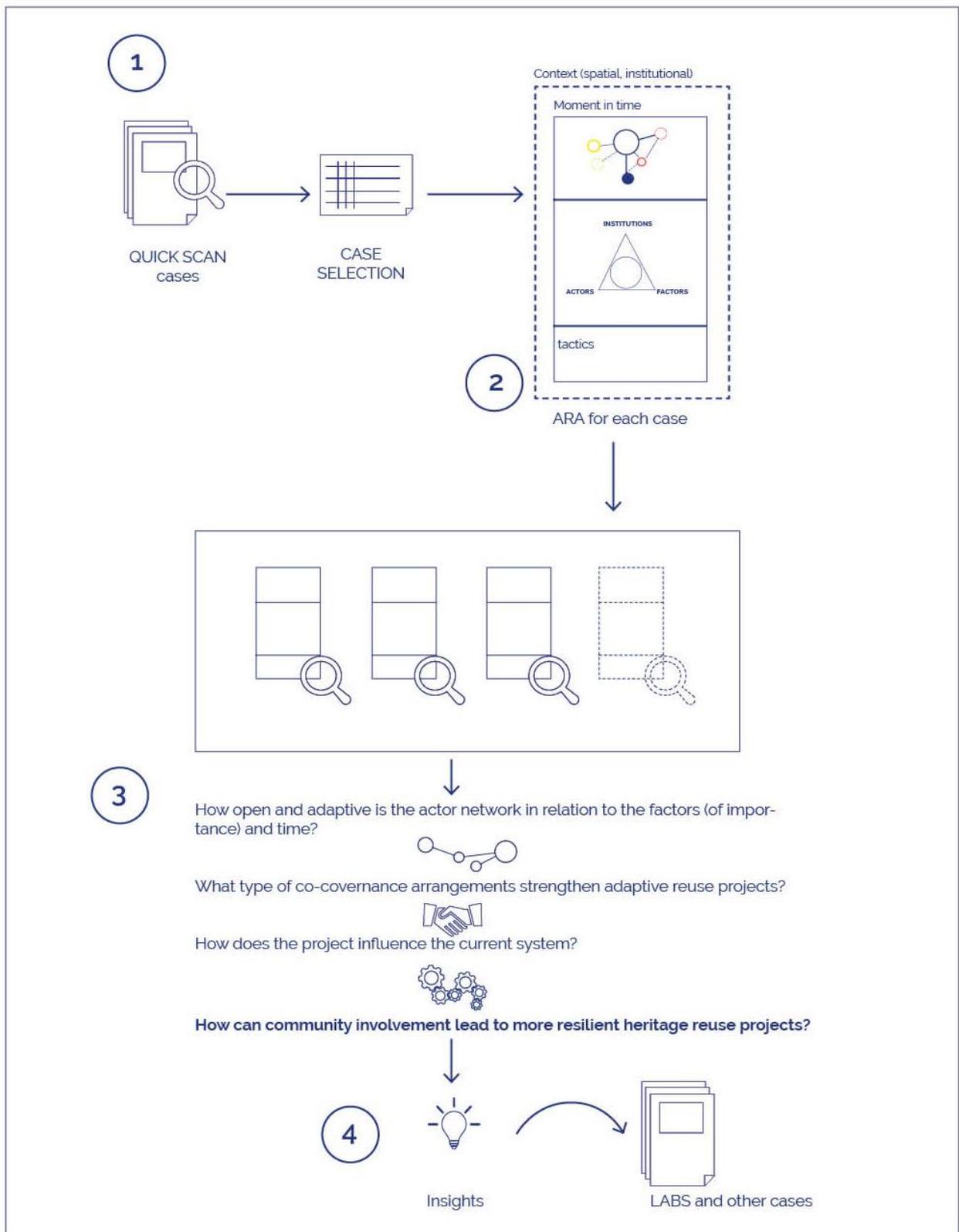
<p>Good Practice – Necessary Criteria</p>	<ul style="list-style-type: none"> • Protects multiple heritage values related to an object • Ensures economic sustainability • Relies on multiple funding sources (that are geared towards sustainability) • Fostering ecological sustainability • Fosters social sustainability • Builds on co-governance arrangements inclusive of different communities and stakeholders • Engages neighborhood and heritage communities to participate • Improves the quality and use of the built environment in the instant surroundings of the site • Values a diversity in cultural expressions and heritage branding • Raises awareness and educates critically about the local heritage
<p>Good Practice – Important Criteria</p>	<ul style="list-style-type: none"> • Promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations • Creates (quality) jobs and promotes small business development • Makes essential social services and learning programs accessible to disadvantaged communities • Fosters participatory approaches to cultural heritage and tourism

Good Policy Criteria	<ul style="list-style-type: none">• Heritage policy supports not only physical conservation but also its related social and intangible aspects• Supports ownership acquisition of the site/object by a community organization• Supports the integration of policies on various governance levels and/or between various departments• Creates a flexible regulatory environment towards adaptive-reuse• Prioritize the use of assets by civic actors against neglect or speculative purposes• Creates spaces for experimentation• Combines policy with the necessary resources and regulation
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From here we came up with the following more operational **research question for this deliverable:**

How can community involvement lead to more resilient heritage reuse projects?

- What stakeholders are involved in the actor network?
- How open and adaptive is the actor network in relation to the factors (of importance) and time?
- What type of governance arrangements between the different communities strengthen the project?
- How does the project influence the current system? (social, institutional, spatial, ...)
- What tactics were crucial in the process of adaptive reuse?

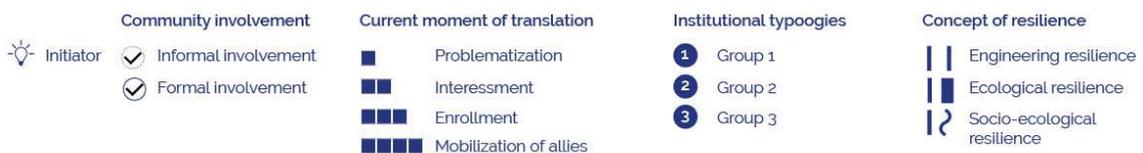


PART 3

1.5.1 Quick scan and case selection

The case selection was conducted in 5 steps. The first conclusions from the quick scan are visualized in the following scheme that also illustrates the steps taken:

CASES	1 Active communities				FASE	TYPOLOGY	ARNSTEIN	RESILIENCE
	CIVIC	BUSINESS	PUBLIC	KNOW-LEDGE				
Cascina Roccafranca, Turin Italy	☑	☑	☑💡		██████	2	Delegated power	⌋
Scugnizzo Liberato, Naples Italy	☑💡		☑		████	2	Delegated power	⌋
Sargfabrik, Vienna Austria	☑💡	☑	☑		██████	1	Citizen control	⌋
Färgfabriken, Stockholm Sweden	☑💡	☑	☑		██████	1	Citizen control	⌋
Largo Residenciãs, Lisbon Portugal	☑💡	☑	☑		██████	2	Citizen control	⌋
Jewish District, Budapest Hungary	☑	☑💡			██████	3	Citizen control	⌋
LaFábrica detodalavida, Maimona Spain	☑💡	☑	☑		████	2	Delegated power	⌋
Halele Carol, Bucharest Romania	☑	☑💡		☑	██	3	Consultation	⌋
Stará Tržnica, Bratislava Slovakia	☑💡	☑	☑		██████	3	Citizen control	⌋
Potocki Palace, Radzyń Podlaski Poland	☑		☑💡	☑	██	2	Consultation	⌋
ExRotaprint, Berlin Germany	☑💡	☑	☑		██████	1	Delegated power	⌋
London CLT, London England	☑	☑	☑💡		██████	1	Delegated power	⌋
Jam Factory, Lviv Ukraine	☑💡		☑		██	3	Plactation	⌋
The Grünmetropole Flanders, Netherlands, Germany		☑	☑💡		██	1	Consultation	⌋
Marineterrein, Amsterdam Netherlands		☑	☑💡		██	1	Consultation	⌋
Citadel, Alba Iulia Romania		☑	☑💡		██	3	Consultation	⌋



Step 1: Involvement of three communities

Deliverable 3.3

Interim report on the community involvement and governance evaluation

Following our hypothesis, cultural **heritage becomes most resilient if all three strands, and therewith stakeholders are involved**, we select those cases that show active involvement of all three communities? We take a closer look at the active stakeholders (not shareholders) and see if they belong to one of the three communities (business, civic, public). These cases have a so called “co-governance” model. In which several different actors involved in the process of implementation of a project are formally part of the same body or organization, specifically established for the management and implementation of project activities. In particular, with reference to co-governance, as previously recalled, we mean a multi-stakeholder governance arrangement whereby the community emerges as a key actor, and partners up with at least one of the other four actors of the “quintuple helix” governance scheme of urban innovation (Iaione, 2016).

Step 2: Moment of translation

What is the current moment of translation? Is the project just starting or already up and running and becoming institutionalized? We believe for this analysis looking at projects that are already ‘finished’ will lead us to more interesting results and tactics in relation to community integration.

Step 3: Different institutional contexts

Looking at projects in divers typology contexts will generate more interesting results. For this we look at the typologies developed in WP1 (OpenHeritage, 2020). The 3 typologies suggest a grouping of countries according to national/regional differences, and highlight patterns in the approaches to adaptive heritage re-use in Europe along the thematic lines of the project: policy integration (in the context of regional integration), resources (resource integration) and community participation (in the context of stakeholder integration). The purpose of the typology is, first, to gain an overview of the different policy systems and approaches to adaptive reuse, and second to structure and promote the transferability of insights about adaptive reuse policies where possible.

Step 4: Civic community involvement

Sherry Arnstein’s ladder of participation (1969), where she distinguished 8 steps of community involvement in spatial planning. We see that in most cases the community holds actual power. As mentioned before the one kind of involvement is not necessarily better than the other; sometimes a good and transparent informing will do, while in other cases, times or places mutual partnerships, or even citizen control would give the best results. It is about finding a better fit in that specific place, context and/or time (Boelens, 2020).

Step 5: concept of resilience

We made a first assumption categorizing the projects based on the concept of resilience. The cases selected are, at first sight, all examples of socio-ecological resilience, based on principles of self-organization and impacting the system where its operating in.

This leads us to the selection of following cases:

- Cascina Roccafranca, Turin Italy
- Sargfabrik, Vienna Austria
- Stará Tržnica, Bratislava Slovakia
- ExRotaprint, Berlin Germany
- London Community Land Trust, London England

PART 4

1.6 Cascina Roccafranca

[Cascina Roccafranca](#) is a cultural centre operating in a large former farm house and its courtyard on the periphery of Turin. The buildings of Cascina Roccafranca are owned by the Municipality of Turin. The management is assigned to the Fondazione Cascina Roccafranca in collaboration with the municipality and district representatives. The space hosts various services, facilities, a museum, events and course. The objective of the initiative was **to create a space where a wide range of people could socialize and start new collaborations, serving the needs of the local community.**

This case is a good illustration of following **normative criteria**: 'Fosters social sustainability', 'Builds on co-governance arrangements inclusive of different communities and stakeholders', 'Raises awareness and educates critically about the local heritage', 'Makes essential social services and learning programs accessible to disadvantaged communities', 'Combines policy with the necessary resources and regulation'.

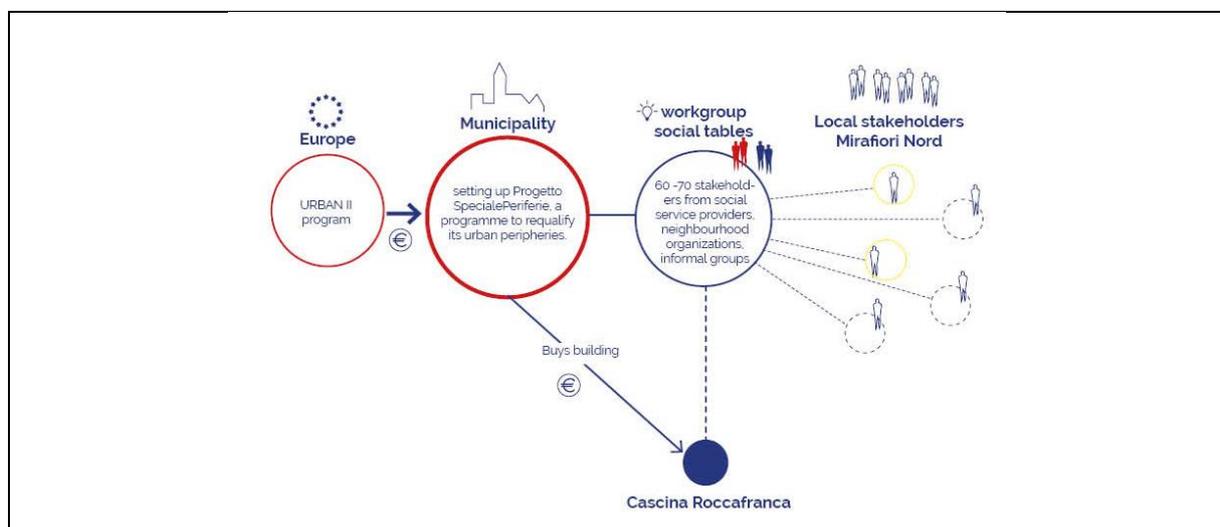
Context: Cascina Roccafranca is located in Mirafiori Nord, a neighbourhood in the south-western outskirts of Turin, six kilometres from the city centre. The area has been struggling with severe social and economic problems: unemployment, crime, poverty, low levels of education and training, decaying buildings and public spaces. On the other side it has a history of strong community involvement.

1.6.1 Actor network

The leading actors in the communities involved		
CIVIC communities	PUBLIC communities	BUSINESS communities
<ul style="list-style-type: none"> - the Cascina Roccafranca Foundation - Cascina Roccafranca as one of the Neighbourhood Houses - Locals in Mirafiori Nord - Neighborhood Houses Association: gathering information, managing internal communication and to discover and suggest potential areas of intervention - Social workers - Cascina works with 178 partners, including associations, informal groups, social enterprises, 	<ul style="list-style-type: none"> - The Cascina Roccafranca Foundation - district administration - Turin Municipality – owns the building of the Cascina Roccafranca and subsidizes part of its programs - European Union 	<ul style="list-style-type: none"> - /

<p>committees and individual citizens.</p> <ul style="list-style-type: none"> - People with physical and/or psychological disabilities employed at the cafe and restaurant managed by the cooperative (Cooperativa Educazione Progetto) - social cooperatives managing some functions, selected through inclusive procurement that aims at creating significant social impact (Mente Locale, Alzheimer Café , ...) 		
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Problematization



Actor network

The actor network begins in 1997 with the **Turin Municipality** setting up **Progetto Speciale Periferie, a programme to requalify its urban peripheries**. The Municipality as main actor starts collaborating with **various formal and non-formal organizations** in a structural way through **workgroups tavoli sociali (social tables)**. These tables were coordinated by municipal workers. The Tavolo Sociale di Mirafiori Nord was composed of about 60-70 people, representing associations, social workers, health services, children organisations. Discussions with them gave **birth to the idea of Cascina Roccafranca** as a multi-purpose space for socialization, civic engagement and cultural activities.

Stimulated by the **European Union's Urban II funds**, the municipality buys Cascina Roccafranca in 2002.

Factors of importance

Typology: Cascina Roccafranca was originally a farmstead, a typical structure present in the Italian countryside and particularly in the Piedmont region. Constructed in the 17th century, it did not have any rare architectural significance, yet with its 2500 square meter buildings and 2000 square meter courtyard, it had a significant place in local history and the community's memory

Institutional

The building was defined as a **site for service provision** so no changes of land use regulations were needed. The building was **not protected heritage** either: it did not have any specific artistic value and there were no restrictions concerning its reuse, so the architectural project **was free to change its physical aspects**.

Mirafiori Nord and Cascina Roccafranca have been at the centre of a series of urban policies and funding programmes that enabled the Turin Municipality to design and implement a long-term regeneration strategy. In the late 1990s, in the midst of growing discussion about the problems of urban peripheries across Italy, but in lack of any national policy addressing the issue, the Turin Municipality launched **the Progetto Speciale Periferie (PSP – Special Periphery Project)**.

Enabled by the capacities developed in PSP, the Turin Municipality could successfully mobilise resources from other funding sources as well. Since the early 2000s, the Turin Municipality's careful use of URBAN II (2000-2006) and Urban Innovative Actions (2017-2020) resources allowed the city to articulate a coherent vision for the territory.

Tactics for community involvement

Management

- Public actor takes initiative to organize social tables (workgroups) as a tool to bring various formal and non-formal organizations (large group) together with the ambition define potential projects that respond to actual needs in the communities.

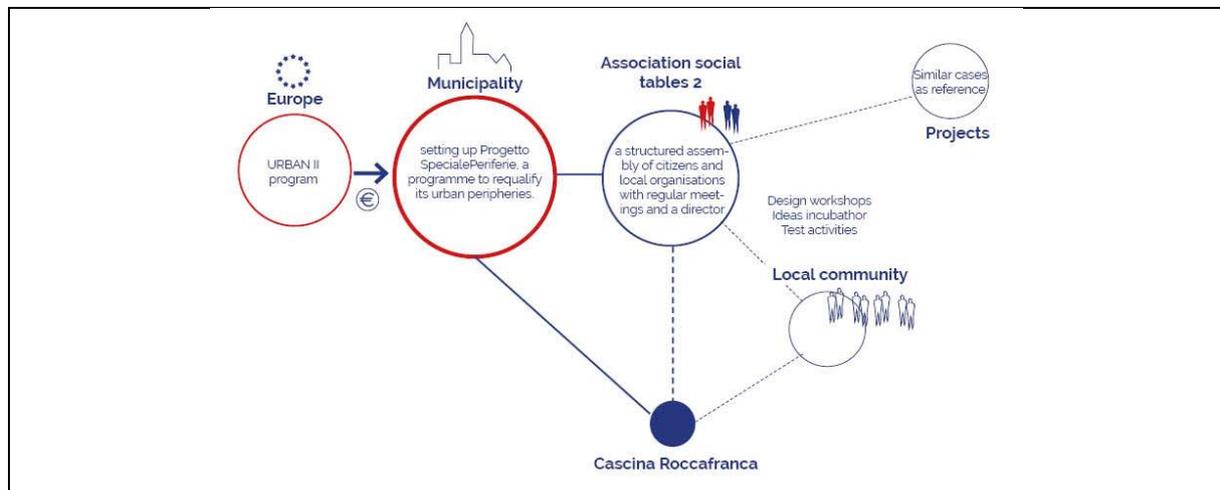
Financial

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Institutional

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Interestment



Actor network

The network around the projects starts growing, new actors from different communities become involved. A **temporary committee** is organised by the main actor the Municipality in order to supervise the requalification of Cascina Roccafranca, to manage the project budget and the communication with the European Union. It consist **of representatives of the municipality and of the district**. The committee sets up a participatory planning process using the model of the social forum, inviting citizens and associations to brainstorm about the features of the future community venue. In time, citizens and organisations attending the committee's public meetings organised themselves into **an association called Tavolo della 2**, a structured assembly of citizens and local organisations with regular meetings and a director. Besides **regular**

design workshops they also used an **ideas incubator** to gather proposal of activities from the community and spent some time to **test activities** before the official opening.

The planning committee also visited similar spaces across Italy and Europe, carrying out surveys and opening a discussion with the local community.

In 2004 the requalification starts in the Cascina Roccafranca.

Factors of importance

The participatory planning process around the conception of the Cascina Roccafranca fed into the new venue’s planning with many ideas. The idea of total accessibility, with no barriers and thresholds of control, like in a public living room, came from this process; and so did the idea of architectural transparency that allows people to see what is happening inside the building. The high-quality refurbishment is as important as is the originality. All these elements give a positive image of the venue itself.

Institutions

As a public asset, Cascina Roccafranca’s use is limited to social and cultural purposes, preventing commercial activities.

The building was **not protected heritage** so there were no restrictions concerning its reuse, the architectural project was free to change its physical aspects. Nevertheless, while the complex was entirely rebuilt following contemporary safety and environmental norms, its design was also trying to evoke its original historical appearance.

Tactics for community involvement

Management

- Very qualitative refurbishment, creates a feeling of transparency and dignity
- Workshops between different communities in an association moderated by the public actor.
- Ideas incubator, in order to match the program with needs of the community
- Test activities before finalizing the program

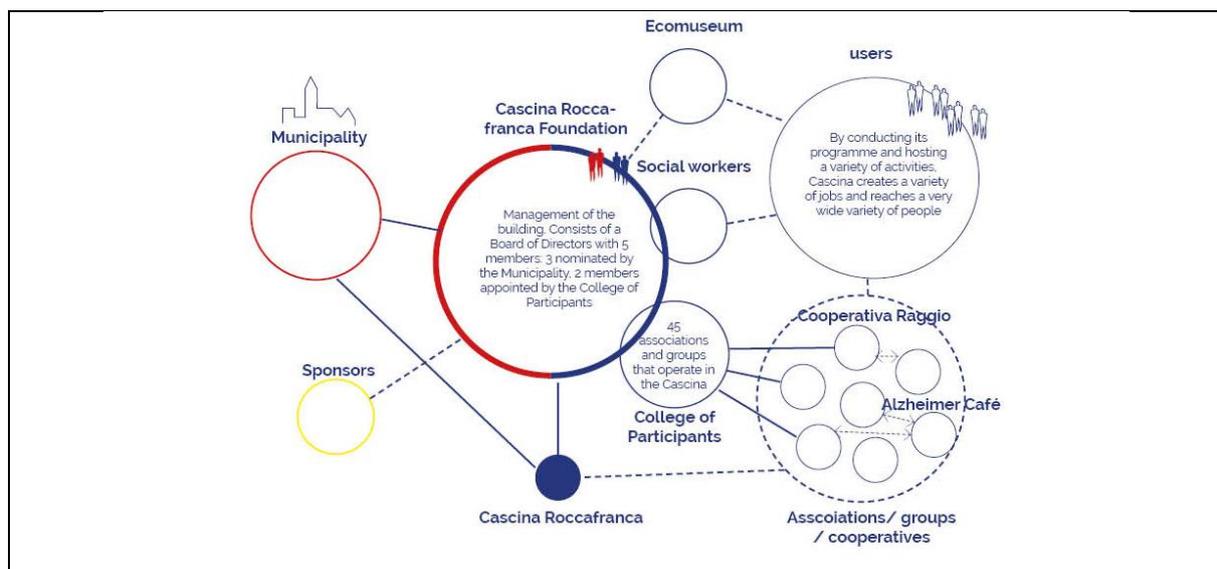
Financial

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Institutional

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Enrollment



In 2006 the Municipality established the **Cascina Roccafranca Foundation**, on the foundations of **the association Tavolo della 2** committee. The buildings of Cascina Roccafranca are owned by the Turin Municipality but the Municipality assigned the venue to the Foundation that manages it jointly with the municipality and district representatives.

As discovered in the participatory planning process, the community in Mirafiori Nord needed a multi-purpose space with a low threshold that welcomes all types of communities and that enables cooperation among various associations.

In 2007 **the Cascina Roccafranca opens**, in this phase we see the network expanding, and actors taking on new roles while new structures emerge. The connections between **the foundation** and **the associations** working there or using the spaces is strengthened by organizing regular meetings in order to connect long-established associations with newcomers, enhancing their dialogue and innovation.

Besides meetings, Cascina Roccafranca also promotes accessibility through its open doors policy. The front desk, situated at the entrance of the complex, next to the cafeteria, serves as an everyday communication and reception platform. Therefore strengthening its links with the neighbourhood and mobilising youngsters. Cascina Roccafranca proposes a **model of participatory planning and cooperation between citizens and the local administration**. To do so, it experiments with **survey tools** to gather knowledge from the community and to put it in practice by including the citizens in project development.

Key to the strong connection between the Cassina and the local community are the cultural **animators and social animators**. These social workers have the role of accompanying organisations and private citizens in the realisation of projects, providing support and the necessary tools for independent project management.

The foundation's governance structure stabilizes and consists of a **Board of Directors** with 5 members: 3 of which are nominated by the Municipality (the Councillor for integration policies, the President of the District and one member appointed by the District) and 2 members appointed by the **College of Participants** (made by 45 associations and groups that operate in the Cascina). The College of Participants meets every six months and nominates its representatives who attend the Board of Directors. This latter meets once a month and it decides on some activities and dilemmas the foundation is facing.

By conducting its programme and hosting a variety of activities, Cascina creates a variety of jobs and reaches a very wide variety of people. The cassina works regularly in collaboration with two cooperatives promoting the integration of people with mental disabilities: **Mente Locale** (Local Mind) uses creative methods to address depression and eating disorders; **Alzheimer Café** proposes meetings for people suffering from this disease. Some of the activities in Cascina Roccafranca are provided by social cooperatives, selected through inclusive procurement that aims at creating significant social impact through the choice of partners or service providers. **Cooperativa Raggio**, the cooperative managing the restaurant and the cafeteria gives work to 25 people among partners and part-time employees. The Cascina also helps the creation of new social enterprises. The **Cooperativa Educazione Progetto**, a cooperative running children's activities, received 50,000 funding to start up their business, before becoming autonomous.

Factors of importance

The Cascina is also a carrier of local memory and heritage. It hosts the Centro Interpretazione e Documentazione Storica (**Local History Interpretation and Documentation Centre**) of the Circostrizione 2, the district surrounding Cascina Roccafranca. This centre is conceived as an Ecomuseum, that is, a place where local historical memories are archived and made accessible to citizens.

Diversity of functions in the building and diversified funding, with common system of governance

Tactics for community involvement

Management

- The agenda is flexible, allows to welcome different groups and change the programs in accordance with different needs and new challenges appearing with time.
- Making local historical memories accessible by archiving and showcasing.

- Starting a public – private foundation, this format simplifies Cascina's management and it enables it to generate revenues through its spaces and activities (such as rents for events).
- Having an open door policy as a way to connect with different groups and create a feeling of accessibility.
- Social workers are indispensable as connectors between the civic groups and the project.

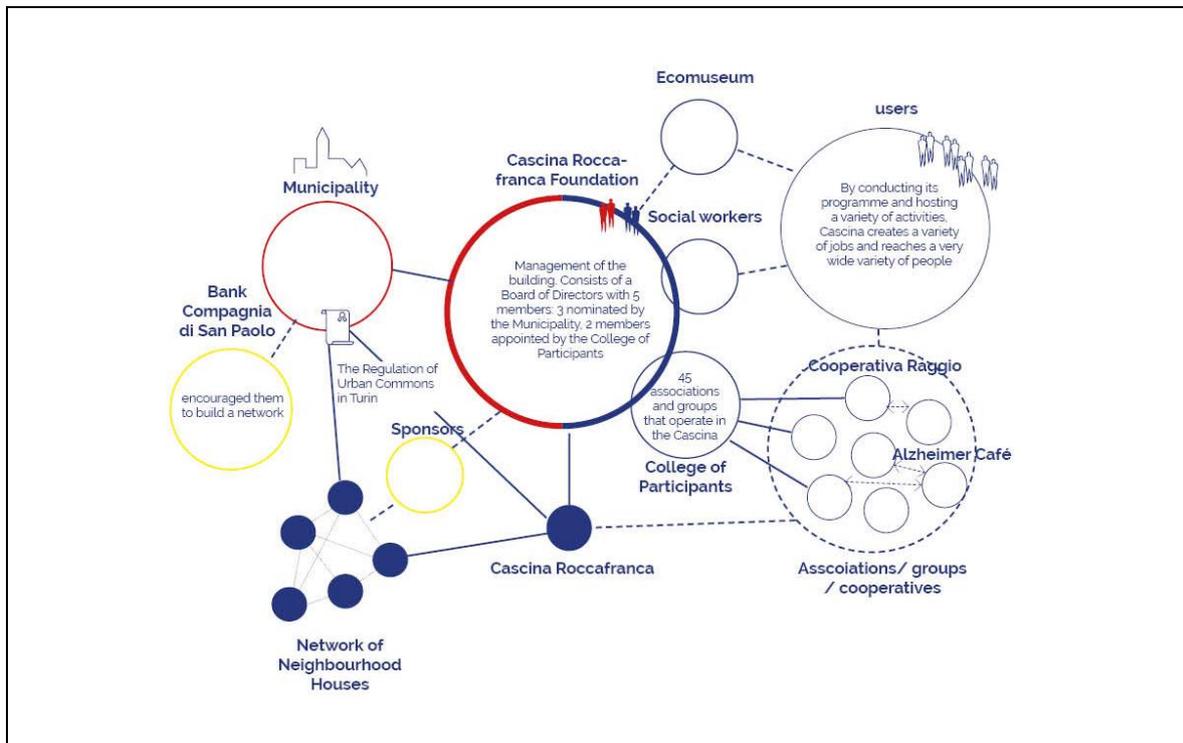
Financial

- Diversity of functions in the building and diversified funding, with common system of governance
- Private support through self-financing events and fundraising activities

Institutional

- /

Mobilization of allies



Actor network

The foundation as main partner is not only connected to the project and community on local scale but starts to connect to other similar spaces throughout the city. The spaces begin to identify themselves as Case del Quartiere (Neighbourhood Houses) in 2014. More developed than other Houses, the Cascina Roccafranca was defined as a model for the **Case del Quartiere**.

In 2012, after the Turin Municipality and the **Compagnia di San Paolo**, the city's most powerful bank foundation, began to recognise the importance of the Case del Quartiere, and encouraged them to build a network. From May 2012, the 8 Neighbourhood Houses in Turin established an informal coordination platform that favour the organization of common projects. Its first milestone was winning the national grant Che Fare? (What shall we do?) in 2014 which provided the economic resources for regular meetings. Following the publication of a **manifesto in 2015**, the Coordination of the Neighbourhood Houses was eventually transformed in 2017 into a **formal Rete delle Case del Quartiere (Network of Neighbourhood Houses)**, in the form of an **Associazione di Promozione Sociale (an Association for Social Promotion)**.

The Network's goal is to support the work of the Case del Quartiere by gathering information, managing internal communication and to discover and suggest potential areas of intervention. The Rete delle Case

del Quartiere has monthly executive meetings with one representative from each 8 houses and it has **two annual assemblies**. The Case del Quartiere are spread across Turin and they rely on district-level networks that makes them an important partner for the Municipality to develop locally rooted projects. Cascina Roccafranca became the representative of the Network for Co-City and it provides the rest of the network with legal infrastructure to manage financial and administration.

At the level of the city, the organisation had a strong impact on public policies, inspiring the creation of other Neighbourhood Houses and serving a model for the Rete delle Case del Quartiere. Its success served as a proof that new forms of the public-civic co-management of spaces are possible in Turin and beyond. Cascina Roccafranca's model also informed the city's Regulation of Urban Commons and the organisation's support was fundamental for the city to obtain EU funding for urban regeneration projects.

Institutions

As a result of the Progetto Speciale Periferie (1997), participatory planning processes were undertaken in several neighbourhoods of Turin. At some point, these spaces began to connect to each other and began to identify themselves as Case del Quartiere (Neighbourhood Houses). More developed than other Houses, the Cascina Roccafranca was defined as a model for the Case del Quartiere.

The Case del Quartiere model, based on an experimental cooperation between the Turin Municipality and local civic actors, has opened a new way for public-civic cooperation. The network has informed the local discussion about the commons, and its experience contributed to the design of Turin's version of the Regulation of the Urban Commons, approved in January 2016.

Turin's version of the **Regulation of the Urban Commons** was born as a result of the activity of the Neighborhood Houses and their network: allow co-management of common goods recognizing the active role of citizens in using, administering, maintaining and organising public spaces, buildings or natural areas. By signing the Pact of Collaboration (the main instrument introduced by the Commons Regulation), the Municipality and active citizens (such as informal groups, associations, NGOs or individuals) agree to share responsibility in managing and intervening in various urban spaces. Enabled by the Regulation, the Municipality gathers proposals submitted by citizens and opens public consultations to identify urban common assets to include in pacts of collaboration.

Tactics for community involvement

Management

- Manifesto as a tool to make ideas explicit and create awareness, put them on the (political) agenda
- Creating a network of projects as official in order to have more impact.

Financial

- /

Institutional

- The Regulation of Urban Commons (in Turin) provides tools for a formal collaboration between citizens and administration in running community venues.

1.6.1.1.1 How open and adaptive is the actor network in relation to the factors (of importance) and time?

This project is an example of **socio-ecological resilience**. On the level of the building we can see that the redevelopment of the Cascina actually benefited from not being protected. This allowed architectural interventions that gave the complex a more transparency, modern appearance and therefore made it possible that the buildings (original housing function) could be used for public functions.

Deliverable 3.3

Interim report on the community involvement and governance evaluation

Nevertheless, while the complex was entirely rebuilt following contemporary safety and environmental norms, its design was also trying to evoke its original historical appearance. In terms of management there is an open attitude in regard to programming. Through surveys and dialogue with its users the Cascina aims to keep its agenda and functions in line with the needs of the local community. The public-private governance structure allows change over time and creates opportunities for different types of funding. The project also led to institutional change, inspiring The Regulation of Urban Commons.

1.6.1.1.2 What type of governance arrangements between the different communities strengthen the project?

In this case we see 3 types of arrangements that structured the collaboration between the leading actors and that have added to the case its autonomy and social impact. Cascina Roccafranca grew out of longer traditions of solidarity and participation rooted in the industrial past of Turin. The special **format of tavoli sociali** ("social forums") bringing together formal and informal associations, groups, and citizens initiated the creation of a community house. The idea of the place for meetings and cooperation between diverse generations and social groups was requested by the participants themselves, it was not imposed from outside. Planning process was participatory from the very start and discovered the need to integrate diverse age and gender groups (and to a smaller extent ethnic and religious groups because in this sense the district is less diverse in comparison to others), as well as people with disabilities. The format with mix of functions is flexible and allows to welcome different groups and change the programs in accordance with different needs and new challenges appearing with time.

Public-civic-private cooperation is organized due to enabling policy of the municipality and EU programs aimed at neglected areas. Diversified finances enforce cooperation (65% of self-sustainability due to businesses and services, 35% paid by municipality, national grant for the networking project, fundraising, sponsors), and the aim at self-sustainability also calls for looking for more partners. There are regular meetings with the associations working in the building or using the spaces of the complex.

Cascina Roccafranca is part of a network of similar community centres in Turin under the name of **Case del Quartiere**, for which it is a pioneer model. The network was formalized in 2017 and today collaborates with the City Council in the management and the regeneration of urban commons. The network has contributed to the design of Turin's version of the Regulation of the Urban Commons. The regulation establishes new forms of cooperation between citizens and the local authority for the care, the shared management and the regeneration of urban commons.

1.6.1.1.3 How does the project influence the current system?

If we look at the **social system** we can see that Cascina Roccafranca is having a solid impact on the **everyday wellbeing** of the local community through cultural as well as educational, wellness activities to include a wide variety of population. The project creates jobs within the organisation itself and by functioning as an

incubator, helping people to work on their own ideas and dreams. Looking at the **institutional system** we can see that the initiative had a strong impact on **public policies**, serving as a model and inspiring innovation. It is worth mentioning the involvement of the Cascina project in the “Case di Quartiere” network, as well as in the drafting of the Regulation of Urban Commons of the city of Turin, which provides tools for a formal collaboration between citizens and public administration in running community venues. In terms of the **spatial system** Cascina Roccafranca proposes a **model of participation and cooperation between citizens and the local administration**. Particularly, through the crucial role played by cultural and social animators in accompanying organizations and citizens in the realisation of a variety of projects.

1.7 Sargfabrik, Vienna, Austria

[The Sargfabrik](#), a transformed former coffin factory has been one of the most important adaptive reuse projects with an innovative housing aim. It’s a combined co-housing and social housing project, which was realized following a strong citizen-led campaign with the support of the Viennese municipality. The building was not under heritage protection. Today the building complex serves both as a community housing integrating people with different lifestyles, ages and social backgrounds and as an important recreational centre open to the public. Its operation serves financial, environmental and social sustainability goals, while also representing an innovative experiment among subsidized housing initiatives (OpenHeritage). **The objective was to create a co-housing model with very strong identity of openness and connection. There is a very clear focus on integration and social equality.**

This case is a good illustration of following **normative criteria**: ‘Ensures economic sustainability’, ‘Relies on multiple funding sources’, ‘Fostering ecological sustainability’, ‘Fosters social sustainability’, ‘Builds on co-governance arrangements inclusive of different communities and stakeholders’, ‘Creates (quality) jobs and promotes small business development’, ‘Creates a flexible regulatory environment towards adaptive-reuse’, ‘Combines policy with the necessary resources and regulation’.

Context: The building is situated in the 14th district in Vienna, not far from the centre of Vienna (14th district), which has been “desolate” since the early 1980s. When the project was initiated this was still an affordable neighbourhood. Now the area is well connected by public transport and became more expensive over time.

1.7.1 Actor network

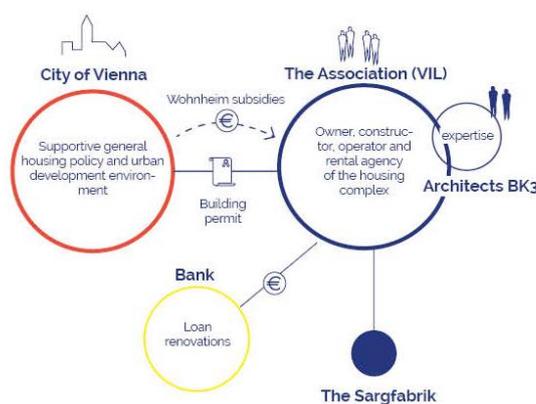
The leading actors in the communities involved		
CIVIC communities	PUBLIC communities	BUSINESS communities

<ul style="list-style-type: none"> - Group of initiators - Association for Integrated Lifestyle as owner, constructor, operator and rental agency of the housing complex, - all the tenants, including people with disabilities, short-term tenants, refugees, - residents of the area who can use publicly open facilities. 	<ul style="list-style-type: none"> - The city of Vienna 	<p>/</p>
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Problematization

 <p>The Association (VIL)</p> <p>Common mission to found a collective housing project</p>
<p><u>Actor network</u></p> <p>In the initial phase situated in 1987 a group of friends started coming together on a regular basis with a growing ambition to create a community- and leisure-based housing estate and to design the new living quarters according to their ideas. They can be seen as the initiators who involve other actors to make a common viewpoint. They formalized their collaboration by founding the “Association for Integrated Lifestyles”.</p>
<p><u>Tactics</u></p> <p>management</p> <ul style="list-style-type: none"> - Informal team meetings, to sharpen the common ambition - Registered association for integrative living, to formalize the collaboration structure <p>Financial</p> <ul style="list-style-type: none"> - / <p>Institutional</p> <ul style="list-style-type: none"> - /

Interestment



Actor network

Here we see that The association, as main actor, started to collaborate with the **architects BKK-3** who during this collaboration become official members of the association. In 1989 association purchased the **“Maschner&Söhne” building**.

During the 7 years of waiting for the different permissions, the Association organized regular meetings with its members to decide on the program and an ownership model that would make this program feasible. The association decided to build the project as a “residential home” or hostel (**Wohnheim**) which would belong to the association and be used by its members. The disadvantage of this solution is that no one actually owns the dwelling used. But this approach also had an important advantage: through subsidies it was possible to actually build the envisioned communal functions. It was obvious from the very beginning, that beside the dwellings, the community will need some collective facilities like **the bathing house, a café, a kindergarten, a seminar room** – so all these functions were part of the original idea of the Sargfabrik project. Moreover, the Wohnheim offers a number of exclusions from the general building regulations. These exceptions from several building codes contribute to lower building costs that could be re- invested into the social infrastructure of the project.

In order to manage the community in the association and to structure the collaboration and decision making the project introduced **professional managers** (BBK3 architects and external experts) to structure the participatory process. Also, every **tenant** signs a **contract** where all the community rules and decision-making procedures are determined. In the initial stage – attempt to reach consensus on every issue through expensive and long discussions, with possibility for everyone to present their points of view in a comprehensive manner. The decisions are taken not on the basis of 100% consensus but 2/3 majority, with the condition that the rest of people accept the decision in spite of a different opinion.

Factors of importance

Ownership: Site and building are owned by the association, not by individuals, the project functions as a cooperation.

Typology and condition of the building: Former coffin factory, the property area is 2747 m², while the communal spaces count to 2000 m². The building was not under any official heritage protection and is mostly replaced by a new building due to the precarious state and high costs.

Institutions

Optimal conditions: The 80's in Vienna was a time when the city government supported all kinds of fresh initiatives, bank loans were quite easily accessible, building sites were affordable and people were full of utopian visions about how to develop a better society.

The **Wohnheim model** was designed for student accommodation or homes for elderly. By the Sargfabrik project this model has been adopted for the purpose of living collectively and turned into a sort of cooperative within the framework of Viennese housing provision.

Tactics for community involvement

management

- **A mission statement**, to establish a housing project as a place for integration, with shared functions open to people of different ages and backgrounds.
- **Contract** between tenants and the association, to formalize the collaboration and define the rules and protects the common mission.
- **External professional managers** for moderating the co-design sessions
- **Participatory design strategies** and community engagement throughout the process for an adaptive reuse of the site aiming at communal activity

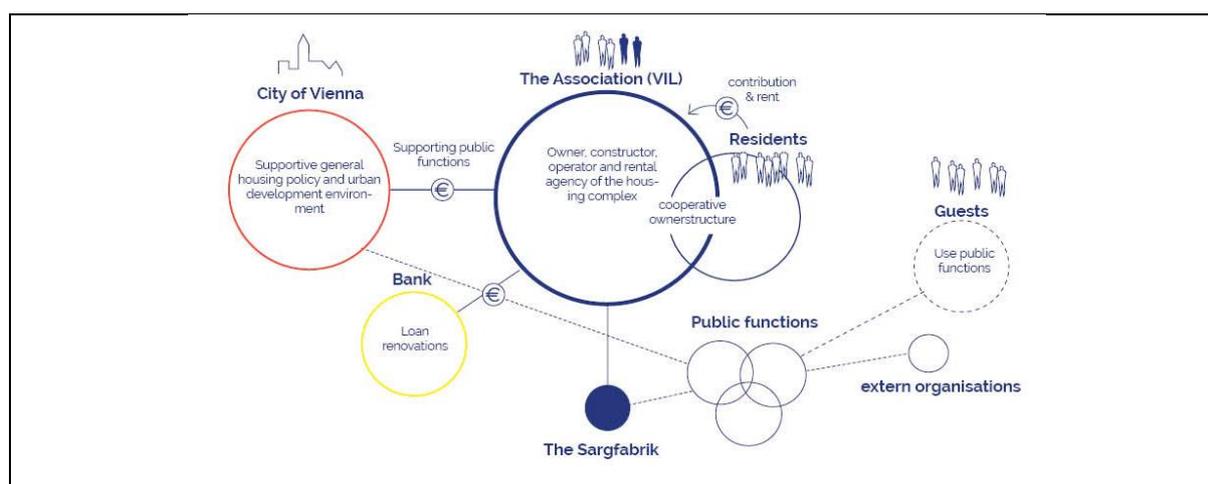
Financial

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Institutional

- Wohnheim model supporting cooperative way of living

Enrollment



Actor network

In 1996, tenants (110 adults and 45 children) moved into the 73 accommodation units. Due to the unexpected success of Sargfabrik's residence and operation, the Association purchased another plot on the opposite side of the street in 2000, and built another experimental house: the Miss Sargfabrik

The broad programming of the project reaches a very diverse audience and is organized with different partners, these spaces / facilities are jointly used by tenants and outside community members. The Sargfabrik has a professional project management team consisting of 16 people (two Association members are full-time employees of this team), with a responsible person for each branch of activity (facility management, public relations, culture house, kindergarten, bathing house, seminar room, etc.). There are also multiple initiatives and work groups where the tenants can engage and therefore feel more ownership.

- **The Kulturhaus** attracts tenants and citizens of Vienna (and not just from the neighbourhood). The City council supports this with yearly subsidies.
- The Kindergarten offers space for varied and exciting activities which strengthen the creative learning process of children. Although the kindergarten operates within the public educational framework, as a private institution it is maintained by the community of the Association.

- **The Café-Restaurant** functions as an important meeting point for residents. The restaurant is operated by **Der Kümmerer**, the social-economic employment project of Job-TransFair GmbH and funded by the Public Employment Service of Vienna. This model can be considered as a win-win situation for all parties. The Sargfabrik community benefits from the services provided by the restaurant, and at the same time with its tolerant attitude and supportive atmosphere it is an ideal working place for these people.
- **The bathing house**

The collaboration between the Association and its tenants is straightened by the comparatively affordable rental prices and support from a self-sustained social fund to integrate people of different income levels in the Sargfabrik housing complex. **An internal distribution system** with social fund was created. This money is distributed in the background – no one knows the specifics. There are two ombudsmen who allocate the money to those who cannot afford the rent. This is kind of an internal social transfer. Also, for those who could not afford it, the association has taken on part of their mortgage, or these residents pay it back slowly over very extended periods.

Factors of importance

Program: The main function is housing, there are 73 accommodation units with different typologies. One of the success factors of the project is the communal program, open to a wider public. There is a roof garden, a publicly accessible cultural house, restaurant, kindergarten, conference room and a twenty-four-hour bathhouse, a library. These functions make it a meeting place for people of different ages and backgrounds.

Tactics

management

- Professional management team on a payroll with clear division in tasks and responsibilities.
- Multiple initiatives and work groups where the tenants can engage in and feel ownership of the project.
- Affordable rent and diverse typologies of living units are in line with the mission of the project.
- The Association for Integrative Living acts as the owner, constructor, operator and rental agency of the housing complex. The members of the Association occupy the flats and pay a rent that goes to pay the mortgage back and also go to administrative and maintenance costs;
- Important decisions, such as statutes, standing orders, business plan, annual planning, budget, flat allocation, rules of use etc. are discussed twice a year in the General Assembly. The general assembly elects six board members (they are acting on voluntary basis). The Board appoints a professional executive director for implementing the yearly work plans and managing all departments;

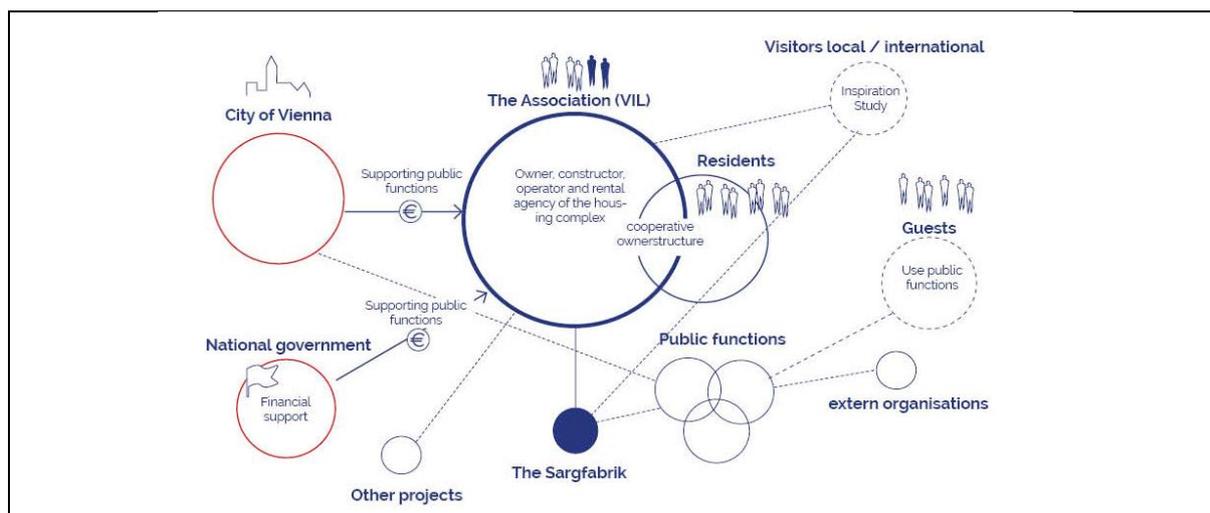
financial

- Internal redistribution system with social fund was created to give the opportunity to everyone to be able to pay their rent;
- Open public services (restaurant, culture house, seminar room, Turkish bath, swimming pool, kindergarten...). Some of them function as socio-economic enterprises offering job opportunities to local people

Institutional

- /

Mobilization of allies



Actor network

The association is still the main actor. The network has expanded and the project gets international recognition for being the biggest self-administered housing and cultural project in Austria. It works as a professional NGO, they also have incomes and expenditures related to the services they provide. As they are a non-profit organization, they make only very little turnover. The main coalitions are still between the association and the city of Vienna. For most of their activities they get support from the City of Vienna or the Federal government, but they also generate income from fees (kindergarten, cultural house, seminar room, etc.).

The collaboration between the association and its members is structured and formalized with an **internal contract**, like in a cooperative. The members pay a “rent”, most of which goes for the repayment of the mortgage. They also contribute to the administrative and maintenance costs of the building (operation of the bathing house and the institutions, contribution to the social fund, etc.). In the case of moving out, members return the flat to the association. Important decisions, such as statutes, standing orders, business plan, annual planning, budget, flat allocation, rules of use etc. are discussed twice a year on the **General Assembly**. The general assembly elects six board members (they are acting on voluntary basis). The Board appoints a professional executive director for implementing the yearly work plans and managing all departments. In order to keep the discussions focused, the Board prepares the proposals very thoroughly before presenting them to the GA. The decision-making is supported by the trust between the members, on the principle that “**no one works for its own benefit**”. The project set the scene for new projects in the neighbourhood. The downside of this that the neighbourhood became quite expensive.

Tactics for community involvement

management

- Cooperative governance structure
- Internal contract with rights and obligations to structure the collaborations
- Structured decision making processes: general assembly, selection of board members and professional executive director.

Financial

- Internal redistribution system with social fund was created to give the opportunity to everyone to be able to pay their rent;
- Divers financial resources: investments from the residents with a share, subsidies from the City of Vienna., income from the services.

Institutional

- Housing policies and the urban development environment of the city of Vienna favoured the initial team members to have access to bank credits and finalize the project.

1.7.1.1.1 How open and adaptive is the actor network in relation to the factors (of importance) and time?

On the level of the building we see that due to the building not being heritage protected, most part was demolished and rebuild so there is no 'returning to previous state'. Therefore the project can be considered to be a new development. With preservation of some 'symbols of the past'. The internal governance structure with the different forms of decision creates opportunities to react to changes in the context (for example renovation of buildings). As the project was a pioneer in terms of its co-living concept, it has had an impact on the housing system. Therefore we can state that this is an example of **socio-ecological resilience**.

1.7.1.1.2 What type of governance arrangements between the different communities strengthen the project?

In this project we see 3 types of arrangements that structured the collaboration between the leading actors and that have added to the case its autonomy and social impact. This project enforced cooperation in the form of **Wohnheim – co-housing subsidized by the municipality** and exempt from some building regulations which allows to invest more into social infrastructure of the project. The community is **managed professionally by NGO**, which moderates the discussions and participation. However, it took a long time to establish this format of cooperation between the tenants, and between the association and municipality. This cooperation formed gradually in numerous discussions and bureaucratic delays, but ultimately these delays contributed to more "organic" development of cooperation.

Integration of vulnerable groups is organized via **a financial fund** made up of all the tenants' payments to help the tenants in need to pay their rent, and in the form of municipally-supported jobs for people above 50 years old in the cafe-restaurant. Plenty of social functions and shared facilities for leisure and culture, and publicly open facilities, enhance community-building.

It is worth mentioning, though, that the model of Wohnheim is used most often in the projects of new housing construction. After all, in case of Sargfabrik not so much of the original building survived, and to implement the project in its form (with plenty of shared spaces and functions) new construction was the best solution

1.7.1.1.3 How does the project influence the current system?

In terms of the **social system** we can see that the project creates different types of jobs, in the team of the general management of the project and through the shared functions. Since it is a self-administered housing and cultural project it has served as trendsetting model for an urban and modern way of living. Inspiring new project in the neighbourhood. As the project was a pioneer in terms of its co-living concept, it has had an impact on the **housing system**.

1.8 Stará Tržnica, Bratislava

Bratislava's Old Market Hall (Stará tržnica), a nationally protected cultural heritage building, owned by the municipality was unused for years. The building was leased to an NGO the Alianca Stará Tržnica (Old Market Hall Alliance) who proposed a redevelopment plan, for a symbolic one euro per year. With the obligation of investing 10,000 euros per month in the building's renovation. The model is assured by commercial events, while the building also accommodates many social and non-commercial activities (OpenHeritage). This allows the organization to run the building in an economically sustainable way, while gradually renovating it. **The ambition of the project is reopen the former market hall, connecting the local residents with local food and creating a new event venue and cultural space in the heart of the city for the local community of Bratislava.**

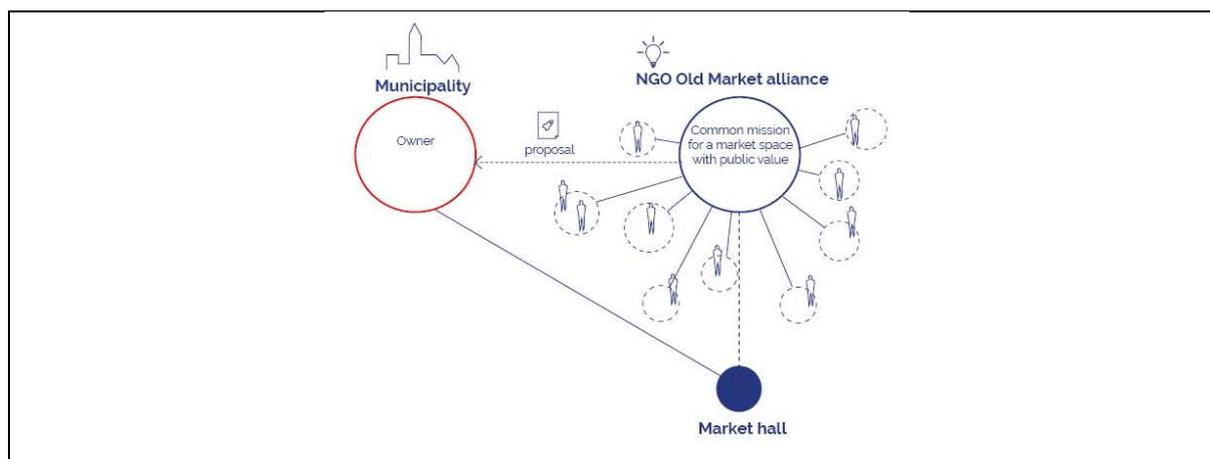
This case is a good illustration of following **normative criteria**: 'Protects multiple heritage values related to an object', 'Relies on multiple funding sources Fosters social sustainability', 'Builds on co-governance arrangements inclusive of different communities and stakeholders', 'Improves the quality and use of the built environment in the instant surroundings of the site', 'Ensures economic sustainability', 'Engages neighborhood and heritage communities to participate', 'Creates (quality) jobs and promotes small business development', 'Creates a flexible regulatory environment towards adaptive-reuse'.

Context: The building, situated at the edge of Bratislava's historical centre and built in connection with the old town's wall, was operating as a municipal marketplace until 1960. The municipality's efforts to revive the building as a mono-functional market, from 1998 to 2008, hall did not succeed. Leading to vacancy and decay.

1.8.1 Actor network

The leading actors in the communities involved		
CIVIC communities	PUBLIC communities	BUSINESS communities
<ul style="list-style-type: none"> - NGO Old Market Hall Alliance - Residents of Bratislava - The Living Square program 	<ul style="list-style-type: none"> - The Municipality of Bratislava - regional heritage office - mayor of Bratislava 	<ul style="list-style-type: none"> - Sponsors: Volkswagen, orange - Erste Bank - producers and vendors connected to the market activities. - Tenants in the project

Problematization



Actor network

In this first phase we see a group of **11 civic persons** starting a coalition sparked by the same ambition to revive **the market hall**, a vacant building owned by the **municipality**. In 2012 they formalize the coalition in an **NGO Old Market Hall Alliance** in order to make a proposal for redevelopment to the municipality. To make the proposal feasible they open up this idea to a **broader public** and include **letters of interest** from a **variety of organisations** in combination with a **detailed economic offer and timing**. Stimulated by **the public pressure caused by the high visibility and the good reputation** of the individuals in the Old Market Hall Alliance the municipality agreed to collaborate with the NGO, without a public tender.

Factors of importance

Needs of the community: In the same time, the need for a public venue organised in a different way was increasingly tangible: many services offered by the Market Hall were immediately embraced and used by the broader community.

Tactics for community involvement

Management tactics

- Communication strategy including multiple marketing tools to create public backing for the proposal.
- Letters of interest to show the engagement from possible tenants.

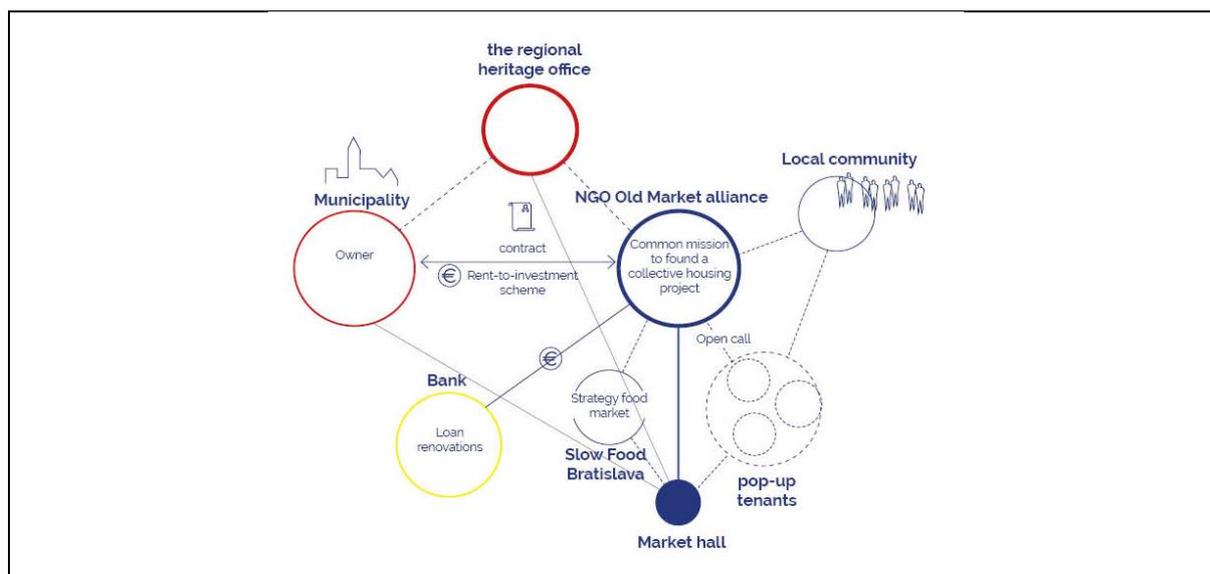
Financial tactics

- A pro-active proposal including a rental fee and detailed timing.
- Feasibility study including an estimation of the renovation costs with the help of various experts before engaging in the contract with the Municipality.

Institutional tactics

- Despite discussions about the need of a public competition the Alliance convinced the Municipality to use a specific clause in the law that allows the municipality to grant an exemption from competition to a strong proposal if it is approved by a vote in the City Council.
- A diversity of cultural institutions and embassies also assured the Alliance about their support and this proved to be an important, if symbolic resource in gaining approval from the Municipality.

Interestment



Actor network

The collaboration between **municipality** and **the Alliance** becomes formalized with contract. The contracts states that the **Alliance is the main tenant** for 10+5 years and can rent out the building's various spaces to businesses and events. In 2013 they Alliance receives the keys and next and next we see different types of new actors joining the network.

The Alliance does a study about market hall's **history** reaching out to the **regional heritage office** for permissions, as the building is **national protected**.

In the months after receiving the keys the Alliance starts activating the space by organizing on regular basis the **food market**, testing collaborations with **producers and vendors** and making first connections between the site and a broader community. The Alliance collaborated with **Slow Food Bratislava** for the food strategy. In 2014 the various spaces were tested through pop-up uses, and these uses informed the renovations of these spaces in the following years. After a trial period and a temporary closure for renovations, the market hall reopened in March 2015

Here we see business actors entering the network. For the renovations they start collaborating with **Erste Bank**, a bank that had just launched a social banking division with about 10 million euros to support projects that would be considered too risky by traditional loan schemes.

September 2015, the weekly Saturday market has been operating continuously, with other events and functions gradually developing to complement it. The Alliance launched **an open call for tenants** based on pre-set principles: a family space, a restaurant and café, a grocery store and a kitchen. After the failure of some of the tenants from the first round, it took a few years to have all the businesses stabilise themselves.

Factors of importance

The process of reviving the food market in the hall also coincided with the moment when people in Slovakia began to be interested in local food and locally produced goods: people were looking for alternatives. Many people knew the market hall from 'the old' days, the initiators didn't had to convince anyone of their idea.

Institutional

By restoring the building to its **original function** (market hall) the Alliance benefits from the heritage protection, they can make use of the advantages of the building as it was invented.

Tactics for community involvement

Management tactics

- Testing uses and immediate activation of the building.
- Multi-functional space, working not only as a market hall but also as a social and event physical platform.
- Working around a 'core function' that supports the initial mission and creates guidelines for other functions (they have to match).
- The selection of tenants in the market hall is based on open calls, thematic connections
- Volunteering work as important resource in the first period of the project
- The local needs as a starting point for programming
- Historical research as a starting point for renovations and programming

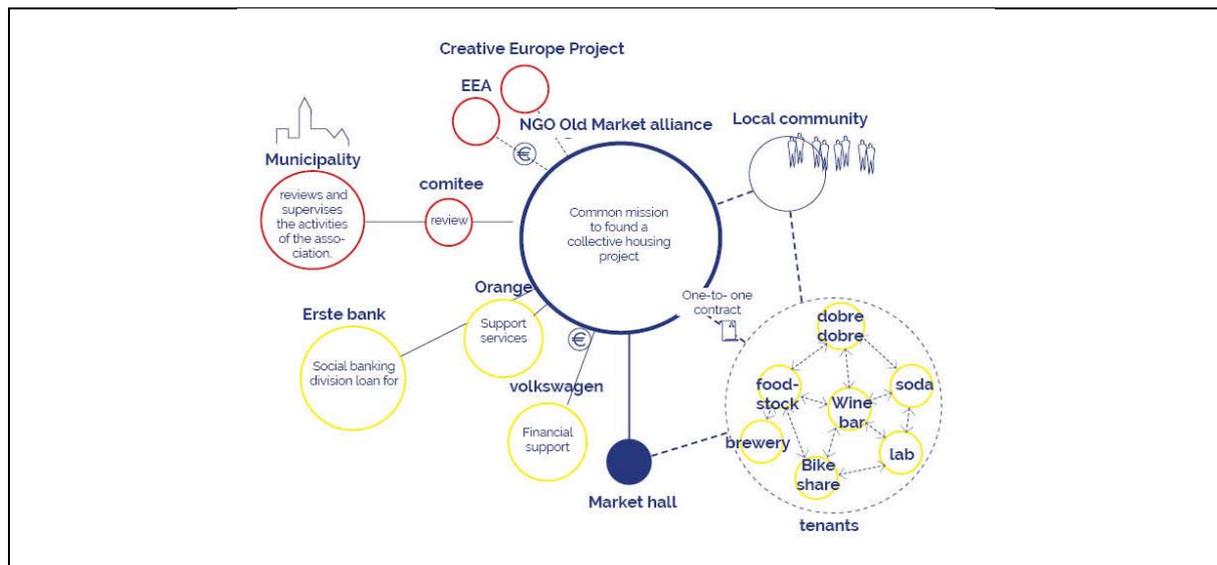
Financial tactics

- Rent-to-investment scheme: detailed in the contract between municipality and the Alliance. 'free' use of the building in exchange for gradual, professional renovation.
- Social loan from bank

Institutional tactics

- Contract between Municipality and Alliance to formalize the collaboration

Enrollment



Actor network

In the network of tenants there are some changes in the earlier years, as some tenants are not able to develop a sustainable business model. In order to stabilize the network the Alliance asks functioning businesses to provide some **added value** (for example jobs for homeless people) in exchange for lower rent.

Although there is no formalised structure to bring together the tenants **besides one-to-one contracts**, the Old Market Hall Alliance organises **regular meetings** with the tenants to focus on how they can cooperate with one another in a mutually beneficial way. Some tenants began to cooperate without any matchmaking. Besides one-to-one cooperation, many tenants are also connected by joint projects.

- **Lab** is a cafeteria on the ground floor but also a fabrication lab, a basement workshop with woodcutters, laser cutters, 3D printer and other tools where one can do digital fabrication. It works on a prepaid membership basis and contributes to an emerging community around the Lab.
- **a bike sharing shop** that has been very much in demand since its opening and that also offers delivery service for the market shoppers.

- **Foodstock**, a restaurant or canteen that composts all its organic waste, thus inspiring a planned waste system for the whole market and the neighbourhood. Foodstock also helps with the community kitchen organised on Saturdays where various minorities present their food and products.
- There is also a **grocery shop**: the idea was to create a locally sourced store where one can find food and products as local as possible.
- **a wine bar** that is open all day long and offers local wines at affordable prices. Inside the market hall
- **a soda producer**, in which the Old Market Hall Alliance is also a small shareholder
- **A brewery** that takes care of the square in front of the market hall, its cleaning, new furniture and all related investments.
- **Dobre Dobré** is an organisation that works with homeless people.

In terms of **financial actors** we see new actors entering the network. The Market Hall produces a variety of revenues. The total revenue can be divided in 1/3 marketing cooperation (private actors Volkswagen and Orange contributing in cash or in services), 1/3 rental fees, 1/3 large events. In terms of external resources the project received funding and support from EEA Grants and Creative Europe project.

Factors of importance

The great demand for the space is due to a specific situation in Bratislava that does not have many event venues of this kind: The Old Market Hall is possibly the only event venue in the centre that is so large and well-positioned, with an easy access for cars and public transportation.

Tactics for community involvement

Management

- Selecting tenants based on potential cooperation with other tenants as well as the social value that they can create. Some activities in the market hall do not generate much income but contribute to tying together the community
- The activities program is anchored in the habits, practices and needs of the local population.
- Organised matchmaking between tenants to stimulate collaborations through regular meetings.

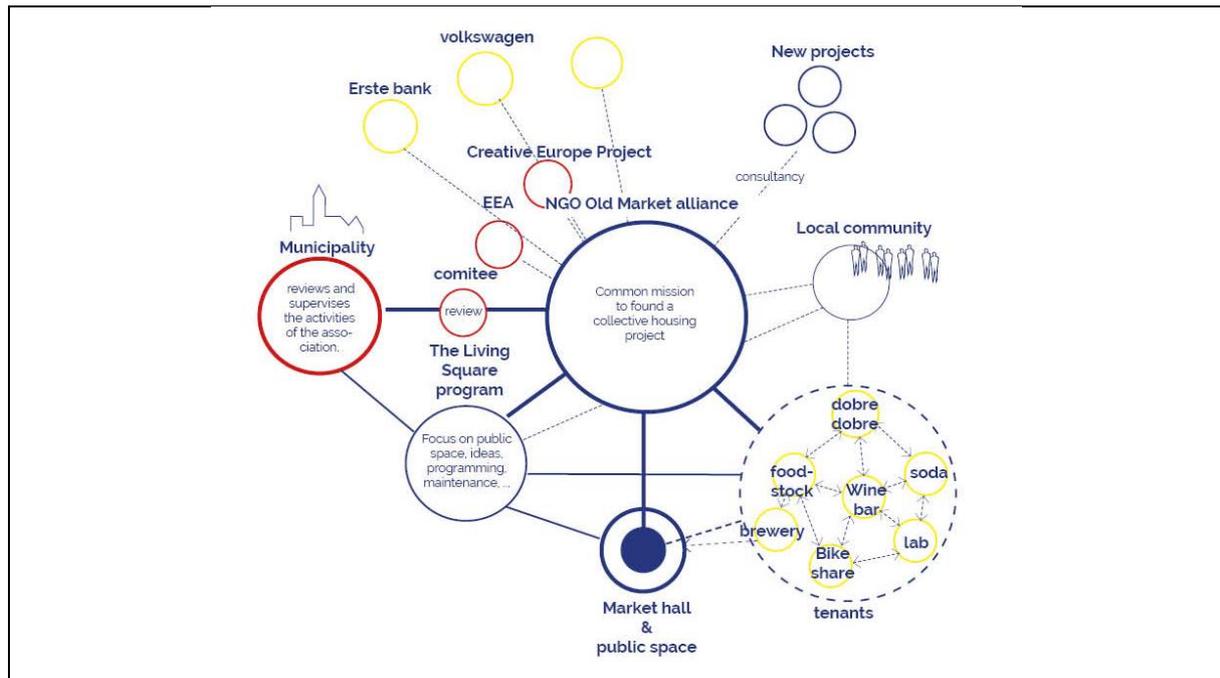
Financial

- Choice to work with business who have stable business model and ask them to create social value in exchange for lower rent.
- Diversification of revenues: private sponsors in exchange for marketing, rental fees, event space.

Institutional

- Light structure with one-to-one contracts between tenants and Alliance.

Mobilization of allies



Actor network

Here we see a wider acceptance of the project, the network around the project keeps expanding and the project reaches a stable governance structure. The 'model' of Stara Trznica becomes 'a service' that the Alliance provides for new projects.

The Old Market Alliance, started as an **NGO** initiated by 11 civic individuals expanded and now evolved has active and advisory members and works in close collaboration with the Municipality in terms of capacity buildings on both sides. In order to structure this collaboration 2 contractual bodies were created: a **committee** and 4 people from the **Municipal Assembly** in order to review and supervise the activities.

In order to **expand its impact on public spaces**, the association began to work **with various communities** living in or using the area through events and focus groups, inquiring about their needs and barriers. Stimulated by positive reactions the Alliance is planning to establish a **new association** focusing on the public spaces around the market hall: **The Living Square program**. The association, to be joined by all tenants of the market hall, will safeguard the public spaces and provide specific services such as cultural events. Furthermore, the new association will act as a platform to organise competitions and channel ideas and proposals towards **the municipality**. Crucial is this new plans is the good relation with the Municipality. One of the founders of the Aliance became mayor of Bratislava. The Living Square programme becomes a key objective of the municipality.

There are also **new projects** emerging in Slovakia inspired of directly fuelled by Stara Trznica. The contract developed between the Old Market Hall Alliance and the Municipality has created a precedent that is seen as an example by other initiatives, including projects run by developers. This constellation brings a direct benefit for the City, as it basically gets 10.000 euros of new investment into the building every month. Another benefit for the City is that we created space for seven new businesses inside the Market Hall, and several more entrepreneurs benefit from the building in a way or another

Politically, the model of the Old Market Hall serves as an example that proves that the civic-led management of publicly owned properties can be beneficial both to the municipality and the city's communities

Tactics for community involvement

Management

- The model of Stara Trznica and moreover type of contract between the Alliance and the city becomes a product or services that can be transferred to similar projects.
- Creation of public value through the renovation of public space inside and outside the market hall.

Financial

- /

Institutional

- Committee consisting of people from the Alliance and Municipality to review the activities
- Structuring the collaboration between the city and the Alliance with the Living Square Program, to increase impact on public space.

1.8.1.1.1 How open and adaptive is the actor network in relation to the factors (of importance) and time?

On level of the building and program we can see that 'testing' functions in the first phase and organizing 'matchmaking' meetings between the tenants were crucial in finding the right balance between space, users, tenants and management. The rent-to-investment deal with the municipality also allows to adjust the building (gradually) to new needs. Therefore we see this project as an example of **socio-ecological resilience**

1.8.1.1.2 What type of governance arrangements between the different communities strengthen the project?

First important step was the creation of the **NGO The Old Market Alliance**, this formalized the group of initiators and created for them 'a seat at the table' to start negotiating with the municipality. Secondly the contract (including the rent-to-investment financial scheme) between the 2 main actors was crucial for providing clear rules and a long term assurance. In order to structure the collaboration between the municipality and NGO **2 contractual bodies** were created: a committee and 4 people from the Municipal Assembly in order to review and supervise the activities.

1.8.1.1.3 How does the project influence the current systems?

The project has definitively had an impact on the current **institutional system** in terms of public-civic partnership. The contract developed between the Old Market Hall Alliance and the Municipality has created a precedent that is seen as an example by other initiatives, including projects run by developers. Politically, the model of the Old Market Hall serves as an example that proves that the civic-led management of publicly owned properties can be beneficial both to the municipality and the city's communities

1.9 ExRotaprint, Berlin

[ExRotaprint](#) was founded in 2007 by tenants of the former Rotaprint industrial complex located in Wedding, a traditional working-class district in central Berlin. ExRotaprint set up a legal configuration comprising a heritable building right and non-profit status in order to buy the complex put up for sale by the Berlin Municipality's Real Estate Fund. Established by the tenants ExRotaprint became owner of the 10,000 m² complex and started a non-profit real estate

Deliverable 3.3

Interim report on the community involvement and governance evaluation

development project setting a precedent in Berlin that inspired many experiments in cooperative ownership and a campaign to change the city's privatisation policy. ExRotaprint offers affordable rents to small businesses, artists and social projects. **The objective of the project was to redevelop the site in a sustainable way, taking land and property out of the market and avoid individual profit. Development for the benefit of the district, create employment, a place for culture and inclusion of minorities and groups at risk.**

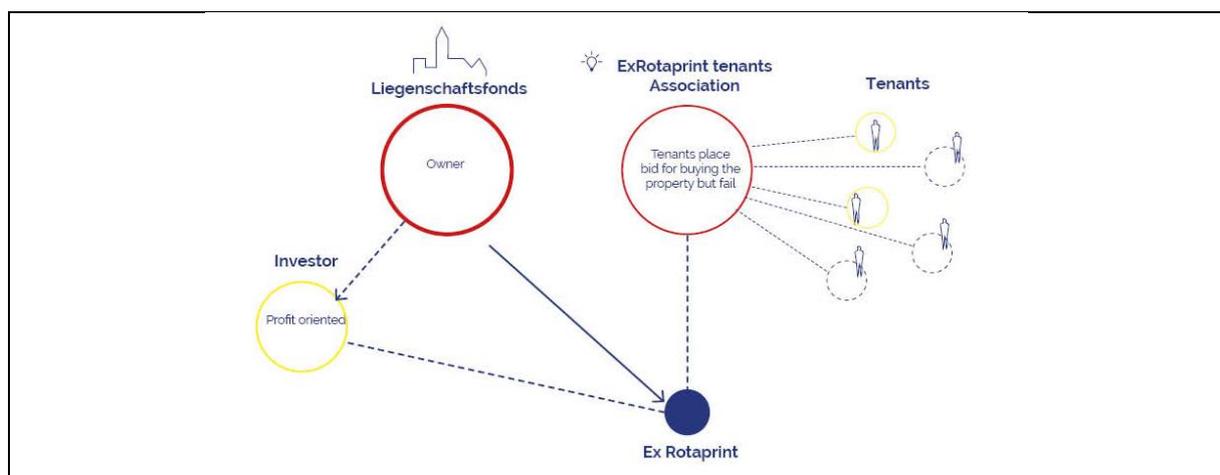
This case is a good illustration of following **normative criteria**: 'Ensures economic sustainability', 'Relies on multiple funding sources (that are geared towards sustainability)', 'Promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations', 'Creates (quality) jobs and promotes small business development', 'Makes essential social services and learning programs accessible to disadvantaged communities'.

Context: The site is situated in Wedding, the district with strong industrial history which went through decline and growing unemployment at the moment when the project started. When the project was initiated this was still an affordable neighborhood. Now the area is well connected by public transport and became more expensive over time.

1.9.1 Actor network

The leading actors in the communities involved		
CIVIC communities	PUBLIC communities	BUSINESS communities
<ul style="list-style-type: none"> - Association of tenants, gGmbH - Stiftung Trias, Stiftung Edith Maryon, - Local residents as users 	<ul style="list-style-type: none"> - The city of Berlin - Land of Berlin and specifically its Real Estate Fund (private company) 	<ul style="list-style-type: none"> - Businesses which reside in the building - CoOpera – Swiss pension fund

Problematization



Actor network

The intentions of the municipality to sell the property in order to cope with the budget deficit, and lack of public subjects' interest in sustainable development of this post-industrial district, led to a threat of privatization and demolition of the building. The users of the compound felt challenged. As a reaction, **resident artists Daniela Brahm and Les Schliesser** developed an alternative concept for the complex and approached other tenants with the idea of making the ExRotaprint project together. In 2005 they founded **the tenants' association called ExRotaprint e.V.** The association allowed the tenants to pursue a concept for the area from the perspective of the tenants, and to begin **negotiations with the Liegenschaftsfonds** about buying the property.

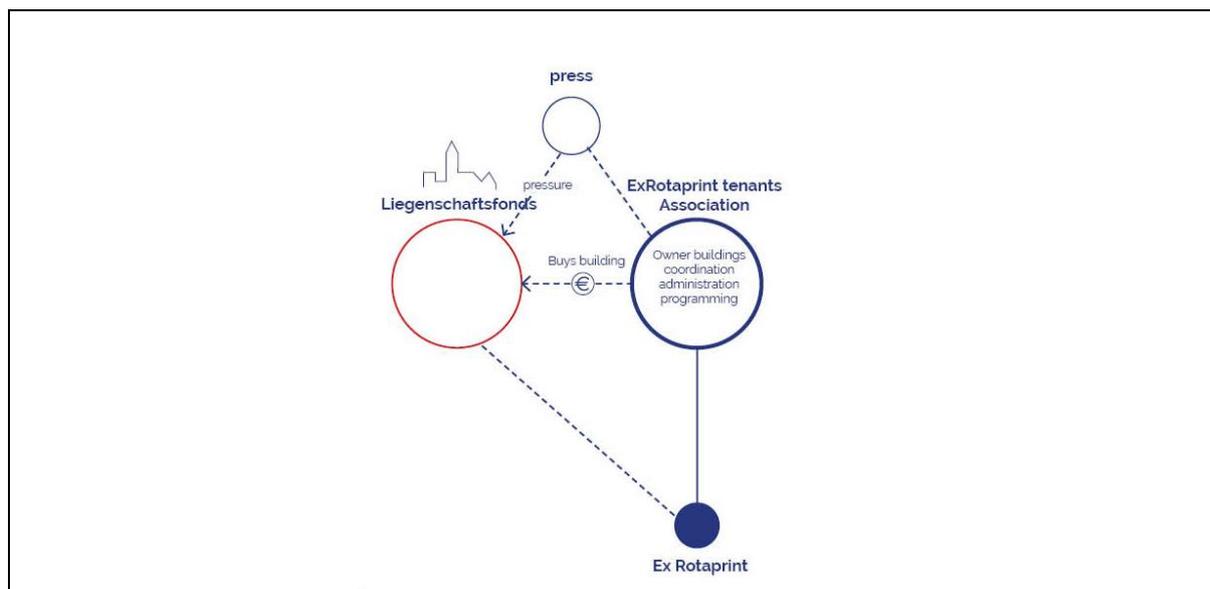
Factors of importance

Former printing factory compound, the property area is 10,000 m². Main parts of the compound got a monument status in 1991, thus making demolition impossible.

Tactics for community involvement

- Informal tenants' meetings
- initiators did an exploration of the tenants via photographs and interviews to discover the activities and value of the investments of every tenant
- **Registered association** with a board – to become a visible and legitimate subject in the negotiations
- Initiative of a few passionate visioners

Interestment



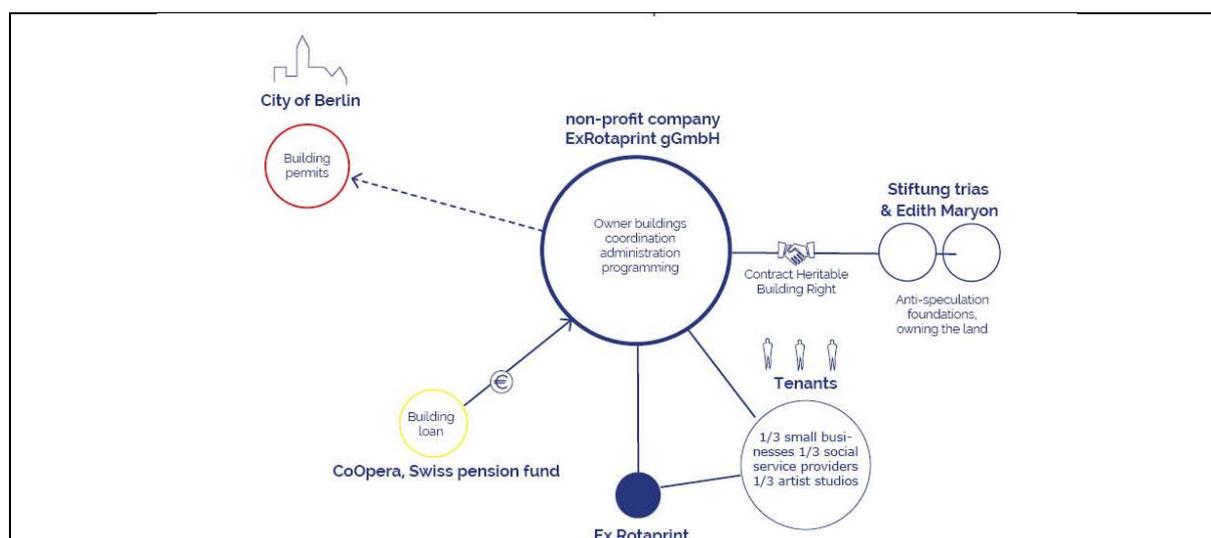
Actor network

Association started **negotiations with the Liegenschaftsfonds** in order to prevent the privatization and further speculation in the area. It appealed to several basic ideas: community ownership; affordable rent; generating social, economic and cultural benefits for the residents of the district; preservation of the heritage buildings. Initially, the Liegenschaftsfonds pursued its own agenda oriented towards quick income to the budget through a package sale to big investor. In the following discussions, the Liegenschaftsfonds offered a **heritable building right (Erbbaurecht) contract**. When a deal with a big package sale to profit-oriented investor failed in February 2007, and due to **political pressure** mounted by ExRotaprint with the help of the press, the Liegenschaftsfonds restarted negotiations with the board of ExRotaprint. The price of the compound was quite low, ExRotaprint was able to buy the premises. The spectre of individual profit began to haunt the group again. In order to safeguard the purchase price against speculative gains and to ensure their work on the ExRotaprint project, the group decided to split the ownership of the land and the buildings.

Tactics for community involvement

- Political pressure, media tools to mobilize the public opinion and to promote the tenants' vision
- Strong articulation of agenda and alternative solutions (not only criticism, but constructive proposal of alternative)
- Participation in bidding
- Ownership for land and buildings (split and in hands of non-profit)

Enrollment



Actor network

The cooperation with **foundations which pursue non-profit, sustainable development goals, and promote alternative dealing with land and property**, was of crucial importance for the creation of specific, project-based model. In 2007, the association negotiated **a heritable building right** with **the Trias and Edith Maryon foundations**, in this way dividing the ownership for the land and for the building. In accordance with the contract, Association pays annual interest payments for 99 years, with no displacement during this term. The building loan was taken from **CoOpera, Swiss pension fund**, which invests into sustainable projects.

In the **contract**, it is defined that the complex obliges to provide spaces for a heterogeneous group of tenants. One third of the compound's square meters is dedicated to social projects, another third - to workshops and production companies that create regular jobs, and the last third of the compound is used by creatives.

A number of functions emerged **for diverse users**, mostly from among the local residents: **language classes**, organization which works with unemployed, **educational center** for teenagers who have left the school, canteen, **event space** "Glass Box". This allowed to limit ExRotaprint's contribution to gentrification and to resist homogenization. The generated revenue from the rents is used to finance a mortgage and to continue renovation of the complex.

Seven tenants, two other associates and the association itself founded **gemeinnützige GmbH (gGmbH)**, a **charitable company** with limited liability under German law. This was crucial for the cooperation where as it allowed economic activities but excluded profit extraction from the organisation.

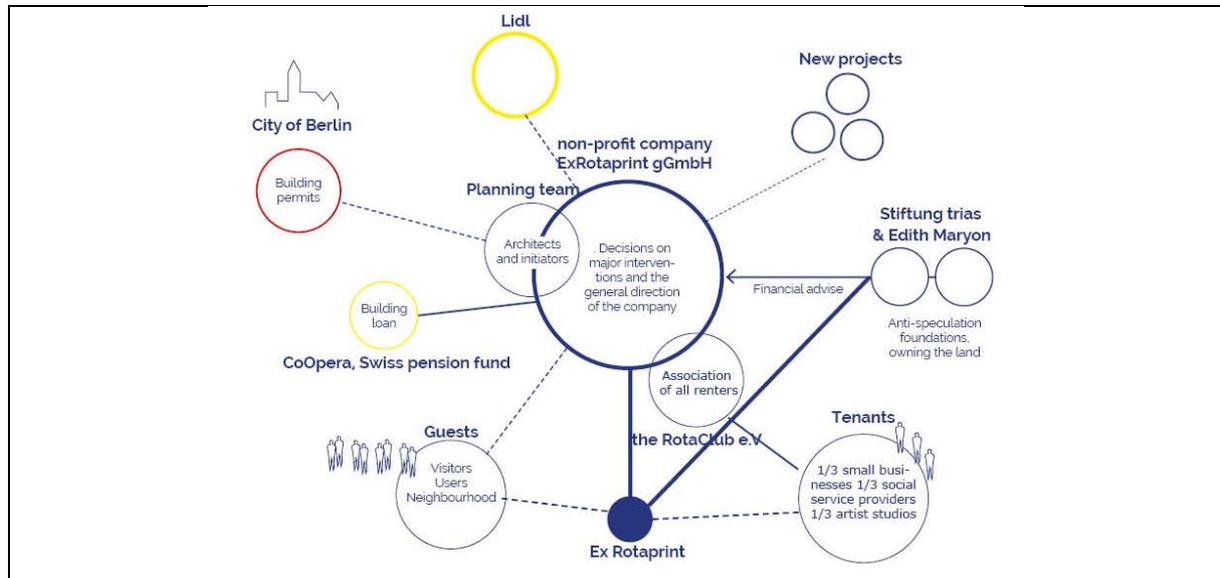
Institutions

gGmbHs combine the benefits of non-profit organisations and for-profit companies and enable organisations to conduct economic activities while pursuing charitable goals. In gGmbHs, profits cannot be distributed among shareholders, but must be redirected towards the company objective.

Tactics for community involvement

- Contracts with foundations with non-profit goals and promotion of alternative (non-speculative) dealing with land and property (heritable building right contract with Stigung Trias and Marion and loan contract with Co-Opera Sammelstiftung PUK).
- Legal format of 2 entities: association (e.v.) and gemeinnützige GmbH (gGmbH)
- Renovating the building step-by-step, depending on the revenues from renters and being sensitive to their opinions and needs
- Co-design of the interior spaces together with the renters, adjustable designs
- Research into architectural heritage values of the building (and publication of the book) made the identity of the place more explicit and helped to reinforce the place-attachment

Mobilization of allies



Actor network

The cooperation with the foundations and chosen legal format allowed the exRotaprint to become financially self-sufficient. Whereas the rent prices are kept low, the depth and tempo of renovations is decided in communication with the tenants.

The partnership with **Trias** is also important for the long-term financial sustainability of ExRotaprint. Trias invests personnel capacity in the initiatives they collaborate with: Trias looks at the evolution of their finances and if possible, it can adjust its land lease fee to make their first years easier for the initiatives. They also expect support from the initiatives once they have stabilized their projects. Trias ensures that over the years, the initiatives preserve their core goals and it that they keep functions agreed on in the contract, yet trias does not give directives to the management of single initiatives nor it influences its renovation, rental charges, and activities.

ExRotaprint's unique organisational structure and financial model allows it to operate almost completely independently from the real estate market, but not without significant pressure from the mortgage payments.

After the signing of contract with foundations and establishment of **gGmbH**, the governance structure and decision-making procedures were established. The structure of both the association and the non-profit company imply an inclusive, participatory decision-making structure.

The ExRotaprint gGmbH company has ten partners. They are all renters, and there is an association of all renters, **the RotaClub e.V.** as the eleventh partner. The partners and the board of the association meet once a month. Even tenants who chose not to be involved in the gGmbH, can be represented through the association's membership in the company. The planning team, consisting of founders Daniela Brahm and Les Schliesser as well as the two architects, meets once a week to manage the renovation progress. Decisions on major interventions and the general direction of the company are taken within the gGmbH.

The project set the scene for new projects and made an impact on policies in the city and country. With its successful model, ExRotaprint has gained influence both in the neighborhood and in the city. The organization's engagement helped a series of initiatives gain access to shared ownership of buildings with the help of heritable building right contracts. Even **corporate neighbors** like the Lidl adjacent to the ExRotaprint site agreed to cooperate about the future development of the block. Many other initiatives drew inspiration from ExRotaprint to organize public campaigns for more transparency in privatization

processes in the city. ExRotaprint participates in the public discussion about the Berlin's real estate policy which led to considerable rethinking of approach to development schemes.

Tactics for community involvement

- governance structure: legal entities of association and gGmbH, planning group consisting of 2 leaders of association and architects,
- Structured decision making processes determined by formalized statute of gGmbH and informal communication with all the tenants.
- Cooperation with municipality via providing space for important social organizations dealing with issues of employment, integration of migrants, work with youth
- Grant from the Berlin LOTTO foundation for renovations of the building
- Consultancy and sharing experience with similar initiatives
- Participation in discussion on development schemes in the city via media, political pressure, and formats of roundtables and public discussions

1.9.1.1.1 How open and adaptive is the actor network in relation to the factors (of importance) and time?

This project demonstrates the combination of continuity and adaptability. The continuity is guaranteed by the long-term contract (for 99 years) which excludes private profit and real estate speculation. All those interested in private profit stepped out in the moment of conclusion of the contract, so the project drew a very strict line in terms of what is possible and impossible and who is welcome, who is not. The contract precludes the presence of 3 equal types of functions in the compound (social functions, art spaces, and production) which makes ExRotaprint very inclusive and diverse. With time, social functions carried out by the non-profit associations, were adapted accordingly to response to the specific needs of the district's residents. However, it is also worth mentioning that (similarly to Sargfabrik) the time poses additional challenge to the project. For example, some older tenants (artists) became quite established and successful, and in fact can easily afford higher rent in any other place, whereas ExRotaprint could support younger and less advanced artists for whom the cheaper studio is of crucial importance, but there is no mechanism how to decide about this balance between new tenants who need support and older tenants who carry the initial values and spirit of the project.

1.9.1.1.2 What type of governance arrangements between the different communities strengthen the project?

In this case the most important was the split of ownership for the land and for the buildings and cooperation with non-profit foundations.

This case shows the importance not only of particular practices and/or cooperations, but most of all – **institutions**. The very existence of foundations with non-profit sustainable development goals (as Trias, Edith Maryon, and CoOpera) laid the foundations of cooperation between the association and the tenants, and opened it to the multiple categories of users. **The contracts with foundations** put the cooperation in the strict legal and formalized field, freed it from risks of private profit-oriented interests, and made the voluntarist

subjective decisions less probable. The importance of such legal instruments as heritable building right should also be stressed.

Though, these foundations' activities are mostly linked to the specific context of "first world" countries, especially such as Switzerland and Germany, and their experience is based on stable legal culture, high mutual trust in business environment, and importance of social responsibility. All these can hardly be found in other contexts, though the attempts to implement similar models should be further explored (one project empowered by Stiftung Edith Maryon in Hungary).

1.9.1.1.3 How does the project influence the current system?

The national system of heritage protection and policies of adaptive reuse are quite enabling for ExRotaprint, so we can say that ExRotaprint strengthened it and used all its positive sides. Buildings' status of protected monument rescued them from demolition, but on the other hand, this status does not hinder the adaptive reuse and is flexible enough to allow the new functions and necessary alterations. Strong civil society, readiness to mobilize in defense of community interests, independent media contributed to the success of the project on the initial stages. The presence of alternative funding schemes (from non-profit foundations) was of crucial importance in the decisive moment of gaining control and ownership of the compound.

However, the context of Berlin (city and land) real estate policies of the time (mid-2010s) seems to be less enabling, with its orientation towards quick short-time earnings for the budget, no control or limitations for the speculative prices growth, non-transparent privatization with only criterion of the highest bidding price and not the quality/sustainability of the future development. The case of ExRotaprint had its impact on the discussion about municipal policies and also inspired many similar projects. The processes in Wedding district (demolitions of industrial buildings, gentrification, privatization and speculative development, growing housing prices) also seemed to be not so enabling for the project. The ExRotaprint team struggled against this factors and managed to change its immediate locality (including practices of big retail chain shop nearby) and to have an impact on the whole district via its social services, places of work, and cheap rents. To sum up, **ExRotaprint makes its impact on the levels of public discourse, network of similar projects, and considerable contribution into the human capital of the district.**

1.10 London CLT

London CLT is London's first Community Land Trust established in the former psychiatric hospital of St Clements, in the Mile End area. The CLT provides affordable housing, allowing long-term residents who would be priced out to stay in the area, countering the tendencies of displacement and housing

unaffordability. Supported by the Greater London Authority to work with a private developer and a social housing association, the CLT was allocated 23 homes that are dispersed throughout alongside privately owned and social housing units. Besides these homes, the CLT also promotes community engagement and is actively working on the creation of a community centre at the St Clements site.(OpenHeritage). **The objective of the project is to offer affordable housing and long-term rentals to local residents who could no longer live in the area due to displacement and housing unaffordability trends.**

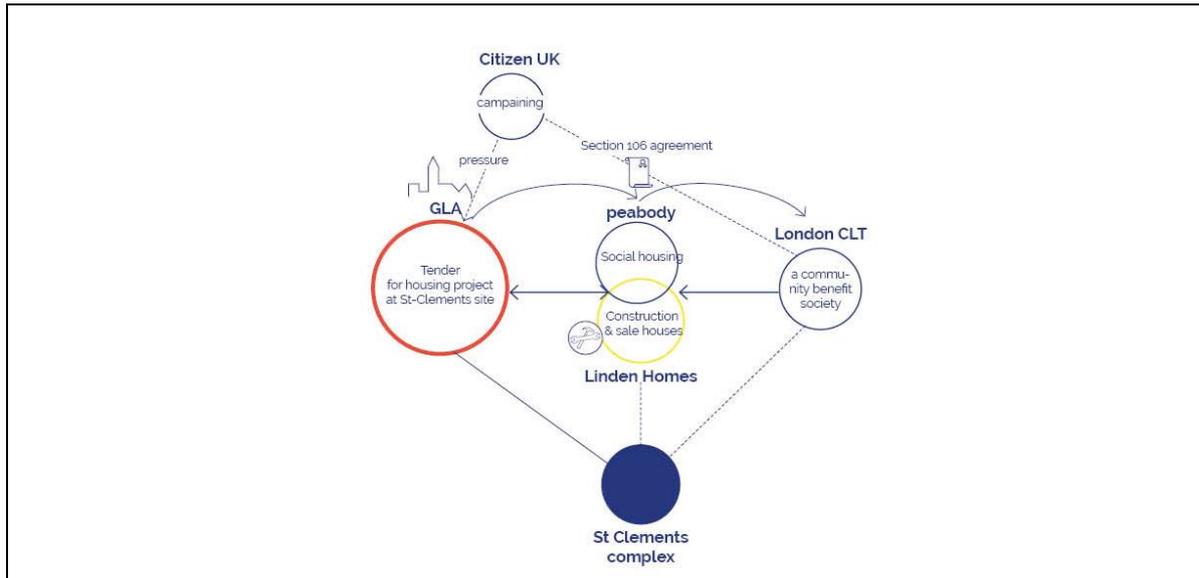
This case is a good illustration of following **normative criteria**: 'Protects multiple heritage values related to an object', 'Ensures economic sustainability', 'Relies on multiple funding sources Fosters social sustainability', 'Builds on co-governance arrangements inclusive of different communities and stakeholders', 'Engages neighborhood and heritage communities', 'Ensures economic sustainability', 'Engages neighborhood and heritage communities to participate', 'Supports ownership acquisition of the site/object by a community organization'.

Context: St Clements is situated in East London, 5 kilometres from the City of London, a very central location within the London agglomeration. The neighbourhood has witnessed radical transformations in the past decades. From being a relatively deprived area with working class families, it became a centre of immigration in the 20th century. In the past decade, the financialization of real estate also reached East London, raising housing prices and pushing out less affluent residents. The gentrification and affordability problem of East London has been one of the main motivations to develop a CLT in the area

1.10.1 Actor network

The leading actors in the communities involved		
CIVIC communities	PUBLIC communities	BUSINESS communities
<ul style="list-style-type: none"> - London Community Land Trust - Residents association - the Ricardo Community Foundation (community-led charity) - people living in the neighbourhood - Shuffle non for profit organisation - National CLT Network - Citizens UK 	<ul style="list-style-type: none"> - GLA (Greater London Authority) - Peabody, a social housing association. - Non-Departmental Public Bodies, Historic England and English Heritage 	<ul style="list-style-type: none"> - Linden Homes real estate developer

Problematization



Actor network

In 2010 the main actor **the City of London** initiated the project by **opening a tender** for the sale of the St Clements site (cluster of buildings). The bid was won by a team consisting of a **construction company (Linden Homes)**, and **Peabody (social housing company)**. The City of London invited **London CLT (a community benefit society)** to join the coalition. This decision was stimulated by **the political campaigning** done by Citizen UK and **the section 106 agreement**. As a result of the campaigning there has been a growing ambition to give frameworks to local governments and other public landowners to engage and strategically think about their opportunities to provide land for affordable and community-led housing. Creating the right mindset for an 'experiment' to test the CLT.

We situate this phase at the moment of problematization. Here, the **City of London** can be seen as the initiator who involved other actors to make a common viewpoint, nl. the need to include **London CLT** as a partner in the consortium in order to establish affordable homes.

Factors of importance

Typology: The St. Clemens complex was built at the end of the 19th century as a workhouse and during the 20th century it was used for a long time as a hospital, including a psychiatric one, first run by the London Country Council, then by the NHS. Since the early 2000s the complex has been closed because it was too deteriorated.

Institutions:

Section 106 agreements are planning obligations based on the 1990 Town & Country Planning Act. They are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms. The land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement, something any future owners will need to take into account. Section 106 agreements are drafted when it is considered that a development will have significant impacts on the local area that cannot be moderated by means of conditions attached to a planning decision.

Tactics for community involvement

Management tactics

- Political campaigning done by Citizen UK to put the topic of affordable homes and the potential of CLT on the agenda.

Financial tactics

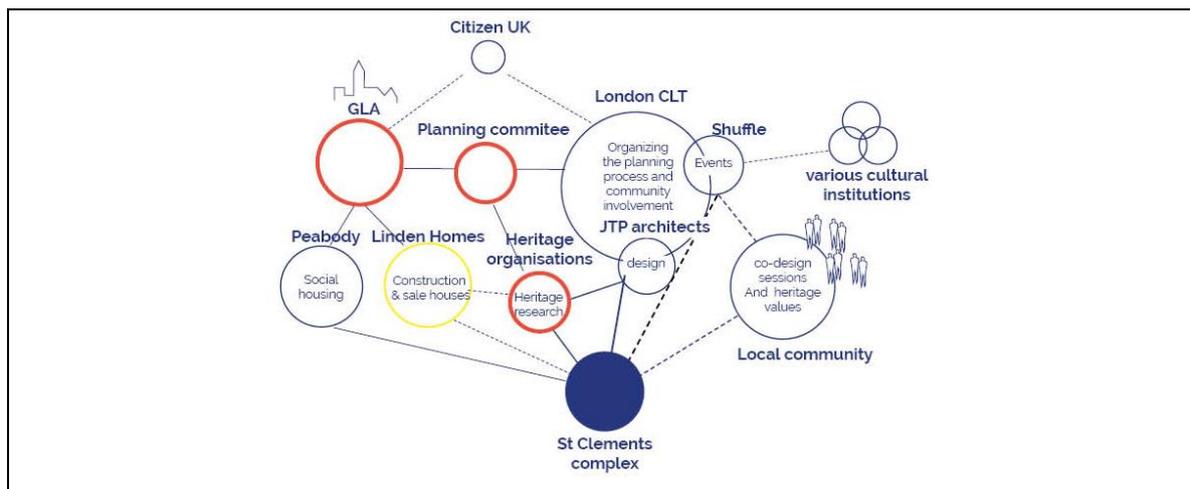
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Institutional tactics

- Launching a public tender

- The section 106 agreement

Interestment



Actor network

Here we see that after the coalition was formed, **London CLT** becomes the main actor and begins working closely with **JTP architects** and **Shuffle**. The network expands and different types of actors join the network.

Due to the complex heritage protection structure of the St Clements site the organisations **Historic England** (Historic Buildings and Monuments Commission for England) and **English Heritage** (English Heritage Trust) became involved. These actors demonstrated a keen interest in the site and worked closely with **JTP architects**, **the developers** and the **council's conservation officer**. There is a monthly meeting organised with the participation of these stakeholders.

JTP architects play an important role regarding the integration of local knowledge in the design concept. They do so by organising **community consultation moments (2012)**, inviting **local stakeholders** to “come, co-design St Clements” with them. Preceded by a **campaign** inviting the press, local stakeholders, schools and community groups, **the charrette (co-design sessions)** was organised in November 2012, including an exhibition with historical materials, dialogue workshops, hands-on planning workshops and walkabouts. For the organisation and mobilisation of the broader community they collaborated with the actor **Shuffle**, a not-for-profit organisation. They connected a broader audience with the site with a series of events. Culture had a big role in building relationships and supporting the regeneration plan. With the support from **various cultural institutions** they organised a series of festivals in and around the St Clements site, reconnecting the neighbourhood community with the site. Inviting them to share their memories and feelings about the site as well as to explore its potentials.

The ideas collected and the consensus developed during the workshops by over 350 participants led the design team to create a vision for the area, feeding into a planning application that got unanimous approval at the **Tower Hamlets Planning Committee in 2014**.

Factors of importance

Intangible heritage: The St Clements site had a strong presence in the community, and a strong role in local memory. Many people in the area would know it from visiting their relatives in the psychiatric hospital, but an author also collected memories of children growing up in the workhouse, through the recollections of their children and grandchildren. Similarly, St Clements played an important role in defining East London identities.

Program: The renewed St Clements site has 252 homes, 53 of which are social rent homes provided by the Peabody social housing association. Corresponding to the idea of integrating the CLT in the community and avoiding the separation of social and private housing units, the CLT's 23 homes are dispersed throughout the site: 13 homes are in the central blocks that also have private units, 5 homes in a block with social housing units and 5 in stand-alone duplexes.

Tactics for community involvement

Management tactics

- Temporary use, of the site, organised by shuffle, during different phases of construction
- Series of festivals on site to create momentum and to involve the local community
- Heritage research, through desk research and interviews, prior to the renovation of the site was used to provide informed decisions which were of relevance to the local community and the historic heritage of the site.
- Exhibition about the history of the site for a broader audience
- Walkabouts on site with the local community to include local knowledge
- Workshop-based dialogue in design phase, aiming at increasing the accessibility of the site to avoid the idea of gated community. Community co-design led to the application having unanimous approval at the Tower Hamlets Planning Committee. The community support has also proved to be a very strong asset when having to cope with conflicts with the necessary partnerships with real estate developers and when campaigning for public support or subsidies. Instead of designing something and then asking people what they think of it, we get a lot of extra social and economic value by involving communities who have a great knowledge and expertise.

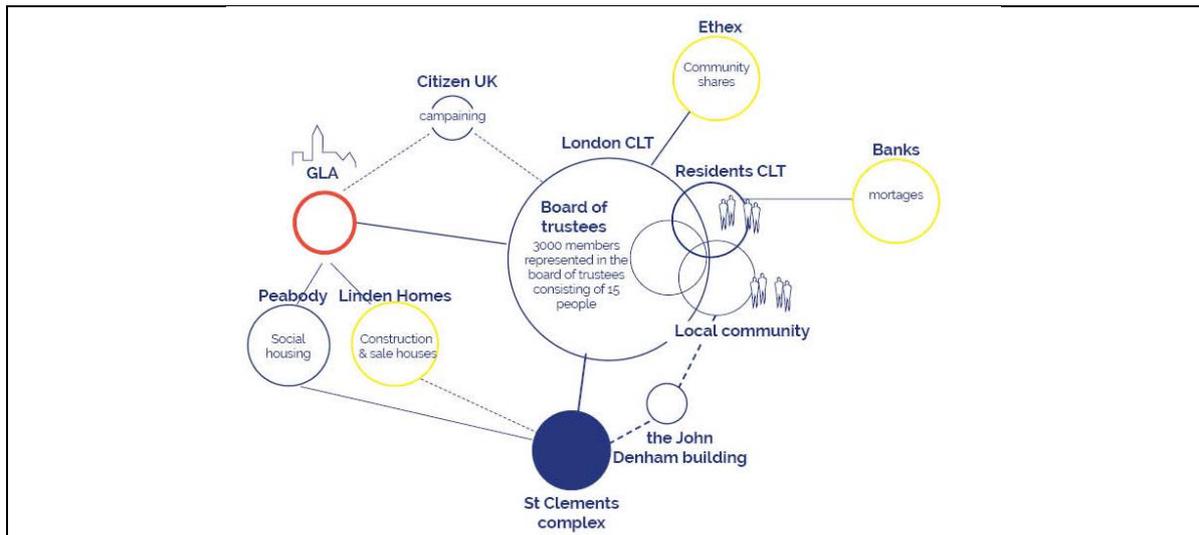
Financial tactics

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Institutional tactics

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Enrollment



Actor network

In this phase we see new networks appear to establish a more stable financial and organisational structure. We see new actors entering the network.

In 2016 The London CLT's first revenues came in 2016 from a **community share** offer with **Ethex**, a not-for-profit Positive Investing organisation. About 130 investors – some of them from the surrounding communities, some of them big donors – participated used to pay architects and planning preparations for London CLT's Lewisham site. In order to finance the construction works we see other types of collaboration between Linden homes (developer), CLT London and the new residents emerge. It's a back-to-back payment scheme where the resident pays London CLT and London CLT pays Linden. In the case of the St Clements site, it was difficult for prospective CLT homeowners to build relationships with the right mortgage lenders. London CLT managed to engage lenders who understand the specificity of a CLT: **the Ecology Building Society and Triodos Bank** were the first to offer mortgages. Doing so CLT London has been successful in attracting **social investors**, making this more mainstream.

London CLT is a community benefit society, a not for profit limited company - a model widely used by community land trusts. The CLT has a specific formal way of including different types of actors. People join the CLT as members either because they are interested in buying a home on the long term, or because they like the project and would like to support it. Others have an academic or professional interest in the project. The London CLT has about 3000 members made up of residents who own CLT homes, the communities and campaigners from areas around CLT sites and stakeholders who might invest their expertise in the CLT. These membership classes are all represented in **the board of trustees** consisting of 15 people. Besides the board, the CLT also has subcommittees, focusing on Finance and Risk, Development, Human Resources, Impact Measurement and allowing more in-depth discussions about these issues. Members have the right to vote and stand for elections.

In 2017 the first **residents** move in the flats. London CLT developed a **well-designed selection procedure** for its homes. CLT homes are allocated to local residents with a deep connection to the area (worked in the area for at least 5 years); unstable housing situation (in risk of losing their homes); financial eligibility (not catered for by social housing programmes); local involvement (social connections in the area); supportive attitude towards the CLT's values and mission (potential future CLT advocates).

Besides securing affordable homes, the CLT has been active also in creating a community centre. Since 2015 the CLT has been leading a campaign to turn **the John Denham building**, a listed building at the front of the St Clements site, into a community space.

Institutional

The John Denham building is a building with many constraints and large spaces that limited its potential use for residential units. The building was also listed as an **“Asset of Community Value,”** referring to its significance to the wider community, giving the community additional time to raise funds and purchase the building.

Tactics for community involvement

Management

- London CLT is a community benefit society, a not for profit limited company. CLT’s are typically governed by 1/3 residents, 1/3 community members, 1/3 experts, stakeholders. Formalised in a board of trustees the members can take part in the decision making processes, incentivizing capacity building among community members and residents.
- Selection procedure for homes in order to live up to the initial ambition

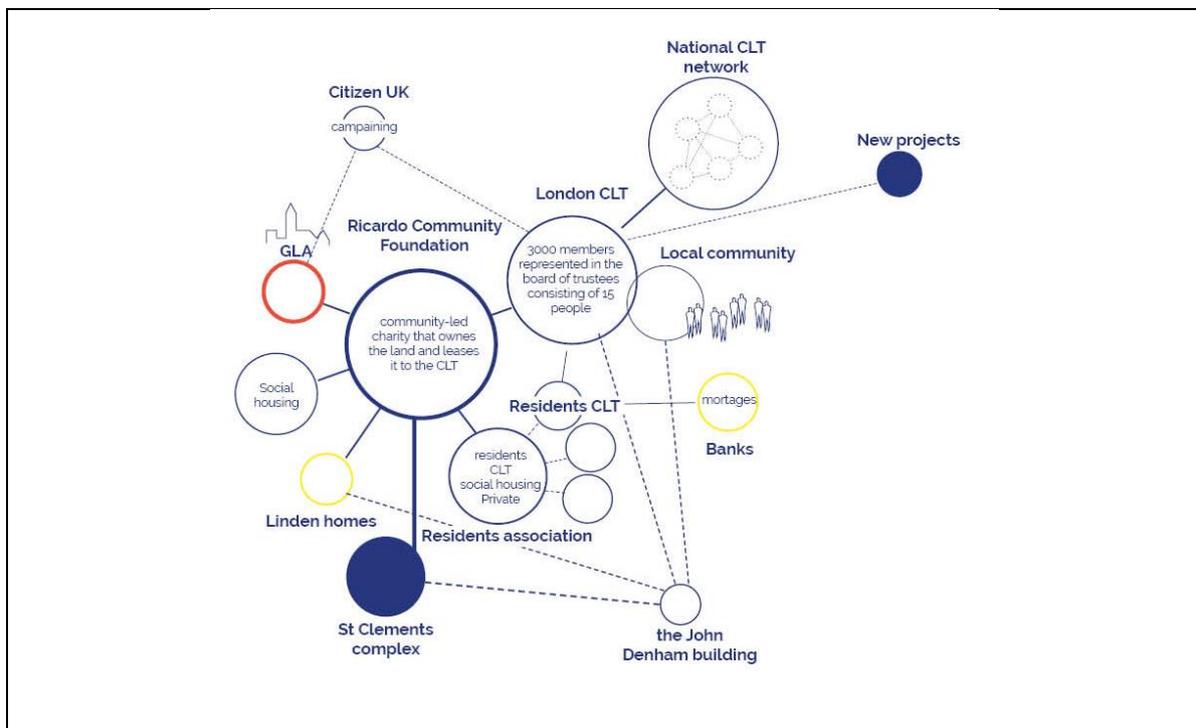
Financial

- A back-to-back payment scheme between developer, CLT and residents
- The structure of the CLT allows for use of community shares. The term 'community shares' refers to withdrawable share capital; a form of share capital unique to co-operative and community benefit society legislation. This type of share capital can only be issued by co-operative societies, community benefit societies and charitable community benefit societies.

Institutional

- The chosen site of St. Clemens is legally defined as an **“Asset of cultural value”**.

Mobilization of allies



Actor network

In this phase we can see that some collaborations within the network become structures and formalised. In 2019 the last residents moved in and the site is up and running. The CLT has achieved its goal of providing affordable housing in perpetuity.

In the actor network we can see that the strongest collaborations are between **the London CLT** and its **residents and the neighbourhood**. The **CLT’s communities manager** continues to work with residents

through allocations and supports them in the process of accessing their new homes. She also develops specific training for the residents and campaigners about what being a CLT resident means. Once the new residents are in their homes, the communities manager works with them to look at ways to transform the neighbourhood, by building up community leaders, developing community spaces or by other means.

To formalize the collaboration between residents a '**residents association**' was initiated by CLT London, including CLT residents as well as private and social housing residents to participate in the decision-making related to the site. This organisation will be formally constituted in 2020 as a resident management company takes over once the developers have left. Once the development is finished, the site will be handed over to a freeholder, **the Ricardo Community Foundation** made up of different stakeholders on the site, **including Peabody, the CLT, the local council, the Greater London Authority, Linden Homes, Galliford Try and the residents' management company.**

London CLT is member of the **National CLT Network**, a nation-wide network representing the interests of CLTs across the UK. The network helps CLTs incorporate, supports its members and is engaged in creating a policy and finance environment that makes it possible for communities to implement new CLTs.

London CLT is currently starting **new projects**. All CLTs have their own identity and are focusing on their own neighbourhood and local stakeholders. However, **relationships across the different CLT sites are being developed**. An important part of these relationships is sharing resources, especially expertise and experiences: campaign groups of prospective developments often visit St Clements to learn about how the CLT works there.

But not all the results of the community involvement activities were used to shape the site. Some people are concerned with the site turning into a gated community, the direct opposite of what the community was aiming for. The envisioned community space in the John Denham building can be key in opening the site for the neighbouring communities. The relation between London CLT and Linden homes has been difficult as they have a different agenda with the John Denham building.

Tactics for community involvement

Management

- community manager to support the residents
- residents association to democratize the decision making process between the different types of residents on site
- Divided ownership structure formalised in the community-led charity, the Ricardo Community Foundation who leased the land to the CLT for 250 years.
- national CLT Network

financial

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institutional

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1.10.1.1.1 How open and adaptive is the actor network in relation to the factors (of importance) and time?

Overall if we compare this case with many of the other OpenHeritage cases this is a very regulated process. With the context being: a classic real estate development as reaction to a public tender, in a very urban context under real estate pressure. On the level of the CLT houses we can see that also the CLT approach is very regulated. But the rules within the CLT juristic system inherently allow participation and demand for an 'open approach'. Allowing for a very participatory approach, with co-design session. In terms of flexibility, people

Deliverable 3.3

Interim report on the community involvement and governance evaluation

can leave the project whenever they want to. Without compromising the initial ambition of the project being affordable housing for locals. The coalition between Riccardo foundation and CLT London creates long time assurance. In conclusion we categorize this project as **socio-ecological resilience**.

1.10.1.1.2 What type of governance arrangements between the different communities strengthen the project?

We see multiple co-governance arrangements emerging in the different phase of the project. The **CLT structure** in itself form a very strong structure for co-governance. London CLT is a community benefit society, a not for profit limited company. CLT's are typically governed by 1/3 residents, 1/3 community members, 1/3 experts, stakeholders. Formalised in a board of trustees the members can take part in the decision making processes, incentivizing capacity building among community members and residents. **Secondly the residents association** created a formal alliance between the different types of residents on site. Thirdly all stakeholders are united in scale of the site in **the Riccardo Foundation**, the foundation as a freeholder is official owner of the site and leases the land to the CLT.

1.10.1.1.3 How does the project influence the current system?

Given the highly centralized nature of the property industry in London and the related unaffordability crisis and housing emergency, CLTs in London are providing the local population with an alternative housing option that is more affordable and community oriented. The project serves as an example creating a change in the **housing system**. London CLT is currently starting new projects.

PART 5

1.11 Conclusions

In the previous chapter we did an in depth analysis of 5 cases that we selected based on a quick scan. In this chapter we make some general conclusions while looking at the initial research questions and we give an outlook on what we are planning in coming months. In order to answer the main research question we several sub questions in the analysis.

specific research questions:

- How open and adaptive is the actor network in relation to the factors (of importance) and time?
- What type of governance arrangements between the different communities strengthen the project?
- How does the project influence the current system? (social, institutional, spatial, ...)

Next we will give an overview that formulates an answer to the last specific research question:

Deliverable 3.3

Interim report on the community involvement and governance evaluation

Which tools are helpful in the process of adaptive reuse?

1.11.1 Tactic towards the best fit

After the analysis of the five cases, it becomes clear that each actor-network (or community involvement or interaction with cultural heritage) is **highly situational**; there is no one-size fits all. Nevertheless, what becomes of real importance over here is not so much the governance handbook or program itself, but the focus on – as said before – **a strategy or tactic towards the best fit**; not only between the community and cultural heritage, but also between this actant-network and its surrounding or (institutional) time-space context.

In order to say something meaningful about **these tactics** we presented an analysis deconstructing the cases into four different phases, each marked by specific factors of importance and rules (formal or informal), triggering in turn a reshuffling of the coalitions between the involved actors. The critical deconstruction of this intensive process highlighted how a range of different **'tactics or strategies for community involvement'** were adapted in response to the shifting constellation of opportunities, constraints and coalitions.

The aim with this evaluation was to develop an approach to extract insights from the 'most resilient' cases in a coherent way. These insights will be used in WP5 to develop a toolbox that provides support do different types of communities for the activation of heritage and the long-term. Lessons from the evaluation (WP3), will be tested in the Cooperative Heritage Labs (WP4).

In order to start with 'the toolbox' we need to **translate the identified tactics into solutions**.

Since each of the cases is highly situational, main question is how to transfer successful tools into different situations. A first essential step in ensuring the transferability of results is simplifying where needed, and reconnecting the defined tactic to the object of the other situation. An iterative process which is described here as 'toolboxing' (Devos, 2016). A form of diagramming as it embodies abstracting the experiments into reproducible solutions for the challenges and opportunities, as an important means to tactically transform relations and interactions between the three mentioned communities.

Throughout the five cases the challenge was to deconstruct the analytical methods into step-by-step, how-to instructions. Secondly, the methods were reconnected to the specific moments in time and space, clarifying which analytical tool would be applicable to which respective problematic.

Next we will give an overview of the simplified tactics that enable community involvement as defined in the different cases:

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FASE 1: Definition of a problem or idea by an initiator. The initiator makes other actors aware of this viewpoint. The actor tries to express the problem and the possible solutions. Here we can see tactics with a focus on creating awareness to get new people on board and create public backing.

1. **Informal meetings** with a group of people that have a shared ambition
2. **Formalizing the initial coalition** by registering as an association, alliance, ... : This creates a better position in negotiations with other communities.
3. **A mission statement** as starting point: defining a common missing in the initial phase gives a clear focus or goal to focus on.
4. **Public dialogue to define potential projects:** This can be interesting for public actors who feel the need for change on neighbourhood level, but lack specific local knowledge. For example in Cascina the Municipality takes initiative to organize social tables (workgroups) as a tool to bring various formal and non-formal organizations (large group) together with the ambition define potential projects that respond to actual needs in the communities.
5. **Media tactics:** to mobilize the public opinion and to promote the tenants' vision. For example in Stara Triznika the initiative designed a communication strategy including multiple marketing tools to create public backing for the proposal.
6. **Strong articulation of agenda and alternative solutions** (not only criticism, but constructive proposal of alternative)
7. **Launching a call for engagement:** this is important in case of public bidding. For example in Stara Triznika non-binding letters of intent showed the engagement from possible tenants and created a feeling of trust on the side of the municipality. Also a divers cultural institutions and embassies assured the Alliance about their support and this proved to be an important, if symbolic resource in gaining approval from the Municipality.
8. **Formulating a pro-active proposal:** including a rental fee and detailed timing. This created a feeling of trust on the side of the municipality.
9. **Feasibility study:** This was done in the Stara Triznika, they did a feasibility study including an estimation of the renovation costs with the help of various experts before engaging in the contract with the Municipality.
10. **Hack classical coalitions:** for example the public bidding for ST Clements, this was a classical development. But the CLT happen to offer a good and interesting alternative for affordable housing. By joining this rather classical coalition between city, real estate developer, and contractor they have set an example.

FASE 2: An actor or group of actors tries to involve new actors in a viewpoint. By this, old networks will gradually be replaced by new ones. The idea is communicated, through visualisations, media, ... Here we see tactics that focus on participatory processes, programming and structuring coalitions

1. **Capturing locale knowledge:** there are multiple tools for doing this depending on the aim of the project and the level of community involvement (arnstein). For example idea incubator, walking tours with locals, interviews, ...This adds more meaning in the design and therefor public backing for proposals.
2. **Organisation of co-design moments:** Participatory design strategies can take on many forms, the format of the session should match the goal set in the initial phase.
3. **Organizing events:** to create momentum, awareness and to involve the local community. For example in Londen CLT St-Clements site.
4. **Using designers:** in multiple cases the involvement of architects is crucial in translating the wishes from different actors and navigating the heritage policies.
5. **External moderators:** can design and moderate the participatory process, as mediators between the different actors
6. **Renovating the building step-by-step:** creates the opportunity to start using the project and spreading the investment depending on the revenues from renters and being sensitive to their opinions and needs
7. **Research into architectural heritage values** of the building (and publication of the book) made the identity of the place more explicit and helped to reinforce the place-attachment
8. **Making local historical memories accessible:** by archiving and showcasing. For example Ecomuseum in Cascina and the exhibition in CLT London.
9. **Designing for the long term:** This of course is very specific for each project. For example in Sargfabrik the diverse typologies allowed a wide range of tenants (single parents, elderly, disabled people, ...).In the Cascina the qualitative refurbishment, creates a feeling of transparence and dignity and therefor giving the local community the feeling of 'dignity'.
10. **Enabling shared use of space:** how can spaces be used in different ways by different types of users?
11. **Temporary use on site:** Creates the opportunity to test different functions/ usages. For example in Stara Triznika this allowed the initiators to finetune the program and create awareness.
12. **Selecting tenants based on potential cooperation:** with other tenants as well as the social value that they can create. Some activities in the market hall do not generate much income but contribute to tying together the community
13. **Contracts with foundations with non-profit goals** and promotion of alternative (non-speculative) dealing with land and property (heritable building right contract with Stigung Trias and Marion and loan contract with Co-Opera Sammelstiftung PUK).
14. **Activate supportive legislation:** like "Asset of cultural value".
15. **Divided ownership structure:** This requires a specific governance model. We see this in 2 cases in different constellation in London CLT and Ex Rotaprint.

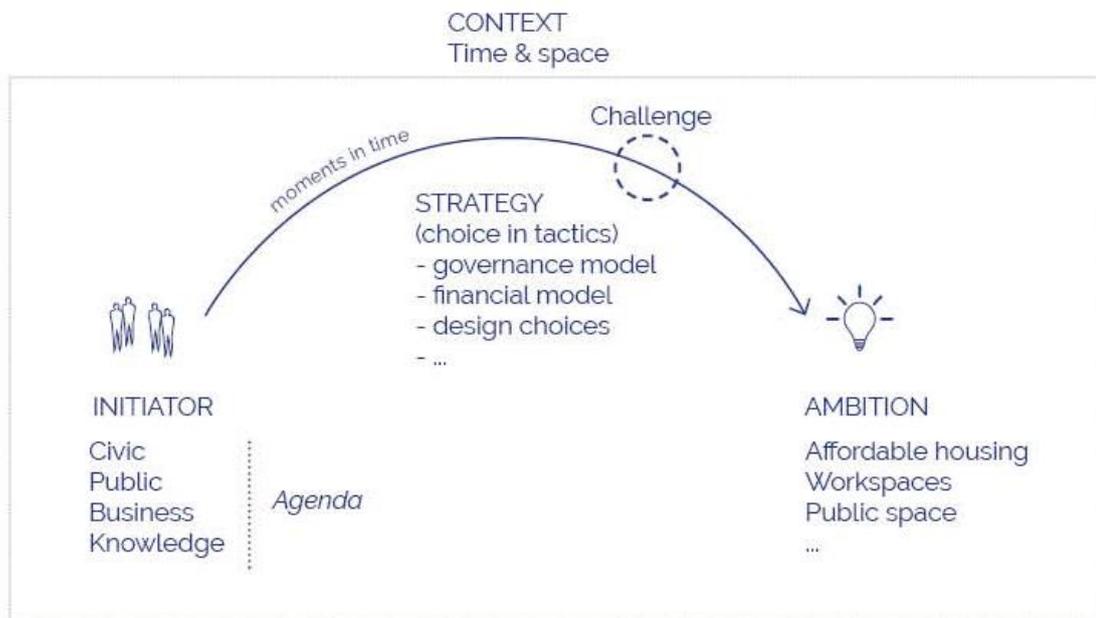
FASE 3: The network stabilizes, coalitions and flows of money become structured. The project is being activated. Here we see tactics that focus on stabilizing the management structure, creating different structures for decision making and financial stability.

1. **Professionalizing the management structure:** create clear rules and responsibilities, perhaps even payed when possible. But keep other tasks open for volunteer (internal external) this creates the possibility for people to take ownership.
2. **Designing a governance model** that supports the mission and that allows for certain strategic coalitions to become structured.
 - a. Association with a cooperative model

<ul style="list-style-type: none"> b. Starting a public – private foundation: this format simplifies Cascina's management and it enables it to generate revenues through its spaces and activities (such as rents for events). c. Non profit company d. NGO alliance: NGO The Old Market Alliance, this formalized the group of initiators and created for them 'a seat at the table' to start negotiating with the municipality. Secondly the contract (including the rent-to-investment financial scheme) between the 2 main actors was crucial for providing clear rules and a long term assurance. e. ... <ol style="list-style-type: none"> 3. Structuring the decision-making process: this is linked with the choice for governance structure of the project. For example: in The Sargfabrik there is a general assembly twice a year for big decisions. The general assembly elects six board members. The Board appoints a professional executive director for implementing the yearly work plans and managing all departments. 4. Internal contract between users and association with rights and obligations to structure the collaborations. For example in Sargfabrik contract between the association and tenants formalized the collaboration and defined 'the rules of the game' and most importantly protect the common mission. 5. Integrating public functions for social impact and as resource: if this is in line with the mission and possible (context). This can raise the quality of life for the users (internal) and local community (external), and become an important resource. For example in Sargfabrik some functions are socio-economic enterprises offering job opportunities to local people. 6. Keeping an open agenda: for example in public spaces the program or agenda can be organized in coalition with actors from different communities and therefor be more in line with local needs. 7. Matchmaking between tenants: through regular tenants meetings coalitions are sparked. For example in the Stara Triznika the NGO organized regular meetings so the tenants could learn about each other's businesses and this lead to multiple (circular) coalitions. 8. Investing in people: Its not only about the project as a build structure but also about having the right people in the right place. For example in the Cascina social workers are indispensable as connectors between the civic groups and the project. 9. Creating incentives for social impact: For example in the case of Stara Triznika the Alliance made the choice to work with 'stable businesses' and asked them to create social value in exchange for lower rent. 10. Residents association to democratize the decision making process between the different types of residents on site 11. Selection procedure for homes in order to live up to the initial ambition: for example in London CLT and Sargfarik. 12. Creating a social fund: only relevant is this in in line with the mission and governance structure. For example in Sargfabrik an internal redistribution system with social fund was created to give the opportunity to everyone to be able to pay their rent 13. Diversify in types of funding, with common system of governance: : by including different types of resources (public, private, own resources, ...) the project becomes more resilient in times of crisis, for example during a pandemic 14. Public funding, as sponsorship or by joint functions (ref Sargfabrik) 15. Private support through self-financing events and fundraising activities 16. Community shares: for example in London CLT the structure allows for use of community shares. The term 'community shares' refers to withdrawable share capital; a form of share capital unique to co-operative and community benefit society legislation. This type of share capital can only be issued by co-operative societies, community benefit societies and charitable community benefit societies.
<p>FASE 4: now that the project is up and running, how can it be made to last, and have an impact on the system? Here we see tactics that have an outward focus, expanding outside the boundaries of the project. With focus on sharing knowledge, spin-offs and institutional change.</p>
<ol style="list-style-type: none"> 1. Creating a network of projects to increase social impact and share experiences, knowledge, facilities. For example in the network 'Case del Quartiere' in Turin, the Cascina as largest actor in te

- networks provides administrative support to the network. Together the network contributed to the design of Turin's version of the Regulation of the Urban Commons.
2. **Creating spin-offs:** The model of Stara Trznica and moreover type of contract between the Alliance and the city becomes a product or services that can be transferred to similar projects
 3. **Expanding focus:** when the project is successful, the attention can shift from the building to public space. For example Stara Trznica the alliance structured the collaboration with the city launching a new association 'the Living Square Program', to increase impact on public space.
 4. **The Regulation of Urban Commons** (in Turin) provides tools for a formal collaboration between citizens and administration in running community venues.
 5. **Cooperation with municipality** via providing space for important social organizations dealing with issues of employment, integration of migrants, work with youth
 6. **Consultancy and sharing experience** with similar initiatives

Next step will be to **further specify and categorize these tactics** and explore how the tactics can be translated into transferable methodologies and modes of working so they become possible solutions or strategies that we can match with challenges and opportunities that occur in the LABS.



1.11.2 Tactics for LABS (test)

Here we will do a first attempt to links the tactics to the LABS. This first draft will help us to sharpen our approach in the next steps. Following scheme shows the results of a 'quick scan' of the living labs.

Active communities

CASES	CIVIC	BUSINESS	PUBLIC	KNOW-LEDGE	FASE	TYPOLGY
Rome Collaboratory, Rome Italy	☑			☑💡	■	2
Sunderland High Street, Sunderland Great Britain	☑💡		☑	☑	■■	1
Hof Prädikow, Prädikow Germany	☑💡		☑		■■■■	1
Marquês De Abrantas, Lisbon Portugal	☑		☑💡		■	2
Pomáz-Nagykovácsi-pusztá, Pomaz Hungary	☑	☑		☑💡	■■	3
Praga district, Warsaw Poland	☑		☑	☑💡	■	2



In comparison with the quick scan of the observatory cases we spot some differences. Firstly there is a difference in the way communities have become involved. There is not one case that shows the involvement of all three communities. The business community is in most cases missing. Pomaz is the only one that has the involvement of the business community and this on very small scale. In terms of phasing we can see that most cases are still in the phase of problematization or interesement, Hof Pradikow is the most advanced in terms of reaching its ambition.

Next we will try to match tactics with challenges that occur in the LABS. Therefore it is also important to get an insight in the objective/ambitions of each LAB.

Rome Callaboratory

Ambition: They aim to promote the area and its hidden treasures of Centocelle in collaboration with the local community. They goal is to create a heritage landscape park and linked to the park a network of local entrepreneurs.

Context: Periphery of Rome, the population in the area has been badly affected by the economic crisis and the general problems of the Italian economy. Real estate pressure, lack of qualitative public space.

Challenges:

- State of access to the ruins: now it's only partially accessible to the public.
- Environmental: the green area and infrastructure is generally in very bad condition.
- Social and geographical: the surrounding area has a marginalized character with negative stereotypes and bad self-image.

<ul style="list-style-type: none"> • Economic problems: the population in the area has been badly affected by the economic crisis and the general problems of the Italian economy.
<p><u>Tactics</u></p> <ol style="list-style-type: none"> 1. A mission statement as starting point: defining a common mission in the initial phase gives a clear focus or goal to focus on. 2. Public dialogue to define potential projects: This can be interesting for public actors who feel the need for change on neighbourhood level, but lack specific local knowledge. For example in Cascina the Municipality takes initiative to organize social tables (workgroups) as a tool to bring various formal and non-formal organizations (large group) together with the ambition define potential projects that respond to actual needs in the communities. 3. Media tactic: for these types of large scale projects, it could be interesting to set up a local newspaper to update people about the process. 4. Strengthen public- business coalitions: by looking for actors from the business community and public community that support the mission. For example who owns the heritage site? In order to make the site more accessible a spatial strategy is needed. 5. Using designers and organising co-design moments: for visualizing the potential of the landscape. Depending on budgets and coalitions a workshops with design (architecture, landscape, urbanists) students can be organised as a first step. 6. ...
<p><u>References:</u></p> <ul style="list-style-type: none"> • Parkfarm Brussels, Belgium • Antwerp Airport rethinking its future : an online manifesto

Sunderland High Street

<p><u>Ambition:</u> wants to create a place for community support and set a precedent for a future network of similar places in the centre. Providing an alternative for the economic regeneration process of the city centre</p>
<p><u>Context:</u> High Street East, Church Street East, High Street West and Fawcett Street have all functioned as the City's main commercial streets in past centuries but have all since declined as the City's commercial core has gradually moved west. This has left a legacy of economic deprivation in the Heritage Action Zone (HAZ) with high levels of vacancy, key historic buildings in derelict or poor condition with urgent and often vast repair/restoration needs. The city launched an economic masterplan, the project is situated on a crucial location.</p>
<p><u>Challenges:</u></p> <ul style="list-style-type: none"> • economic and social problems: Sunderland has high unemployment rates, an ageing population, and the local authority is under austerity pressures. • State of the heritage assets: Despite its significant heritage value, lack of maintenance and care by the previous owner led to vacancy and poor repair. • Re-use: It is a challenge to find a form of adaptive re-use of the buildings that is financially and socially sustainable yet maintains the historic fabric and contributes to the wider regeneration of this part of the city.
<p><u>Tactics</u></p> <ol style="list-style-type: none"> 1. Formalize the interactions with local actors (with specific needs, for example artisans who need place for work) in more or less organizational frameworks as an association, alliance, ... 2. Capturing locale knowledge for defining functions : Is there a need for a rentable space for small community gatherings linked to a coffee shop? A place focussed on kids? Tools for this can be the organizations of specific walk-in moments in combination with workshops. 3. Use and interacting with existing local organizations on programming : Often they have the best understanding of local needs, they know what type of space would benefit certain groups.

4. **Using designers for creating added value in a multi-layered proposal:** depending on the need for this, seems that renovation works are almost finished. By collaborating with practices such as Assemble an integrated holistic approach in design in collab with future users can be assured.
5. **Enabling shared use of space:** how can the spaces be used by a wide range of users at multiple times during the day?
6. **Selecting tenants based on potential cooperation** with other tenants as well as the social value that they can create. Some activities in the market hall do not generate much income but contribute to tying together the community
7. ...

References:

- Assemble, [10 Houses on Cairns Street](#)
- Timelab Gent: [stadslabo](#)

Hof Prädikow

Ambition: wants to establish a cohousing project and create new perspectives for abandoned rural settlements.

Context: rural outskirts of Berlin, declining rural population. City people looking to find a better balance in life, qualities of nature while still living in 'your tribe'.

Challenges:

- Environmental: As a result of the usage of fossil fuels, there are several contaminations on the site. Beside a gas station is a brown coal fired heating plant that has to be removed. New and state of the art supply systems for heating and electricity have to be installed. Because of the strong connections to Berlin, new concepts for sustainable and reliable mobility need to be developed.
- Economic: The Hof Prädikow site provides an enormous potential for future utilization. In addition to the housing project new concepts for merging living and labor are desired to reduce commuter traffic.

Tactics

1. **Expanding focus from 'building' to the connection of the project with its surroundings:** when the project is successful, the attention can shift from the building to public space, and the connection to Berlin (work) for example through a car sharing system.
2. **Creating spin-offs or comparable projects in the city, region, neighbourhood:** The model the project functions as an example of good practice for other potential co-living project in a rural context
3. **Consultancy and sharing experience** with similar initiatives. The initiative could harvest the experience and become 'expert' in this type development. This is a relatively new market.

References:

- [Miss Miyagi](#) placemaking services
- [Heem](#) cohousing services
- Stara Triznika

Marquês de Abrantes

Ambition: wants to establish affordable housing combined with cultural usage

Context: Periphery of Lisbon, with connection to the urban centre. The neighbourhood is under pressure of real estate dynamics. A new tech oriented, business centre will be developed nearby.

Challenges:

- State of the compound: the building is accessible but would require some rehabilitation to host the foreseen community functions.
- Historical Context: due to the Heritage protection of the site, there are many administrative and legal procedures to be considered.
- Social engagement: Strengthening the local participation of inhabitants is a challenge already addressed by the BIP/ZIP experience, and it will require further efforts during the Lab activities.
- Real estate context: as the real estate pressure grows in Lisbon, it becomes harder and harder to maintain buildings in municipal ownership and provide opportunities for low income inhabitants
- Economical sustainability: activities on site have been currently dependent on public subsidies and the development of a self-sustaining model is required to ensure a long-term perspective.

Tactics

1. **Formalize the connections with local actors** (with specific needs, for example artisans who need place for work) in an association, alliance, ...
2. **Organize structural meeting** with the local actors to finetune the common ambition
3. **Look for local partners to establish the affordable housing** for example a CLT (CLT London), social housing cooperation, or organized group of civic actors with the ambition to establish a co-living project (ref. Sargfabrik)
4. **Public funding** by joint functions (ref Sargfabrik)

References:

- CLT London
- Sargfabrik

Pragalab

Ambition: aims to empower local actors, encourage economic activities and evoke consciousness about the architectural and social heritage in the district.

Context: The Praga district, in Warsaw is one of the smallest districts in size but the most problematic in terms of life quality. Being the part of the oldest and most densely populated core of the city it has been labeled as the poorest, less developed, most dangerous but same time the most genuine. The district was very much linked to production and industry.

Challenges:

- Economy: Many municipally owned buildings and flats are in a bad state, often empty.
- Social: High rate of unemployment, social problems, over-dependence on social care and illegal economic activities.
- Architecture: Unprofessional redevelopment and regeneration of several historic buildings, risk of degrading the heritage values.
- Society and culture: Potential social clash between the native inhabitants of Praga and the newcomers attracted by the affordable and well-connected neighborhood.

Tactics

5. **Formalize the connections with local actors** (with specific needs, for example artisans who need place for work) in an association, alliance, ...
6. **Organize structural meetings** with the local actors to finetune the common ambition
7. **Create visibility by aiming for a physical presence:** the bakery in that perspective would have been very interesting
8. **Strengthen the coalition with the city and business community:** do they have vacant buildings in the area, could be potentially interesting to set up an rent-to invest model. If of course there is an alliance with other stakeholders and clear mission.
9. ...

Deliverable 3.3

Interim report on the community involvement and governance evaluation

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1.12 Outlook

Our proposal for the Open Heritage project is to further discuss the different types of tactics, governance models and types of actors. These models could be subject to debate particularly within the Open Heritage task forces. As also mentioned in Deliverable 2.6 we aim to further specify the representations of these models and we can imagine that they could be disseminated to practitioners, policy-makers, and scholars as part of the “Dissemination and knowledge sharing strategy” (D6.1).

Future debate on these models should critically analyse the conditions and potentials for transferring the models described from one context (defined by actor, institutions, and factors) to another. Moreover, the evaluation provides input for the transferability matrix (D3.7) as “Guidelines for public-private-people partnerships in adaptive heritage reuse” (D5.4).

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Appendix

- **SWOT analysis**
- **Normative criteria**

Community Integration SWOT: Cascina Roccafranca

General summary: *The reuse project created a building that would be able to adapt to a wide range of activities while presenting a unique style. The main concept of the building is to create a multifunctional and inclusive space that would welcome a wide range and activities and audiences.*

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - it is a transparent and open building to facilitate the idea of sharing and of publicness.
 - the space has a certain spirit to make people feel welcome
 - space is shared and adapted to everybody's needs
 - the building had a significant place in local history and the communities memory
 - project had a strong impact on public policies.

- **WEAKNESSES (internal factor)**
 - only when you provide a space, people respond with a proactive attitude,. So some basic needs and conditions need to be present first.
 - project was dependent on the municipal plans
 - quite some efforts by social workers to stimulate participation of citizens.
 - the impact of the project on the neighborhood is unknown, invest energy now to better understand its reception and impact on the territory

- **OPPORTUNITIES (external factor)**
 - the model applied is now being spread throughout the city to inspire also other projects.

- **THREATS (external factor)**

- It remains difficult to fight social isolation without available spaces.
- Activities could have been organized in any place and seem not to relate to the heritage values of the building

Community and stakeholder integration

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> The model of this project, aiming at openness and creating a space which can be adapted to various needs from the community is now being spread through the city 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> Certain places are needed that can host this adaptive community center. Without a location and available space, it remains rather difficult to stimulate participation, and the outcomes remain unknown.
THREATS (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> Space is shared and can be adapted to every bodies needs so that there is a place where social isolation can be tackled. They therefor used a place which already had a significant place in local history and the communities memory 	Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> They started to use a place, aiming at openness and adaptivity, therewith overcoming the weakness of people who only start to be active when there is a building that they can use and overcoming the threat of people not being involved.

Community Integration SWOT: Scugnizzo Liberato Naples

Elaboration of OC factors:

- **STRENGTHS (internal factor)**
 - Orientation at social cohesion, inclusion, and benefits for the community is inscribed into the project from the very start and makes the prerequisite of its official recognition
 - Radically democratic ways of managing the community life
 - Part of services and classes are free of charge for locals

- **WEAKNESSES (internal factor)**
 - The complex is in very dilapidated condition because of long period of neglect and needs big investment
 - Lack of sustainability and turnover of people and functions, need of management improvement to cope with very big building
 - Economic model is still in an initial phase
 - Radically democratic ways of managing the community life
 - Buildings are managed by people that have low or no expertise in matter of cultural good and restoration

- **OPPORTUNITIES (external factor)**
 - Municipality is open for cooperation and there are policies and bodies enabling co-governance of urban commons (such as the Permanent Observatory of Common Goods)
 - Municipality owns the complex, covers managing expenses and utilities, ensure accessibility and safety of the building
 - There are other similar initiatives of community-based non-commercial initiatives of revitalization in the city and region
 - There are many creatives living in the district and interested in the participation in the project.
 - There are strong community ties between the residents of the district (“clans”)

- **THREATS (external factor)**

- Lack of financial sustainability, especially because very big funding is needed for the restoration of the complex
- Community adoption of the building depends on the short-term mandate from the mayor which hampers the development of long-term and strategic vision of the project and the efforts towards a more consistent fundraising
- Conflicts might arise between chief conservator's requirements and those claimed by current users. Community often claims exclusive rights on building, although in violation of the Municipality regulations.

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • The project used the opportunity to cooperate with the municipality in the frameworks of the urban commons policies, while the building remained in the municipal property. The informal relationship with the public officials in “Neapolitan style”. One or more public officials of the administration are directly engaged in the project, in order to ensure a permanent contact between the community and the municipality 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • The strategy of “small steps” was adopted for the repairs of the complex - through a series of ongoing interventions, periodically planned and verified by the Scugnizzo management assembly. This is a part of “self-activation” and community integration, and in cooperation with the municipality • Community representatives have the responsibility to manage the overall economy of the ex-convent. In

	<ul style="list-style-type: none"> • Scugnizzo Liberato became a member of the Public Assembly of Freed Spaces – association of similar projects • The weekly meetings, general and thematic, were made open for the non-members who are willing to participate. Social and cultural animators are engaged 	<p>particular, fundraising and mediation between community and institutions</p> <ul style="list-style-type: none"> • Productive and economic perspective of the common goods is supported and gradually developed in discussion thematic groups • The professional psychologist of the community moderates the disagreements during the regular management and thematic meetings. Self-reflections are practiced at group meetings
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • The renovation of the complex is inscribed into Institutional Development Agreement – Naples City Centre. The funding is conditioned by the cooperation of the community with the municipality and other actors, such as UNESCO (supervising the city center) and the Ministry for Heritage and Cultural Activities which supervises the conservation and renovation. 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • Generated income is reinvested into the project’s activities and maintenance, at the moment no rent exists for artisans and other tenants which helps to strengthen the common goals of the project

Community Integration SWOT: Sargfabrik Vienna

Elaboration of OC factors:

- **STRENGTHS (internal factor)**
 - Integration of different lifestyles is embedded in the concept of the complex from the very beginning
 - Developed social infrastructure and number of services accessible for the public
 - Flexible use of space, removable walls, barrierless for wheelchairs etc.
 - Professional management of the complex by the Association's 15 permanent employees
 - Democratic participation in the life of the housing community which is voluntary

- **WEAKNESSES (internal factor)**
 - Ageing of the initial tenants whereas younger generations would like to join the community as well, which poses a necessity to manage the integration of different generations
 - Due to delays in the course of the project the building was quite deteriorated, and, additionally, it was not flexible enough to adapt it to the housing purposes, so it was almost completely demolished.
 - Delays in bureaucratic process
 - Democratic participation can lead to prolonged discussions and unclear responsibilities

- **OPPORTUNITIES (external factor)**
 - Subsidies for the communal housing in Austria
 - Municipality is open to cooperation and financially support social integration and number of services in the complex
 - Interest of architects in the new and experimental format of the building and their readiness to contribute to the development and brainstorming in the project

○ **THREATS (external factor)**

- **Gentrifying neighborhood**
- **Gradual changes in the social policies in Austria in the neo-liberal direction could lead to diminishing possibilities of public funding**

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • The project used such opportunities as housing construction subsidies, subsidies for social housing, and exemption from certain building regulations, to make the costs of the project lower and to be able to invest into the social infrastructure which serves the community-building and attracts people from the district and Vienna • Several social services were established with the support of Municipality: Children’s house, socio-pedagogical living community of the Youth office of 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • The community recognizes the heritage value of the site through preservation of the planning structure of the site and one chimney, as well as the name of the factory. Due to participation of the group of architects, these heritage elements were naturally integrated into the new building substance. In the planning process, the opinion of the neighbors of the site was taken into account, and the team of architects had to remake the project.

	<p>the City of Vienna, employment of people above 50 years old in the cafe</p> <ul style="list-style-type: none"> • External professional was hired to moderate the debates between the tenants which bring more expertise into the process • The flexibility of the building was used to organize wheelchair-accessible housing units and services, small apartments for students and young people, five residential units with studio character as “home office” 	<ul style="list-style-type: none"> • Due to the delays, the team of architects took their time to substantially discuss the project with every unit to make it most comfortable and adaptable, and inclusive. This process also contributed to community-building • To deal with the divergent opinions and to effectively manage the participation and community life, the project introduced professional managers who are responsible for particular functions. Also, every tenant signs a contract where all the community rules and decision-making procedures are determined. Still, there are discussion groups and voluntarily taken functions.
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • The complex generates income through its public services with affordable prices, so its functioning is balanced via combination of payments from tenants, subsidies, and income from services • People from the district and Vienna can use the publicly open services and cultural events for 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • People of different ages and with different incomes are integrated in the community due to the financial solidarity fund which is distributed my special responsible group. The needs of people are constantly clarified not only through the everyday conversation, but also through special instruments, such as in-depths interviewing of people with disabilities

	<p>affordable price, which contributes to the sustainability of urban development</p>	
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sustainability of urban development

- **Threat-Weakness**

- People of different ages and with different incomes are integrated in the community due to the financial solidarity fund which is distributed my special responsible group. The needs of people are constantly clarified not only through the everyday conversation, but also through special instruments, such as in-depths interviewing of people with disabilities

Community Integration SWOT: Farga Fabriken

***General summary:** Fargfabriken is an adaptive reuse project with a strong focus on building a inclusive, participatory process inspired by the history and heritage of the place, wit a great impact on the development of surrounding areas and the inclusion of a great variety of stakeholders in the decision-making process.*

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - inclusion of a great variety of stakeholders in the decision-making process.
 - It is used as a free space: not managed by the city or the government.
 - Variety of funding sources such as grants and sponsorships.

- **WEAKNESSES (internal factor)**
 - The building was in a poor condition
 - The involvement of the municipality appeared to be a key factor in the success of this project

- **OPPORTUNITIES (external factor)**
 - Fargfabriken has become a key cultural institution in Stockholm
 - great impact on the development of surrounding areas
 - partnership with a variety of ministries, municipal agencies as well as the wider audience.
 - Was protected as heritage building by the municipality.
 - The Fargfabriken-model (bringing together many stakeholders) gained a lot of public reaction
 - Support from local institutions and political context

- **THREATS (external factor)**

- At the start of the project, the building was not at all connected to the city.
- Presence of strong heritage protection policies

Community and stakeholder integration		
	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • Using the space as a free place and allowing a wide variety of people to use the place, made it a key cultural institution in Stockholm with a great impact on the development of surrounding areas. 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • The building was listed by the municipality as a protected heritage site, making it easier to protect the heritage values of this building which initially was in a poor condition. Support from local institutions and political context appeared to be one of the main success factors of this project.

<p>THREATS (External Factor)</p> <ul style="list-style-type: none">- Demographics and social relations- Regulatory frameworks, policies...- Funding sources- The economy- The physical environment- Trends&events	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none">• The building is used as a free space, attracting a lot of activities and therewith avoiding the thread of being an isolated location within the city.	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none">• Looking for partnership with a variety of ministries, municipal agencies as well as the wider audience, and applying for a variety of funds and grants in order to reuse the heritage building by using those partnerships, funding's, and policies for the benefit of the project.
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Community Integration SWOT: **Largo Residencias**

General summary: a heritage site is used for creating a community hub in a tourism-driven neighborhood.

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - Initiated by a group of local people
 - Activities going on while renovating the building
 - Has been active in mapping the social memory
 - Bottom-up approach, by meeting representatives of the local community.
 - Organizational model idea to provide local associations and informal groups of citizens the opportunity to build partnerships and to propose ideas for the regeneration of the city.

- **WEAKNESSES (internal factor)**
 - The project is strongly based on a local base.
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- **OPPORTUNITIES (external factor)**
 - Contributing to the regeneration of a marginalized area.
 - Connect the building to a broader area in order to do something for the neighborhood.

- **THREATS (external factor)**
 - Heritage laws make any alteration complicated and time-consuming.
 - Processes of gentrification and touristification.
 - Liberalization of the housing market
 - Social capital and memory that was essential to the resilience of places gets lost.

Community and stakeholder integration

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • It was a model of organic growth, meaning that they already start to organize activities for the reason to create a community which then could also be included in the re-use process itself 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • They used an organizational model idea to provide local associations and informal groups of citizens the opportunity to build partnerships and to propose ideas for the regeneration of the city.

<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • Largo has been active in mapping the neighborhood’s social memory, countering the process of forgetting as a consequence of gentrification and touristification. 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • Renting the building and starting to reuse the building, also for cultural associations made the area well known as a cultural neighborhood, therewith upgrading a marginalized area, without making it a touristic or gentrifying project.
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Community Integration SWOT: Jewish District

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - Staff united by solid core principles.
 - Iconic architecture.
 - Private enterprise implies a stability and availability of financial resources.
 - Activities to boost intergenerational and cultural activities that can have a positive impact on the surrounding neighbourhood and its population.
 - Growing reputation in the local community.
 - Space for memory, learning and freedom of speech.
 - Was of inspiration to many other ruin bars that appeared in the district.
 - Re-use of a building in disuse.

- **WEAKNESSES (internal factor)**
 - Old structure in need of maintenance.
 - One of the infamous ruin bars, often pointed at for having supported over-tourism and gentrification of the district.

- **OPPORTUNITIES (external factor)**
 - Spotlight in the city.
 - Listed building since 2005.

- **THREATS (external factor)**
 - Overtourism and its effects on the neighbourhood.
 - Fame of ruin bars and especially of Szimpla among tourists.
 - Gentrification

Community and stakeholder integration		
	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • Being under the spotlight for its touristic attractiveness and the iconicity of the building, Szimpla has drawn on these elements to initiate a new management for ruin bars, based on principles of inclusiveness, anchored cultural activities, intergenerational offer... This implied a growing reputation not only among tourists but also among the local community members. 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • Szimpla is part of a listed building since 2005. This means that although massive architectural changes cannot be made, it requires a lot of time and investment in maintenance work. A relevant portion of Szimpla's income is devoted to maintenance costs. This also implies the fact that the bar activity of Szimpla remains the main income producing activity, without which most of the activities would not take place. This management helps Szimpla be differentiated from the rest of the ruin bars nearby.
THREATS (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment	Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> • In order to avoid further supporting and causing the gentrification and over-touristification of the district, Szimpla 	Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> • Being it a private enterprise, Szimpla is able to reinvest part of the income in the maintenance works, given the state of the building

<p>- Trends&events</p>	<p>has been drawing on the unity of its board team to implement a new and more sustainable management for ruin bars. This is definitely made financially sustainable as a private enterprise thanks to the bar activity that is always present and the main source of income then to reinvest in free of charge cultural activities. Such shift in the management of a ruin bars is definitely also changing its reputation among the members of the local community.</p>	<p>and it being listed. The new management put in place is having beneficial effects on the reputation of the space as a ruin bar and also as a space of counter-gentrification and counter-touristification of the district. Capitalizing on tourism, Szimpla is trying to implement a cultural strategy that is rather relevant for the local population.</p>
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Strategic decisions and actions:

- **Opportunity-Strength**
 - Being under the spotlight for its touristic attractiveness and the iconicity of the building, Szimpla has drawn on these elements to initiate a new management for ruin bars, based on principles of inclusiveness, anchored cultural activities, intergenerational offer... This implied a growing reputation not only among tourists but also among the local community members.
- **Opportunity-Weakness**
 - Szimpla is part of a listed building since 2005. This means that although massive architectural changes cannot be made, it requires a lot of time and investment in maintenance work. A relevant portion of Szimpla's income is devoted to maintenance costs. This also implies the fact that the bar activity of Szimpla remains the main income producing activity, without which most of the activities would not take place. This management helps Szimpla be differentiated from the rest of the ruin bars nearby.
- **Threat-Strength**
 - In order to avoid further supporting and causing the gentrification and over-touristification of the district, Szimpla has been drawing on the unity of its board team to implement a new and more sustainable management for ruin bars. This is definitely made financially sustainable as a private enterprise thanks to the bar activity that is always present and the main source of income then to reinvest in free of charge cultural activities. Such shift in the

management of a ruin bars is definitely also changing its reputation among the members of the local community.

- **Threat-Weakness**

- Being it a private enterprise, Szimpla is able to reinvest part of the income in the maintenance works, given the state of the building and it being listed. The new management put in place is having beneficial effects on the reputation of the space as a ruin bar and also as a space of counter-gentrification and counter-touristification of the district. Capitalizing on tourism, Szimpla is trying to implement a cultural strategy that is rather relevant for the local population.

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Community Integration SWOT: La Fabrika de todolavida

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - Diversity of internal activities.
 - Horizontal and transparent internal governance.
 - Growing reputation in the community.
 - Growing attractiveness of the region and of the town where the space is located.
 - Motivated collective of members.
 - DIY strategies of refurbishment and maintenance.
 - Social capital.

- **WEAKNESSES (internal factor)**
 - Economic capital.
 - Lack of further and more consistent support by the public administration.
 - Internal lack of transparency from some of the internally installed initiatives.

- **OPPORTUNITIES (external factor)**
 - International attention and audience
 - Grants and external funding/investment.
 - Big physical space available.

- **THREATS (external factor)**
 - Small and disillusioned local community.
 - High rates of urban emigration.

- Rural economy.
- Certain parts of the ex-factory are in dangerous conditions.

Community and stakeholder integration		
	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • An agreement with the Town Council grants the free use of the industrial space in exchange for refurbishment, maintenance and the management of inclusive activities. • The collective is now seeing the first results of a shift in the historical and memory references attached to the ex-factory building. • The initiative has opened the local town to the opportunity of welcoming businesses from the third sector. 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • Given the financial challenge, LaFabrica detodalavida organized a crowdfunding campaign that was quite successful.
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • The refurbishment and the reuse of an abandoned cement factory rehabilitated the ex-industrial local heritage. 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • The collective relies on DIY construction and sourcing of recycled materials as a way to overcome the shortage of public funding.

<ul style="list-style-type: none"> - The physical environment - Trends&events 	<ul style="list-style-type: none"> • The activities of LaFabrica detodalavida aim at providing local youth the capacity to better reflect on local opportunities to avoid further emigration to bigger cities. • LaFabrica detodalavita aims at making the initiative locally anchored to ensure its longevity regardless of any decrease in profits. 	
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Strategic decisions and actions:

- **Opportunity-Strength**

Being under the spotlight for

- **Opportunity-Strength**

In 2009 a small collective of people decided to start investing their work and time on the refurbishment and the reuse of an abandoned cement factory in the town of Los Santos de Maimona in the spanish region of Extremadura. This was made possible by a combination of the capacity, skills, values and motivation of the collective, together with the regulatory framework provided by the Town Council allowing for the rehabilitation of the underused physical environment. LaFabrica detodalavida is a source of knowledge and capacity-building for many youngsters who would otherwise leave the rural region to emigrate to bigger cities with better job opportunities.

LaFabrica detodalavita aims at capitalising on the power of community building and collective action to make the initiative locally anchored, strengthening the local population's attachment to the initiative and making it valuable according to local needs and demands. This would ensure the longevity of LaFabrica regardless of any decrease in profits.

- **Opportunity-Weakness**

Given the financial challenge, the collective was obliged to use the financial resources of internal members at first. Later, the local and national community was called to actively support the work of LaFabrica detodalavida through a **crowdfunding campaign** that was quite successful.

- **Threat-Strength**

In 2009 a small collective of people decided to start investing their work and time on the refurbishment and the reuse of an abandoned cement factory in the town of Los Santos de Maimona in the Spanish region of Extremadura. This was made possible by a combination of the capacity, skills, values and motivation of the collective, together with the regulatory framework provided by the Town Council allowing for the rehabilitation of the underused physical environment. LaFabrica detodalavida is a source of knowledge and capacity-building for many youngsters who would otherwise leave the rural region to emigrate to bigger cities with better job opportunities.

LaFabrica detodalavita aims at capitalising on the power of community building and collective action to make the initiative locally anchored, strengthening the local population's attachment to the initiative and making it valuable according to local needs and demands. This would ensure the longevity of LaFabrica regardless of any decrease in profits.

- **Threat-Weakness**

Due to the unavailability of public funding to refurbish and manage the ex-factory, the collective relies on DIY construction and sourcing of recycled materials, to show that it is possible to effectively, safely and collaboratively carry out construction in different ways that actually educate, engage and build communities. This shows that social capital is just as important as economic capital.

Community Integration SWOT: Halele Carol

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - Engineering and architecture expertise from the Hesper Factory team and other actors involved in the project.
 - Design and communication experience among team members.
 - Experience in event organising among team members.
 - Access to property.
 - Lack of heritage status.
 - Expertise in writing funding/subsidies applications among team members.
 - Zeppelin's local network in the creative industries.

- **WEAKNESSES (internal factor)**
 - Ownership does not belong to the initiators of the adaptive re-use process.
 - The owner did not want the factory spaces to be rented out on a long term basis.
 - Financial precarity of the initiative.
 - Lack of heritage status.
 - Lack of knowledge on the adaptive re-use of industrial heritage in Romania.

- **OPPORTUNITIES (external factor)**
 - Relationship of cooperation and capacity transfer with the Creative Industries Fund NL and The Netherlands.
 - Access to Norwegian EEA Grants.
 - Access to European Funds.
 - International expertise in adaptive re-use processes from European countries (NL, Norway and others).

- The lack of heritage status means less regulations to apply.
- **THREATS (external factor)**
 - Only long term benefits/return, not immediate.
 - Need to reach a crowd to make the initiative sustainable in the short term.
 - The initial poor safety and architectural condition of the industrial space.
 - The site is not recognised as industrial heritage.
 - Lack of community involvement and poor local impact.

Community and stakeholder integration		
	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • Halele Carol’s lack of heritage status and the availability of engineering and architecture skills in the team made its adaptive re-use model more feasible, as less regulations apply. • The access to the property and the capacity building as well as funding opportunities provided by cooperation agreements with the NL, Norway and other EU Funds made it possible for the local team to intervene and make use of the local team capacity in communication, design, event organizing, etc... 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • Although the project initiators were not owners of the space, their relationship of cooperation with multiple european actors gave them credibility and legitimacy for the space owner to trust their intuition. • Financial precarity and reluctance from the owner to invest in the initiative was solved thanks to cooperation funds from the EU, the NL and Norway. • The lack of knowledge and expertise in the re-use of industrial heritage for cultural and social purposes was solved through the capacity building process activated thanks to cooperation relationships with other European countries. • The lack of industrial heritage culture in the country plus the fact that the site is not recognized as heritage meant that they needed

		<p>the foreign expertise and a good branding and communication strategy for the place to work out well.</p>
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • The need to reach a crowd in order to make the initiative sustainable in the short term was solved by the team's good relationship with the local creative industries and their communication and branding skills. • The lack of recognition of the site as industrial heritage was solved through the team's ability to create a strong identity and brand for the venue. • The initial poor structural and physical conditions of the space was ameliorated thanks to the presence of engineers and architects in the team. • Although the community was not involved since the beginning and although the initiative is having quite a small impact on the local population in terms of service provision, it definitely enhanced the conditions of the creative industries in the city and in the country. 	<p>Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • In order to overcome the initial reluctance of the owner to invest in the process, the initiators had to make part of the initial investment. • The lack of funding for long term investments and the lack of ownership of the space made it mandatory for the initiators to implement a re-use strategy based on hosting events and short term activities such as workshops.

- The lack of funding for long term investments and the lack of ownership of the space made it mandatory for the initiators to implement a re-use strategy based on hosting events and short term activities such as workshops.

Community Integration SWOT: Stara Triznica

General summary: *London CLT is a precedent to showcase how CLTs can work in an urban setting, under strong real estate pressure. Provides affordable housing*

Elaboration of OC details:

○ STRENGTHS (internal factor)

- The Old Market Hall Alliance gathers experts from a variety of relevant sectors.
- Multi-functional space, working not only as a market but as a social and event physical platform.
- Multi-functionality makes it possible for the initiative to be economically sustainable.
- The activities program is anchored in the habits, practices and needs of the local population on a weekly basis.
- Versatile structure of the building suited for multi-functional activity.
- The building benefits from heritage protection.
- Easily accessible space by public transport and car.
- Strategic location for a variety of events in the city and only space to host big events in Bratislava.

○ WEAKNESSES (internal factor)

- Deteriorated initial physical state of the structure.
- Because of its protected heritage status the market hall cannot undergo major renovation works that change its outside space look. This often leads to expensive solutions being opted for in case of necessary works.
- There is a relationship of dependency between the Alliance and the municipality. The municipality is the owner of the building and all investments in the space has to be communicated and approved by the municipality. This causes a long and slow decision making process.

○ OPPORTUNITIES (external factor)

- Strong interest of the local community in local food and local artisanat.

- Broad public support and trust.
 - Very strong collective memory attached to the space.
 - Loans and European grants to make the enterprise possible since the first needed investments in the renovation of the building.
 - 10+5 years long term contract.
 - Creation of public value through the renovation of both the outside and inside public space of the market hall and in the surrounding neighbourhood.
 - Growing popularity of the neighbourhood and positive impact on the existing commercial activities.
- **THREATS (external factor)**
 - Increase in the rent
 - Rent-to-investment financial scheme of 10.000€/month to be reinvested in the building.

Community and stakeholder integration		
	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • The varied and solid expertise of the Alliance team members alongside the public support to the initiative made it possible for the initial investment to result in a successful regeneration process of an abandoned Market Hall, capitalising on the high potential for the space to become an inclusive multi-functional public space. Through the help of external factors such as loans, grants and a 10+5 years contract, this fostered the further rehabilitation of the surrounding public space and the growth in popularity of the district, adding social and public value to the city of Bratislava according to community oriented and locally anchored regeneration practices. 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • The initial financial support from both the members of the NGO and local ethical banks, made it possible for the Old Market Hall Alliance to overcome the obstacle of having access to a space that had very high potential but in very precarious physical conditions. Moreover the strong public support made it easier for the Alliance to gain the trust of the public administration, which is essential in the case of such long and bureaucratic processes such as the rehabilitation of a protected heritage building.

THREATS

(External Factor)

- Demographics and social relations
- Regulatory frameworks, policies...
- Funding sources
- The economy
- The physical environment
- Trends&events

Threat-Strength (TS)

What decisions and actions have been taken within the project that draw on the strengths to avoid threats?

- The main threats for now are mainly regarding the potential financial precarity of the Alliance and the eventual impossibility to reinvest 10.000€/month in the building maintenance and rehabilitation during the term of the contract. This could especially happen if the rent is raised by the municipality. As of now, the team of the Alliance is quite solid in terms of internal unity and coherence as well as in terms of financial autonomy.

Threat-Weakness (TW)

What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?

- One strategy to overcome eventual threats and weaknesses of the process has been to not only reinvest in the building but to start broadening up the scope by investing in the rehabilitation and adaptation of the surrounding public space so to trigger more social value to the work the Alliance has already been doing inside the market hall. This is not only a strategy to ensure that popularity and reputation of both the initiative and the team is kept strong but also to have access to additional grants and fundings to feed the financial autonomy of the Alliance.

Case: Potocki Palace

General summary: project still in development aiming at renovating a palace into a cultural facility and touristic attraction with a strong role for the municipality, and not too much community and stakeholder integration.

Elaboration of OC details:

○ **STRENGTHS (internal factor)**

- Municipality aimed at finding a management model that will benefit all citizen.
- Municipality started to organize some events.
- The palace is considered as a part of the local citizens identity and stories.

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○ **WEAKNESSES (internal factor)**

- Although central location, it is not the main meeting point for the community.
- Finding funds and a sustainable management plan remains a challenge
- Main parts of the building are closed
- Local engaged residents felt that their opinion was not considered.
- The region, and local residents are the real community, not the municipality, this is not yet recognized.

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○ **OPPORTUNITIES (external factor)**

- The palace is a big building, with space for everybody's needs.
- Protected as a well known monument, and important Polish monument.

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○ **THREATS (external factor)**

- Big role of the municipality in programming and organizing the transformation
- Too strong focus on attracting tourists.
- Municipality thinks to know what people want, without having an outsider's perspective

Community and stakeholder integration

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> Municipality aims (in theory) for a management model that will benefit all citizen. By starting to organize some events, the palace is starting to be used. 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> The building is a well known monument. Recognized by state organizations as an important monument, but also by the community as an important place for their history and identity. This could potentially make it easier to find funds and a sustainable management plan, which is until now still a challenge.
THREATS (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment	Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> Not many. It is still a very top-down organized renovation project, led by the municipality. Although the municipality 	Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> By starting to organize some events, the palace is starting to be used therewith overcoming the threat that the building will

- Trends&events

states to aim at finding a management model that will benefit all citizen, they act as if they thinks to know what people want, without having an outsider's perspective

disconnected to the city and local citizens albeit its central location.

Community Integration SWOT: ExRotaprint, Berlin

Elaboration of OC factors:

- **STRENGTHS (internal factor)**
 - Status of non-profit dispels the conflict over partial ownership and allows for planning unencumbered by individual interests
 - Solidarity with small-scale craftsmanship and trade operators, on the contrary to traditional studio building with monocultural tenant structure.
 - Heterogeneous group of artists, social organizations, and businesses.
 - Declaration of the socially integrative orientation of the project is inscribed in the foundational documents and basic agreements with partner foundations
 - Artists who rent the spaces are very well networked and “operate as points of interconnection”
 - Protected heritage status of the building which prevented it from being sold and demolished

- **WEAKNESSES (internal factor)**
 - On the initial stage, the vision of the future based on sustainable non-profit status and rejection of private property and profit has won only due to personal opinions of the leading core of the project and could fail to more profit-oriented alternatives
 - The complex needs very big amount of money for its restoration and maintenance, and the interest rates should be repaid for the loan from CoOpera, and the ability to re-invest and repay depends on success of the businesses which rent the spaces
 - In the future, the generational change can cause changes

- **OPPORTUNITIES (external factor)**
 - Starting point of the project (purchase of the building by the Association) occurred in a specific moment when “capital has been withdrawn and redevelopment strategies were put on hold” (big international investor failed to purchase a package of public properties in Berlin), in a precarious economic environment
 - Heritable building right as established practice in Germany,
 - There were officials in the municipality who were persuaded by the initiative and its social relevance, and they acted as advocators of the initiative in the municipality,

- Public opinion strongly supportive for the grass-root, community-oriented initiatives against the big investors with purely commercial projects,
- High demand for social services and workplaces in a neighborhood characterized by high share of vulnerable groups, unemployment
- People with experience in manufacturing jobs are numerous in Wedding as former workers district

○ **THREATS (external factor)**

- On the initial stage, threat of privatization and big-scale international development with the compound and vanishing possibilities for affordable rent prices; and then threat to a community interests from the egoistic “fantasies of profits, investment returns or retirement safeguards”
- The municipality and Liegenschaftsfond oriented towards immediate profit from selling the property, with the price as the only criteria
- Today Wedding district is gentrifying, even though slowly

	<p>STRENGTHS (Internal Factor)</p> <p>Human resources, - Physical resources, - Past experiences</p> <p>- Activities and processes, - Financial, - Other</p>	<p>WEAKNESSES (Internal Factor)</p> <p>Human resources, - Physical resources, - Past experiences</p> <p>- Activities and processes, - Financial, - Other</p>
<p>OPPORTUNITIES (External Factor)</p> <p>- Demographics and social relations</p> <p>- Regulatory frameworks, policies...</p> <p>- Funding sources</p> <p>- The economy</p> <p>- The physical environment</p> <p>- Trends&events</p>	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • Decision to become the non-profit association and ownership-equivalent position for 99 years in accordance with agreement with trias and Maryon • Political pressure was made via press and support of opinionmakers and other civic associations, 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • The initial discussions and clashes of interests were productive because they drew on informal relations that were built during the previous period of renting spaces of Rotaprint.

	<ul style="list-style-type: none"> • Due to professional background in architecture, the initiative group effectively mobilized public opinion and professional circles to defend the listed building against speculation and privatization, • Addressing socially underprivileged groups in a number of functions on site: school for truants, language courses, requalification of the unemployed, affordable canteen. The Association purposefully select projects that work with the neighboring community to allow them to join as tenants • “spatial coexistence of manufacturing, creativity, and job services provides a mix that creates mutual exchange, critique, and spawns future growth” 	<ul style="list-style-type: none"> • Splitting the ownership for the land and for the building prevents changes in the direction of profit and speculation. The foundations trias and Maryon act as external guarantee of this, and as such, have big impact on the project. • The balance between culture, businesses, and social functions is inscribed into the agreements between the stakeholders, and the rent is kept affordable and adjusted to the ability of the renters
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • Decision to reject the private ownership model and investment return in favor of community-building; decision to split the ownership of the land and the buildings in cooperation with the trias and Edith Maryon foundations 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • The project cooperates with the foundations that are aimed at socially-oriented projects and sustainable development in the long-term cooperation framework, so the interest rates are kept relatively low, and commitment fees are not levied, “which makes a gradual and incremental renovation possible”

- Constant negotiations, meetings, and clashes of interests as part of the process that left some incompatible interests behind
- ExRotaprint case convinced the municipality to take into account not only the price for the bid, but also the quality of the project

- Trias Stiftung works as a watchdog over the supported initiatives, regularly controlling that they remain faithful to their original ideal

Community Integration SWOT: London CLT

General summary: London CLT is a precedent to showcase how CLTs can work in an urban setting, under strong real estate pressure. Provides affordable housing and community activities to people involved in the neighborhood. It's an example for non-speculative, community-led heritage reuse. The case of London CLT also shows how to apply political pressure in order to secure land. The CLT can control the use and price of the properties and can guarantee that spaces in their management remain affordable, based on the income level of the locals living in the area.

Shows some similarities with Sargfabrik. In case of economic crisis CLT can face difficulties in raising funds for purchasing properties

Elaboration of OC details:

○ STRENGTHS (internal factor)

- Support from both the local community, real estate companies and local cultural collectives.
- Heritage research to make the renovation as relevant as possible for the historic pattern of the building and the local community. To base the renovation on informed decisions.
- Mixité of housing blocks between CLT homes, privately owned apartments and social housing units.
- Community co-design led to the application having unanimous approval at the Tower Hamlets Planning Committee.
- Community Land Trust model.
- Community managers of CLT London keep in touch with residents.

○ WEAKNESSES (internal factor)

- The complexity of the heritage protection structure
- Significant delays in the construction process due to the complexity of the site led to some households having to drop out of the programme.
- CLTs are highly dependent on the regulatory framework of the specific country/city.
- Financial dependency on mortgages, public subsidies and other housing relevant organizations like housing associations.
- Because of its financial weakness, CLTs are often offered rather difficult sites.
- The fact of always being dependent on developers during the renovation of a site, the fundamentally different working culture and priorities as

well as incomplete legal protection from the side of CLT London, led to delays, changing positions and additional fundraising tasks for CLT.

○ **OPPORTUNITIES (external factor)**

- Abandoned site with relevant memory related history.
- The building as an “Asset of community value”
- Demand for CLTs has exponentially grown.
- The NCLTN has started a campaign for the creation of a Community Housing Fund.
- 250-years contract protects the London CLT from speculation.
- Residents to be involved in CLT governance.
- CLTs as a mainstream housing organization in London and elsewhere.
- CLTs in the UK are exempted from certain policies that would undermine their community action: such as the ban of leasehold for houses and the leaseholders’ right to buy.

○ **THREATS (external factor)**

- London’s unaffordability crisis and housing emergency.
- Centralized property industry.
- Lack of sources of income.
- Difference in working modalities and priorities with real estate developers might cause conflicts.
- The site could turn into a gated community.

Community and stakeholder integration		
	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • The support given to CLT London by the local community helps the City Council and Tower Hamlets Borough to gain trust in the feasibility of a CLT in London. This favored the renovation of an abandoned site (“asset for community value”) with deep historic relevance for the area and its community. Thanks to the initial support CLT London is working hard to make their model solid and sustainable over the years and across a number of sites in London, hopefully being able to accommodate the growing demand for CLT homes. Moreover, the CLT model incentivizes capacity building among community members, who can gain the skills to participate in the CLT governance model. 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • Significant delays have caused potential CLT residents to drop out of the project. Moreover, CLTs are highly dependent, politically and financially, on third actors such as the city council’s regulatory framework and real estate developers or banks. However, the CLT in London is doing a great job making sure that the CLT model increases its consistency over the years. The sustainability of the current model is given from the fact that CLT London is mainly dealing with protected/listed heritage sites and that it is exempted from certain policies that would otherwise undermine their community asset, still making CLT a good competitor in terms of produced social and economic value.

THREATS

(External Factor)

- Demographics and social relations
- Regulatory frameworks, policies...
- Funding sources
- The economy
- The physical environment
- Trends&events

Threat-Strength (TS)

What decisions and actions have been taken within the project that draw on the strengths to avoid threats?

- Given the highly centralized nature of the property industry in London and the related unaffordability crisis and housing emergency, CLTs in London are providing the local population with an alternative housing option that is more affordable and community oriented. However, the mixed households model in CLTs sites (with private owned houses and social housing) and the way in which sites are architecturally conceived and their management present a threat for the site to become a gated community. In this sense CLT London is putting pressure on the city council to start working on the installment of a community centre in the sites. An additional threat is related to the CLT high financial dependency on subsidies, mortgages and donation as well as the potential for conflicts with housing developers partners. This is mainly tackled by the CLT team by strengthening the model and campaigning for the creation of a CLT Fund.

Threat-Weakness (TW)

What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?

- The CLT organization has really made one of their priorities the intention to build community support in the area of the CLT site. For example, through the programme of the Shuffle Festival, the CLT team and Shuffle Team were able to draw a link between the past memory of St. Clements, hence mental health issues and the reappropriation of the site by the local community. Moreover, community members are welcome to be part of the CLT governance model. The community support has also proved to be a very strong asset when having to cope with conflicts with the necessary partnerships with real estate developers and when campaigning for public support or subsidies.

Community Integration SWOT: Jam Factory, Lviv

Elaboration of OC factors:

- **STRENGTHS (internal factor)**
 - Good reputation in the city because of previous successful project of the donor
 - Due to the temporary uses in 2008-2014, the site firmly became associated with the idea of the art center and known in the professional circles related to culture
 - Due to donor's financial support, the events and educational programs are free of charge

- **WEAKNESSES (internal factor)**
 - Very bad condition of the facilities and impossibility to have any events for community-building there before the fundamental repair works which turned out to be slow due to administrative procedures
 - One owner, who is also a single investor, and single institution which will exist in the building, - all this makes the distribution of power uneven and potentially can lead to lack of involvement of the local residents
 - Lack of any definite vision of the future profile of the Jam Factory on the initial stage of the project

- **OPPORTUNITIES (external factor)**
 - Supportive personal attitude of the mayor and key people in the municipality; the Department of the Protection of Historical Environment is open-minded and cooperative
 - Orientation of the municipality towards development of tourism and service economy, heritage is understood as one of priorities for the economy
 - Growing international interest in Ukrainian art as a result of 2013-2014 political protests, democratic transformations and growing openness, and military conflict

- **THREATS (external factor)**
 - Neglected part of the town with lack of cultural institutions, the locals didn't request the institution of contemporary art in their locality and

there is a lack of awareness of what is contemporary art and why it can be beneficial for the locals

- Restrictive regulations related to heritage protection, professional community of preservationists has negative attitude to adaptive reuse as a threat to authenticity
- There is no holistic urban policies of planning and development of the Pidzamche district, and changes are quite chaotic, for example developers' housing projects, and lack of cooperation among the actors of change

	STRENGTHS (Internal Factor)	WEAKNESSES (Internal Factor)
	<ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • Close cooperation with the mayor and Department of the Protection of Historical Environment with strict observation of all formal procedures, in order to protect the project against the corruption risks related to the services and permissions from regional and national level (the city as an ally in the struggle). Special official in the municipality was 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • Temporary spaces were quickly repaired and are used for the public events, exhibitions, and residences • International architectural competition was organized before the arrival to a definite vision of the future institution, which helped in public outreach of the project and increased its recognition in the city (but was only the beginning of long search for architectural solutions)

	<p>designated to facilitate the paperwork and decisions related to the project</p> <ul style="list-style-type: none"> • Active networking on the international level, membership in Trans Europe Halles and organization of international workshop on adaptive reuse • Due to positive reputation and media coverage, it is quite easy to engage professionals from culture field into advising and cooperation. • Educational programs and public events consolidates the community, made up both by professionals, students, and general audience (but locals to a lesser extent) 	<ul style="list-style-type: none"> • It is planned that the future Art Center will have an international advisory board which will allow for the institution to be open and welcoming diverse positions and oriented towards cooperation
<p>THREATS (External Factor)</p> <p>Demographics and social relations</p> <ul style="list-style-type: none"> - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • Almost all events are for free for the locals, educational programs with special aim to increase awareness of contemporary art and culture. Educational agenda was made one of the pillars • Tell Your Story oral history project to revive the community of living memory of the factory, and to 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • Testing uses before the renovation, inviting other groups and organizations to have their events inside the temporary buildings, in this way establishing connections with the milieus related to culture • Active international networking and participation, establishment of the grant program aimed at

create a basis for interpretation of heritage values of the Jam Factory

- Compromises between the public opinion and architectural project: decision to preserve the part of the complex constructed in the Soviet time, though it is not a protected building and is in a bad condition, in order to appeal to the locals who perceive the complex as indivisible whole and relate their biographical experiences to the complex as an entirety
- Ukraine is a non-EU member, the Jam Factory is not eligible for many of the EU programs, but it can apply in partnership with other institutions in the EU countries which is an additional stimulus for establishing partnerships.

networking and mapping of contemporary art initiatives and

- Interviews and meetings with experts with the aim of mapping the needs, challenges and blank spots of contemporary art and culture
- Public and open discussions with preservationists, officials and architects at the meetings in the city hall, in spite of long delays in timeline of the project
- No solution for this – there is a lack of cooperation with other actors active in the district.
- Jam Factory team establishes personal contacts with cultural and educational (such as schools and libraries) institutions of the district in order to map their needs and expectations and to establish future cooperation

Community Integration SWOT: Grünmetropole

General summary: *The overall intention of the project as well as the intention to closer cooperation in the region are valued as positive aspects with regard to community and stakeholder integration. The overall reflection on this case is however rather negative.*

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - Project tried to link stakeholders on a cross-border scale and beyond national borders. Moreover it tried to create a common identity and shared narrative for this border region.

- **WEAKNESSES (internal factor)**
 - It was a rather top-down organized and implemented project. Although there were some forms of participation included, decision making was done by the designers of the project.
 - local citizens were not included in the design and decision making process at all and as such local stories and bottom-up developments were not included in the plans.

- **OPPORTUNITIES (external factor)**
 - Linking the project to local bottom-up initiatives, and incorporating communities' stories would have led to a more interesting route, and to more engagement at present day
 - Partly, lessons are learned from this project, leading to more community involvement in present day projects.
 - Today, there is anyways more awareness of community involvement, especially in comparison to 10 years ago, when this project was implemented.
 - Interviewees state that people actually want to know more about their history, so telling this story is by a route can be a way.
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- **THREATS (external factor)**
 - Even at present days the risk of implementing such a project is even bigger, as you in a way 'need' community involvement, but community

involvement can be a complicating factor.

Community and stakeholder integration

	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> The idea of creating a common story line -thereby promoting and enhancing cross-border cooperation- could still be a good idea, since local people were and are still looking for ways to learn about their history and ways to share their stories. 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> Creating such a route should however be based on the lessons learned from the Grünmetropole project. These are that bottom-up initiatives should have been incorporated, and local citizens engaged in the decision-making process.
THREATS (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> Involving stakeholders in such as big scale project, in three different countries might however be even more challenging at present day. Who is the community you are talking about? And 	Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> Not much, although there were attempts to include certain community groups in the design process, they were not included in the decision making process, making it a very limited

which stories do you incorporate while as you shut out other stories.

participation process leading to the threat that the project wouldn't really land in the landscape as it was not recognized by the local communities.

Community Integration SWOT: **Marineterrein**

General summary: organic transformation of an area, without much community-involvement or local heritage values.

Elaboration of OC details:

- **STRENGTHS (internal factor)**
 - The site has always been an important place in the city and also in the mind of people
 - It is recognized that the community has an important role, without them you cannot develop an identity it is argued.
 - Temporary programming: learning by doing
 - Buildings are reuse in a way that gives meaning to as many people as possible
 - Funding made available by the government and municipality

- **WEAKNESSES (internal factor)**
 - Very dependent on the will of the community to actually participate, no starting community.
 - Not a fixed end goal, what developments will challenge the idea of organic transformation.
 - The general public doesn't know about the area and what is happening.

- **OPPORTUNITIES (external factor)**
 - Possibility to choose for a guided organic transformation
 - All the main stakeholders agreed on incremental growth model and a big mandate for the project organization.
 - The impact for the neighborhood can be huge

- **THREATS (external factor)**
 - very dependent on the will of the community to actually participate, no starting community.
 - Area being developed without a connection with the existing area

- People are only engaged and willing to participate when they also have a say in the development process.
- Still looking for ways to connect to the general public.

Community and stakeholder integration		
	STRENGTHS (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	WEAKNESSES (Internal Factor) - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
OPPORTUNITIES (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? <ul style="list-style-type: none"> • They set up an organizational model focused on organic growth transformation. This model was supported by most stakeholders including the municipality, which also supported financially. 	Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? <ul style="list-style-type: none"> • The organic transformation process leaves room to change plans if needed, hence also the ideas of the community can still be incorporated, making the plans fit better and therewith creating a bigger impact in the neighborhood, and for the local community.
THREATS (External Factor) - Demographics and social relations - Regulatory frameworks, policies... - Funding sources	Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats?	Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?

<ul style="list-style-type: none">- The economy- The physical environment- Trends&events	<ul style="list-style-type: none">• There is a thread that it is rather difficult to create a community, since their was not one community which was already present or very active. The value of the community is however recognized and they aim to include a variety of stakeholders, including the community in the collaboration and decision making process.	<ul style="list-style-type: none">• It is recognized that the community has an important role, and hence they started to organize activities and also house some activities and people on the area to create some activities there which in turn should lead to a sense of community.
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Community Integration SWOT: Citadel Alba Iulia

Elaboration of OC factors:

- **STRENGTHS (internal factor)**
 - Special group in the municipality which work specifically on revitalization of Citadel, also with the aim of stakeholder integration
 - Strong leadership of the mayor who is quite popular among the residents and has positive attitude to the reuse of Citadel
 - Strong leadership of the municipality: this provides continuity in programs of revitalization of Citadel
 - Monument of national significance, connected both to national narratives of history and multiethnic and multicultural past

- **WEAKNESSES (internal factor)**
 - In cooperation, the municipality is oriented more towards development of tourism than services for local residents
 - Strong leadership of the mayor and municipality who are not willing to share responsibility and do not welcome cooperation on strategic decisions.
 - Participation of the local residents is limited or formal.

- **OPPORTUNITIES (external factor)**
 - As EU member, Romania is eligible for the participation in EU grant programs which make emphasis on participatory planning and stakeholder integration
 - Growing international tourism, creation of national and international themed routes allows to write Alba Iulia into different narratives appealing for the diverse audiences.

- **THREATS (external factor)**
 - Conflicts and disputes among some of the owners/users of different buildings. Ministry of Defense which is the owner of the part of the buildings is not an active co-operator. Orthodox and Roman Catholic Churches promote different visions of the past and 'civilizational' identity of the place.

- Lack of balance between the interest of tourists and local residents
- System of heritage protection is very centralized

	<p>STRENGTHS (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other 	<p>WEAKNESSES (Internal Factor)</p> <ul style="list-style-type: none"> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<p>OPPORTUNITIES (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Opportunity-Strength (OS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <ul style="list-style-type: none"> • Co-funding of renovation works by the municipality, county, EU structural funds, national budget, and international (Norway) grants • Municipality used the opportunity to cooperate in the EU programs, and the renovation works are co-funded by the municipality, county, EU structural funds, national budget, and international (Norway) grants 	<p>Opportunity-Weakness (OW)</p> <p>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <ul style="list-style-type: none"> • Municipality initiated temporary cooperative projects with NGOs and temporary uses of the buildings. • Local residents were engaged into making of Integrated Urban Development Plan for the city of Alba Iulia (2009-2015), a prerequisite of benefitting from the Regional Operational Program (ROP) 2007-2013 funded from the European Regional Development Fund and Integrated Strategy for Urban Development for 2014-2023

		<ul style="list-style-type: none"> • Municipality cooperates actively with tourism-related businesses and limit business activities to these spheres, plus culture
<p>THREATS (External Factor)</p> <ul style="list-style-type: none"> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events 	<p>Threat-Strength (TS)</p> <p>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</p> <ul style="list-style-type: none"> • Municipality follows all the obligatory regulations and lead the process of communication with the Ministry of Culture and other organs which give permissions to work on the monuments of national significance • Narratives of multiethnic and multicultural past can potentially benefit to growing cooperation between different groups and minorities, but at this moment these narratives are developed mainly in the academic sphere, and much should be done to promote them for the general public. • Special team in the municipality which deals specifically with Citadel acts as one recognizable point of reference which can moderate the disputes between other actors. 	<p>Threat-Weakness (TW)</p> <p>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <ul style="list-style-type: none"> • Municipality made several steps to engage the residents of the town into the heritage revitalization process. Local residents are subjects of survey on their needs and expectations from Citadel; they are welcome to be present at cultural and entertaining events; residents were also engaged into several branding and promotion activities around Citadel organized by the municipality. • The attraction of the local residents to the Citadel is also due to public functions and spaces in different buildings of the Citadel, green zones, and sport establishments supported by the municipality.

(1) Normative criteria

Normative criteria helped us identify “good practice” or “good policy”. These criteria point to goals or objectives. They should be broad enough to be applicable regardless of circumstances. They are not intended to allow for comparison (good, better, best), but serve more as a value orientation that guides our project. These normative criteria were identified and discussed with Consortium members and a literature review to substantiate these criteria was conducted.

Before embarking on the actual evaluation, we have set ourselves to task to identify normative criteria that guide our analysis. These criteria point to goals or objectives. They should be broad enough to be applicable regardless of circumstances. This exercise serves three primary purposes: First, it makes transparent the criteria based on which the evaluations are performed. It therefore also functions as a device in the evaluation process to more systematically reflect on the practices and policies in light of these criteria. While a practice or policy may be intuitively considered “good” for addressing certain criteria, confronting the object with the entire list of criteria can also help us become aware of other normatively relevant aspects of the practice or policy. Second, an explicit account of the normative criteria also faces the challenge to give reasons for these criteria, to justify the choice of the criteria in view of other (possibly broader) values or normative premises. Such accounting of normative criteria needs to be open to critical engagements and potential revisions. It is this accounting for the norms that distinguish them from pure statements about personal taste and render the objects as socially and morally relevant. Third, an elaboration of the normative criteria should also clarify the indicators to decide whether a normative criterion is met or not. The challenge is that a project may formally or verbally uphold a norm but their practice seems to contradict. Moreover, a norm may be addressed in practice but the question is whether this way of realizing the norm is substantial and efficacious. In other words, we need to be able to judge the intensity and seriousness in which a norm is fulfilled or not. Indicators thus should refer to empirical aspects such that it makes transparent how empirical observations allow for an assessment of whether a norm is substantially fulfilled or not.

These normative criteria were identified and discussed with Consortium members and a literature review to substantiate these criteria was conducted. Various consortium members were asked to elaborate on normative criteria, offer justifications, point to practical relevance, discussion in the academic literature and identify indicators. The current result is the list of criteria in the Annex. As this normative reflection is a challenging task methodologically but also an open process, the list should also be understood in this deliverable in an interim fashion. Nevertheless, the elaborations on the normative criteria are already substantial enough to help us identify “good practice” or “good policy”. Giving consideration to the embeddedness of practices and policies in their respective legal, institutional, political economic and cultural contexts, the normative criteria should not be misunderstood as tools that are used in the primary instance for comparison (good, better, best), but serve more as a value orientation that guides our project.

The most important normative framework to triangulate our list of criteria has been the Sustainable Development Goals (SDGs). Having identified the main targets of the 169 targets of the SDGs that are relevant for cultural heritage and adaptive reuse (see also McGhie 2019), we have ensured that the criteria cover the broad spectrum of the relevant SDG targets.

While the first version of the normative criteria has already been developed and a first review of the individual drafts of the criteria entries has taken place within the consortium, a systematic investigation of the relationship of the normative criteria with each other and a subsequent adjustment will still be performed prior to the finalization of the Final Report D3.7. In this respect, the current interim list of normative criteria has already been reviewed in view of their relevance and

clarity, it is, however, still preliminary in view of a systematization. A preliminary description of these criteria can be found in the annex.

Interim List of Normative Criteria

Good Practice – Necessary Criteria

- Protects multiple heritage values related to an object
- Ensures economic sustainability
- Relies on multiple funding sources (that are geared towards sustainability)
- Fostering ecological sustainability
- Fosters social sustainability
- Builds on co-governance arrangements inclusive of different communities and stakeholders
- Engages neighborhood and heritage communities to participate
- Improves the quality and use of the built environment in the instant surroundings of the site
- Values a diversity in cultural expressions and heritage branding
- Raises awareness and educates critically about the local heritage

Good Practice – Important Criteria

- Promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations
- Creates (quality) jobs and promotes small business development
- Makes essential social services and learning programs accessible to disadvantaged communities
- Fosters participatory approaches to cultural heritage and tourism

Good Policy Criteria

- Heritage policy supports not only physical conservation but also its related social and intangible aspects
- Supports ownership acquisition of the site/object by a community organization
- Supports the integration of policies on various governance levels and/or between various departments
- Creates a flexible regulatory environment towards adaptive-reuse
- Prioritize the use of assets by civic actors against neglect or speculative purposes
- Creates spaces for experimentation
- Combines policy with the necessary resources and regulation

Annex 1. Normative criteria for OpenHeritage evaluation

Interim List of normative criteria

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Preliminary description of Normative Criteria

Good practice – necessary criteria

- *Protects multiple heritage values related to an object*

Adaptive reuse practices expand the concept of authenticity and integrity of heritage objects to a variety of heritage values which include together “materials and substance, use and function, tradition and techniques, location and setting, spirits and feeling and other internal or external factors” (ICOMOS 1994).

Hence, the protection of these values implies a shift from the heritage as thing approach to heritage as an ongoing process (van Knippenberg 2019). Although the variety of aspects to be considered might create conflicts along the adaptation process (e.g. functions required by the community vs planning uses, continuous access vs physical preservation, etc.) the care of opposite elements should aim at equity and an mutual understanding and integration of existing heritage status, values and conditions into the protecting process, providing the reasons for all proposed interventions (ICOMOS 2019). By protecting multiple heritage values as something in flux and adaptable to an ever-changing present (Harrison 2013, Högberg 2016), it acknowledges the need for an ongoing maintenance, participated by local communities and supported by dynamic approaches to respectful and compatible adaptive reuse and management (ICOMOS 2019).

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- *Ensures economic sustainability*

The policy framework should promote economic development which does not conflict with environment protection and environmental and social sustainability. Economic sustainability here is understood not as mere economic growth indicated by cost-benefit analyses and market prices, but as an activity which avoids eroding the social embeddedness of the economy, e.g. through gentrification, overtourism

and growing social inequalities. Adaptive heritage reuse should foster job creation, increase economic activity and household incomes, revitalize local communities and empower residents, provide essential and accessible social services and infrastructures, reduce vacancies, and foster the controlled growth of the properties' value. As such, it helps to achieve some economic objectives, but rather as a part of long-term strategies than short-term profit-oriented projects.

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- *Relies on multiple funding sources (that are geared towards sustainability)*

In the process of implementation, the financing is secured through various channels to evade dependency on a single resource. The appropriate mix of resources is context dependent, but it preferably includes a combination of public funds (national, regional, local), private funds, EU grants, EIB loans, other bank loans and own income. Involving the heritage community through applying new financing mechanisms (common funds, crowd funding, green-shares) is also preferred.

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- *Fostering ecological sustainability*

Adaptive heritage reuse fosters ecological sustainability by extending the life cycle of material and resources and by reusing structural elements and recycling materials. Ecological sustainability in heritage reuse can include such aspects as improvement of energy efficiency, use of renewable energy systems, reduction of resources consumption, reduction of building and demolition waste, recycling of waste, contribution to the growing environmental awareness and education, safeguarding of natural heritage, including cultural landscapes, brownfield redevelopment and reduction of urban sprawl.

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- *Fosters social sustainability*

Social sustainability recognizes the significance and diversity of community, the critical importance of 'sense of place' and heritage - which include the buildings, townscapes, landscapes and immaterial culture- in any plans for the future. A "sense of place" and cultural identity based on heritage are seen as a major component of quality of life and provide a sense of belonging. These are key aspects in ensuring social well-being and collaboration for the common good, and thus contributes to social sustainability.

Adaptive reuse practices foster social sustainability by strengthening the fair apportionment of resources and equality of condition (Burton, 2000) - inside and beyond the project.

Social sustainability is a process for creating sustainable heritage adaptive reuse practices that promote wellbeing, by providing an equitable access to resources,

services and places for all the communities involved, directly and indirectly, in that processes. Thus, social sustainability combines design of physical aspects with design of the social sphere, by including infrastructure to support social and cultural life, social amenities, systems for citizen engagement, and space for people. Overall, for social sustainability to happen, adaptive reuse practices need to rely on an equitable level of accessibility which allows the communities to participate economically, socially and politically in the project as well as in society in general (Pierson, 2002; Ratcliffe, 2000).

Hence, the active participation in local and community activities and issues is one of the main domains of the social sustainability related to social network integration (Littig and Griessler, 2005). This means to encourage the development of a socially sustainable urban settlement where the communities involved in adaptive reuse support the creation of a setting for long-term human activity and interaction that is equitable, inclusive and sustainable in the broader sense of the term (economically and environmentally as well as socially) (Dempsey et. al. 2011).

To this aim, adaptive reuse projects foster the creation of a local equipment to empower the sustainability of the community itself over negative urban and economic transformation of its surrounding area.

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- *Builds on co-governance arrangements inclusive of different communities and stakeholders*

Co-governance is a multi-stakeholder governance arrangement whereby the community emerges as a key actor and partners up with at least one of the other four actors of the quintuple helix governance scheme of urban innovation. This

approach builds on the theories elaborated to explain governance approaches used to stimulate innovation. The model implies the involvement in urban governance of five categories of actors: 1) active citizens, “commoners” and practitioners of the urban commons, social innovators, city makers, organized and informal local communities; 2) public authorities; 3) private economic actors (national or local businesses; small and medium enterprises; social businesses; neighborhood or district-level businesses) 4) civil society organizations and NGOs; 5) knowledge institutions (i.e. school; Universities; research centers; cultural centers; public, private, civic libraries). neighborhoods; stimulating an active role of the cognitive institutions as entrepreneurial and engaged universities. They ultimately trigger processes of inclusive urban development.

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- *Engages neighborhood and heritage communities to participate*

Community engagement means involving substantially local and heritage communities to shape common goals and identify strategies to achieve them. Promoting social collaboration may also happen on the basis of communication methods such as social media platforms, participatory approaches and co-designed activities, to encourage different groups in the neighborhood to active involvement and engagement.

The participatory approach is one of the basic principles of the OpenHeritage project. Both on-the-site and online public engagement is the priority of the project and considered as a potentially transformative tool for social change.

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- *Improves the quality and use of the built environment in the instant surroundings of the site*

Adaptive reuse practices foster the improvement of the quality and use of the built environment in the instant surroundings of the site, by considering it closely linked of its cultural, environmental, social and economic features and needs (Leeuwarden Declaration 2018). In particular, social inclusiveness is a crucial aspect of the physical and economic regeneration process, where the improvement of the quality and use of the built environment could contribute in parallel to an improvement of the social capital of the area (Pendlebury et al. 2004). Therefore, locals become more aware of their renovated neighborhood, assist and participate eagerly in the caring of the built environment (Alföldi et al. 2019) and foster a continuous, suitable and compatible use of the site that is a crucial aspect for this improvement process. These aspects foster a more holistic approach to adaptive reuse which might support the development of not-exploitative strategy aimed at preventing side effects such as gentrification, real estate values rise, social exclusion, expulsion process etc. They also intend quality beyond the only physical and technical matters at the level of single area, by considering as a precondition of quality the recognition of heritage as a common good (ICOMOS 2019).

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- *Values a diversity in cultural expressions and heritage branding*

Adaptive reuse practices promote and value a diversity in cultural expressions and heritage branding by processes aimed at readapting and transmitting not only material assets but also its stories. Drawing on values recognized by people, it means to foster the development or/and preservation of symbols of recognition and of expression of collective memory - two fundamental means by which heritage places may continue to exist - as communicative practices (Munjeri 2004). Building a strong sense of identity for new initiatives dealing with heritage re-use is in fact also an important step in reaching out to other partners (e.g. when advocating for changes in regulations or funding mechanisms).

Especially in heritage sites which have experienced long period of abandonment and decay, the physical rehabilitation of cultural heritage along with the creation and the promotion of new narrative paths and co-defined heritage values, becomes an opportunity of identity building and sense of belonging (Tweed & Sutherland 2007).

Adaptive reuse practices contribute to the (re)creation of a collective heritage identity which might support a positive attachment to the broader physical environment for the local community, by rediscovering feelings of attachment (Mason, 2014) that foster a better socio-cultural interactive environment as well as more environmentally friendly behaviors. If heritage identities and branding image are usually considered the basic generator of heritage commercial development and marketing actions, in that way it supports the creation of a positive and a stronger relationship between cultures or cultural groups and their collective responsibility for the care and safeguarding of the significant attributes, and heritage values.

In general, community led adaptive reuse projects, by encouraging these aspects, impact on well-being, sense of place and therefore social sustainability, providing a link to the past and contributing to the development of new identities in line with the communities change over the time (Bullen and Love 2011). It deals with supporting ethic trajectories of the urban development, linked to the past but collectively renegotiated in the present. Ultimately, for adaptive heritage reuse to value a diversity in cultural expressions and heritage branding means to impact on the attractiveness, well-being and identity of the surrounding area (Greffé 2004; Graham 2002), creating and fostering sustainable social and cultural connections.

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- *Raises awareness and educates critically about the local heritage*

Heritage exists to the extent that people define and embrace it (Smith 2006). Participatory approaches to heritage therefore emphasize the importance of raising awareness about the heritage in a dialogical manner – recognizing the diversity of perspectives on heritage objects and enriching the understanding of that heritage in that fashion (Silberstein 2013).

Critical education about local heritage means that such recognition of heritage is not the same as an unreflected appreciation of heritage as undifferentiated or about the “good old days”, but rather an understanding of the historical conditions in which that heritage has emerged, of the ethically problematic or uncomfortable aspects (MacDonald 2013???) , how it fits within the dominant (authorized) heritage discourse, and how it relates to questions of the present and the future. What are the unredeemed promises and struggles of the past that the heritage points towards?

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Good practice – important criteria

- *Promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations*

Involving the exchange with other not-for-profit and non-governmental organizations is the mutually beneficial sharing of ideas, data, experience, and expertise. Many potential outcomes from this reciprocity usually bring social and economic benefits of for the partners and greater independence from for-profit corporations with exploitative and non-sustainable practices and from the political vagaries of public administrations.

Key references

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- *Creates (quality) jobs and promotes small business development*

As the Cultural Heritage Counts for Europe report (CHCfE Consortium, 2015: 21) shows, cultural heritage is a significant creator of jobs across Europe. Adaptive reuse of heritage has the same potential, [as research by Historic England](#) and the [National Lottery Heritage Fund](#) shows. Combined, this research shows how heritage led regeneration, including the commercial and non-commercial adaptive reuse of heritage buildings, creates and sustains jobs. There is a wide range of

types of job and skill levels created. There are for example temporary jobs created during the construction phase, as well as more specialised jobs around construction, repair and maintenance focused on specific heritage skills and techniques. As adaptive reuse projects tend to rely more on traditional building skills, techniques, materials, and trades, it can also stimulate jobs and business development around crafts and the 'artisan' economy. Moreover, they show how it can create and stimulate cultural tourism jobs and businesses, the hospitality industry, the creative industries, and generally start-ups. There are also more indirect jobs such as the in the development and application of virtual reality technologies for interpretation and accessibility, or the specialised knowledge in relation to heritage reuse, such as sustainability measures, or widening community participation (education packages, volunteer managers).

Their research also shows that returns on heritage-led regeneration projects on average outstrip the original investment (funding) costs significantly. This relates to both the direct economic impact of the heritage-related sectors, and the indirect impact, for example further investment due to increased attractiveness (i.e. heritage-led regeneration).

The use of heritage for entrepreneurial gain however, should not just be considered in terms of its 'positive' impacts, as various publications show, e.g. (Pendlebury et al., 2019; Scott et al., 2018; Veldpaus and Pendlebury, 2019). The context of growth pressures easily turns heritage into a commodity. Consequences such as commodification, touristification, gentrification and privatisation are often seen as mostly positive. The fact that adaptive reuse has to create jobs and more generally make a positive contribution to urban and socio-economic development means it has to facilitate and stimulate it, whether in terms of well-being, tourism, house prices or other economic indices. But we should asking: who benefits, and who doesn't? Preserving for posterity things of value has always been related to the exercise of power in which specific things are foregrounded, as much as other episodes and perspectives are forgotten (Hall, 1999). How often does it lead to a convenient forgetting of less 'useful' histories and heritage, and thus the erasure of certain communities (Veldpaus and Pendlebury, 2019) on the one hand, and gentrification, and thus the removal of certain communities, on the other (Beeksma and Cesari, 2018)?

So, whilst adaptive reuse can create jobs and promote the development of SMEs, it is important to understand who benefits from this. Moreover, we need to consider the type of jobs it will create, to avoid jobs that are underpaid, short term, or situations that have volunteers doing work that should be paid for, in other words, jobs that are not actually contributing to people's livelihood.

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- *Makes essential social services and learning programs accessible to disadvantaged communities*

Adaptive reuse practices can be places of cooperation that connect their new uses with the needs of the community, particularly in low income and marginalized areas (Ostanel 2017). As such, they can improve access, offer better services, and be more responsive to local needs, working with local community groups and other stakeholders (e.g. offering cultural services, welfare, refugee protection, health services, housing etc.). In some cases this supports education and culture by promoting learning programs (see e.g. <https://teh.net/> (External link)).

These can then contribute to the development of skills, awareness, and knowledge to foster further training or education and/ or provide support through educational courses and workplace skills (CHCfE 2015). The creation, definition and sharing of both activities should not occur merely for the community but with the community (Jenkins 2009) by securing inclusivity, accessibility, impartiality and usability of the governance of the assets (Iaione 2015)

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- *Fosters participatory approaches to cultural heritage and tourism*

Adaptive reuse practices foster sustainable and participatory approaches to cultural heritage and tourism by implementing accessible cultural events and initiatives built on a broad multi-stakeholder coalition.

In general, this strategy could be seen as an important generator of resources - not only economic - based on reuse, preservation and enhancement of social and cultural heritage values, by allowing the participation of the most fragile populations. Since activities are designed in deeply connection with local conditions, these ventures are conceived to provide cultural and socio-economic benefits for local communities involved, nurturing not-exploitive approaches of development. To this end, they activate and encourage the process of community participation in defining shared cultural identities and enhancing cultural heritage. The empowerment of local communities in these sectors (Ryan,2002; Salzar 2012) have the potential to make an important contribution to the broader development of the surrounding area and to boost social marginality's eradication through the heritage resources. The ambition of such cultural and touristic activities is the redistribution of profits within the local communities and its territories, contrasting dominant tend of "leaking to outsiders" (Wallance and Russel 2004) by supporting local economies and job creation.

Overall, forms of culture and tourism - so understood - refers to the development of a system that affords all relevant community stakeholder groups full participation in collaborative decision making, and co-ownership of responsibility and benefits related to such kinds of initiatives (Mann 2000). Ultimately, it means for the involved communities to use heritage resources in a sustainable way, socially, culturally and ecologically (Rozemeijer 2001).

Although adaptive reuse projects may unintentionally become the driving force behind long-term gentrification processes (Douglas 2013), approaches based on sustainable logics of cultures and tourism encourage a broader mobilisation of the public opinion against touristification and could contribute to create a more sustainable heritage tourism by targeting receiving communities in terms of planning and maintaining cultural tourism development (Salzar 2012). These also shed a light on the significance of the social work in understanding, resisting and responding to gentrification and heritage commercial development (Thurber et. al 2019). Nevertheless, in order to avoid that reuse projects become a catalyst for gentrification of the site itself, Plevoets and Sowińska-Heim (2018) highlight the crucial role of long-term contracts to guarantee the sustainability over the time of the reused heritage sites led by the local communities.

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Good policy criteria

- *Heritage policy supports not only physical conservation but also its related social and intangible aspects*

In the field of heritage studies there is an ongoing quest for inclusive governance models for the re-use and adaptation of cultural heritage. Such inclusive models try to link the re-use of material heritage to, for instance, the needs of local communities by incorporating immaterial aspects and or social needs (Vecco, 2010). Indeed, there is a tendency to widen the scope and ambition of heritage definition hereby seeking for a more holistic idea of heritage, which encompass diverse interpretations of heritage, beyond the focus on material aspects alone (Parkinson et al., 2016; Vecco, 2010), and allows communities to incorporate individual or communal notions about affectivity with heritage (Crouch, 2015). Hence, it is argued that linking heritage objects to more immaterial aspect and communities' notions of heritage (Van Knippenberg, 2019) enables one to address adaptability and flexibility which come along with community engagement in adaptive heritage re-use projects.

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- *Supports ownership acquisition of the site/object by a community organization*

Ownership by a group / organisation rooted in the neighborhood and composed by a multi-stakeholder and diverse partnership. The legal tool adopted plays a role in the projects' outcomes. First of all, legal ownership will influence what funding/financial aid can be applied for (e.g. a government owned site in many countries often has access to other funding than privately owned site). Moreover, ownership can support (or limit) what can be done with a site, restrict or facilitate access, owner can reduce / restrict speculation if gentrification happens, owner can also support low-income business, when the owner is not in it for profit, and this keep price increases to minimum. Mixed ownership can complicate decision-making, but well organized (e.g. in cooperative) it can also support a more inclusive revenue-sharing.

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- *Supports the integration of policies on various governance levels and/or between various departments*

Integrative policies allow taking into account various fields and expertise, setting up appropriate processes and procedures to ensure the interaction of different public stakeholders. At the same time, they lay down the foundation of a clear decision-making mechanisms, supporting and creating clear boundaries for the multi-actor processes. Integrative policies are often carried out by leaderships of collaborative arrangements.

D.12 (Veldpaus et al., 2019) and D1.3 (Méraï et al, 2020) show reuse is best facilitated in countries where regulatory frameworks for heritage and planning are well integrated on a national level (either through policy or in law), and levels of government have fairly clear relations, roles and responsibilities in the process, with the local level usually being the place where decision making happens for both. As for regulations, it tends to be easier when they are strict in principle, but there is space for negotiation (discretion) locally, to facilitate reuse to happen. This does however rely on willingness locally to take this space, and thus a collaborative, constructive attitude.

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- *Creates a flexible regulatory environment towards adaptive-reuse*

Adaptive heritage reuse relies on unique solutions depending on the specific heritage site and its social, cultural, environmental, and economic context. These unique solutions can emerge in a regulatory context that is flexible enough to allow some negotiation and thus, offers some space for experimenting. Legislation and the related governance and institutional system provide such an environment if they do not focus on heritage conservation per se but are based on an integrative approach considering heritage in the context of planning and community development.

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- *Prioritize the use of assets by civic actors against neglect or speculative purposes*

This normative policy orientation can be found in various cases of abandoned assets studied in Open Heritage. Regulatory frameworks that operate in this sense, address the particular challenge for community-oriented, non-profit development

schemes to compete with economically and often politically powerful real estate developers.

The moral relevance of such counter-balancing frameworks is that for-profit developers seek to reap the highest possible profits from developing land, while social consequences, including displacement of residents who can no longer afford the rising rental prices, are outside of their business orientation. This has particularly disastrous effects to working class residential areas in booming urban real estate markets such as London. By preventing displacement and ensuring the continued persistence of organically grown residentially neighborhoods, such counter-balancing regulatory frameworks *ensures social sustainability*. Moreover, by strengthening the position of civic and community actors in developing real estate projects in a competitive context, such measures also *support projects in acquiring the site and to fund adaptive reuse*.

To begin with, for-profit real estate investors have the professional expertise in the process of evaluating an asset, bringing in the legal expertise in relation to existing contracts, outstanding debts, legal disputes. They are also experienced in producing development plans and making deals. Importantly, these investors also have important ties, sometimes personal and supportive connections with bureaucrats and politicians that play a relevant role in the purchase of an asset. Another advantage of profit-oriented real estate investors in comparison to smaller community-based initiatives is that they are often able to mobilize money in a faster way and thus promise to close deals in a more reliable fashion. Moreover, the capital power of big real estate investors also has historically been used to foster backroom deals with politicians – whether in the form of criminal corruption or by offering larger package deals that create the prospect of greater income to the seller. The challenge thus is, how – in the face of the structural disadvantages vis-à-vis for-profit real-estate investors and developers – regulatory frameworks contribute to a more friendly environment for civic, non-profit investments in adaptive reuse projects? The key question to the regulatory frameworks is how easily and how often these frameworks can be invoked and implemented to the benefit for community-oriented purposes.

References

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- *Creates spaces for experimentation*

Urban experimentalism entails a methodological approach for institutionally designed processes that enable scientific discoveries, urban social and economic innovations, new technologies testing, new solutions to fight against climate change and/or ecological resiliency/transition, as well as many other phenomena that can be understood and tested by using neighborhoods, and eventually scaling up to cities, as laboratories of experimentation. Cities can implement this by creating institutional spaces to co-design, test, monitor, evaluate experimentations and incubate/accelerate the innovations (also by providing

capacity building to local communities) that prove successful. These digital and/or physical institutional and learning spaces can be defined as “Collaboratories” can be run by a team composed by civil servants from the City (Reggio Emilia, within its policy on “Neighborhood as a Commons”, created the institutional figure of the “Neighborhood Architect”); professional facilitators with specific skills of legal and governance co-design in complex neighborhoods and diverse/multicultural communities; community anchors (I.e. NGOs leaders active in the neighborhood); a team from a University or research center that provides knowledge and methodology on legal, digital, economic and financial tools for social enterprises incubation and acceleration.

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- *Combines policy with the necessary resources and regulation*

Resourcing (well-resourced in terms of capacity (people, time) and often also have funding schemes in place as well as tax or VAT incentives) and the integration of resources, proved to be an influential aspect. Well-resourced countries can often also count on non-heritage related policies and programmes that integrate and stimulate reuse over new built (e.g. housing, sustainability, culture). Countries that have a very rigid, inflexible regulatory system for heritage (also meaning related funding is often only usable for (nationally) listed buildings) can be well resourced, but when this focusses on protection only, it can make adaptive reuse practices more difficult. If at all, resources then have to from non-heritage sources (e.g. regeneration, tourism, social or sustainable development policies) which is not guaranteed. Here we also identify the potential influence from (e.g. ERDF, ESF) EU funding.

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Selected SDGs and Targets

Goal 1. NO POVERTY
Target 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
Goal 4. QUALITY EDUCATION
Target 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
Target 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
Goal 8. DECENT WORK AND ECONOMIC GROWTH
Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
Target 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
Goal 10. REDUCE INEQUALITY
Target 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Goal 11. SUSTAINABLE CITIES AND COMMUNITIES
Target 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
Goal 12. RESPONSIBLE CONSUMPTION AND PRODUCTION
Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
Goal 13. CLIMATE ACTION
Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

Normative Criteria and SGDs matching

Normative Criteria	SDGs						
	1	4	8	10	11	12	13
<i>Good Practice – Necessary Criteria</i>							
Protects multiple heritage values related to an object							
Ensures economic sustainability							
Relies on multiple funding sources (that are geared towards sustainability)							
Fostering ecological sustainability							
Fosters social sustainability							
Builds on co-governance arrangements inclusive of different communities and stakeholders							
Engages neighborhood and heritage communities to participate							
Improves the quality and use of the built environment in the instant surroundings of the site							
Values a diversity in cultural expressions and heritage branding							
Raises awareness and educates critically about the local heritage							
<i>Good Practice – Important Criteria</i>							
Promotes exchange with other not-for-profit and non-governmental organizations							
Creates (quality) jobs and promotes small business development							
Makes essential social services and learning programs accessible to disadvantaged communities							
Fosters participatory approaches to cultural heritage and tourism							
<i>Good Policy Criteria</i>							
Heritage policy supports not only physical conservation but also its related social and intangible aspects							
Supports ownership acquisition of the site/object by a community organization							
Supports the integration of policies on various governance levels and/or between various departments							
Creates a flexible regulatory environment towards adaptive-reuse							
Prioritize the use of assets by civic actors against neglect or speculative purposes							
Creates spaces for experimentation							
Combines policy with the necessary resources and regulation							

