

**OpenHeritage: Deliverable 3.5**

# **Interim report on the regional and territorial integration evaluation**

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## EXECUTIVE SUMMARY

This interim report presents the results of the regional and territorial integration evaluation (T3.4), that along with that of community (T3.2) and resource integration (T3.3), is framed within the work package 3 Evaluation of adaptive reuse management: contrasting policies with practices. This report is organised in four parts: 1) Objectives and methodology; 2) literature review and definition; 3) evaluation analysis; 4) concluding remarks. It (D3.5) combines insights from the macro-level analysis of the regulatory institutional environment (WP1) and of the micro-level analysis of adaptive reuse practices (WP2), with the aim of clarifying and understanding how their combinations influence adaptive heritage reuse impact into a larger territorial framework, with a focus on regional integration.

**Part one** outlines the general and specific objectives and scope for Task 3.4. It describes the methodological and operational framework, which provided the basis for the evaluation, as outlined in the Submitted Evaluation Framework (D3.2). The evaluation framework is used to evaluate policies (WP1) and practices (WP2) around the three main axes of the project (regional integration, stakeholder integration, and resource integration), to identify "inspirational policies and practices." On the basis of the lessons learned, "the inclusive model of adaptive re-use of cultural heritage" will be developed. The detailed evaluation will be the basis for a transferability matrix (D3.7).

**Part two** is a literature review, to conceptualise regional integration, its definition and its relevance in OpenHeritage. This has been instrumental in the development of the theoretical evaluation framework of this OpenHeritage pillar. Sintetically, we define regional integration through **all mechanisms that allow for the integration of adaptive reuse practices within the urban and regional governance, expanding its benefits into a larger territorial framework.** The theoretical investigation in Part 2 thus provides a comprehensive picture of the term which attempt is to go beyond those indicators already proposed in D.2.2.

**In Part three** the countries policy overviews, and their related Observatory Cases (OCs) and Cultural Heritage Labs (CHLs) are evaluated using the evaluation framework. Overall, the structure of each evaluation includes a comprehensive introduction regarding the country typological context (D1.3), which integrates and contextualises the OCs and/or CHLs analysis. Within the Evaluation Framework (D3.2) a set of Normative criteria were established in order to identify "inspirational policies and practices", and they are highlighted in the evaluation. Being representatives of specific combinations of factors at country and local level, we present the assessment of 7 cases: Germany, England, Italy, Portugal, Poland, Hungary, Romania.

**Part four** concludes the investigation; it is dedicated to outline "inspirational policies and practices" and transferability insights by highlight emerging themes and lessons learned. Results show that regional integration aligns around patterns

such as human and territorial connections, whether institutional or not; mechanisms that allow for gaining access to heritage resources from an economic, physical and cultural viewpoint; narratives of regional identity; communities engaging in the overall adaptive reuse process (decision making, construction, management, rearrangement, etc.). These are variously integrated into those dominant topics emerging from the evaluation (e.g. urban speculation, affordable housing, public and private-led approached, etc.), impacting on regional integration dynamic in a dialectic and multidimensional way.

# 1. PART ONE

## 1.1. Introduction

This evaluation focuses on regional integration, combining the assessment of adaptive heritage reuse related issues at both macro and micro scale of analysis (D1.4; D2.2). The overall task is guided by the process outlined in the Submitted Evaluation Framework (D3.2), which set the main structure also for the evaluation conducted in parallel by tasks T3.2 (community integration), T3.3 (resources integration).

Though, some adjustments have been made during the evaluation process according to the specific needs of each task. For Task 3.4, we opted to reduce the number of General Research Questions (GRQs), to keep them broad enough to allow specific aspects concerning regional integration to emerge, and the flexibility to analyse a diverse set of data available, highlight the peculiarities of each case, and find patterns.

Therefore, this Interim Deliverable 3.5 has been drawn on the following key steps; those in bold integrate the previous evaluation framework, slightly modify the methodological approach (see more par. 1.2):

- the development of general research questions (GRQ);
- the development of normative criteria (NC);
- **cross-analysis of WP1 and WP2 evaluation results;**
- selection of OCs/Countries;
- **evaluation analysis per country;**
- **overarching comparison of evaluation sheets;**
- transferability insights.

In this part of the D3.5 Interim report, thus, we detail the adopted methodology and its objectives specifically for the pillar “regional integration”. This structure allowed for providing a comprehensive reflection on results obtained through the macro and micro level of analysis conducted so far, namely those presented in Work Package 1 and 2. The aspiration of the combined analysis proposed hereafter aims to set the scene for the Finalized report on the European adaptive reuse management practices (D3.6) through a critical investigation.

## 1.2. Objective and scope

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 such 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.

To set the scene for the WP3 step toward transferability, the Interim Deliverable 3.5 adopts a transferability-oriented approach, focused mainly on which characteristics could be considered in approaching a community-led adaptive

reuse project which fosters regional integration. To this end, **we connect the macro and micro-scale analysis, pointing out key features and mechanisms that promote and/or hinder the development of good practices and policies. Our attention explicitly aims at how their integration influences adaptive heritage reuse in the context of a larger territorial framework, through regional integration (see Part 2).**

The reflections presented below are drawn on the macro analysis of the regulatory institutional environment (*D1.2 Mapping of current heritage re-use policies and regulations in Europe Complex policy overview of adaptive heritage re-use; D1.3 Typology of current adaptive heritage re-use policies*) and in the micro analysis of 16 Observatory Cases (*D2.2 Observatory Cases Report; D2.4 Report on the comparative analysis of Observatory Cases*). To the extent possible, the evaluation also seeks to address policies and practices from the Cultural Heritage Labs (CHLs, WP4).

### 1.3. Methodological and operational approach

As mentioned before, the general structure of the workplan was set in the Evaluation Framework Deliverable (3.2). Though, each task has adjusted the methodology according to specific needs and way of working. For Task 3.4 in the method of evaluating follows a systematic structure of **7 steps**. Some of them are consecutive, others may happen in parallel.

**(1)** Firstly, Open Heritage Consortium members were asked for their input for questions that are deemed relevant for academic discussion and fields of practice. During this step, there have been developed a set of **hypotheses** to specify the aims of the evaluation. The key purpose of the hypotheses is to delimit the object of analysis to look at for the evaluation and therefore to formulate general research questions (GRQs).

A second purpose of the hypotheses was the development of the main normative criteria of “good practice” and “good policy” to be consider in the thematic analysis and drawn from insights of the policy-analysis in WP1 and the case study analysis of WP2.

Furthermore, hypotheses nurtured the formulation of a comprehensive definition of Regional integration (see paragraph 2.1).

Hypothesis have been grouped in three main research areas as follow:

Research areas	Hypothesis
<b>1.Architecture &amp; Heritage</b>	1. Projects in OH improve the built environment by integrating conservation, spatial planning and territorial development; 2. Projects in OH create services and learning programmes for the communities;
<b>2.Territorial development</b>	3. Projects in OH create a network of local projects to engage in exchange and integration of resources, producing social and economic benefits; 4. Projects in OH create local jobs and business opportunities;



<b>3. Participation &amp; Inclusiveness</b>	<p>5. Projects in OH provide affordable real-estate prices (low taxes, low rents) and ensure adequate density, connectivity and infrastructure to allow for sustainable small businesses;</p> <p>6. Projects in OH foster connection with people at local (city and region), national and international level.</p>
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**(2)** Considering the variety of available data and the complexity of the territorial issues we need to take into account, the research group has opted to keep the GRQs as open as possible. GRQs thus focus toward two main directions, considering how contextual factors (macro level) of regional integration affect (positively or negatively) community-led adaptive reuse projects (micro level) and, conversely, how community-led adaptive reuse projects contributes or not to the “upper levels” of regional integration. To sum up, the following questions have driven the cross evaluation:

- 1) How does (a lack of) regional integration contributes to or hamper community-led adaptive reuse projects?**
- 2) How do community-led adaptive reuse projects contribute to or hamper regional integration?**

**(3)** The definition of normative criteria serves us to 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. (See the list of criteria below and an elaboration of their content in Annex 1).

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 (see also “Normative Criteria and SDG targets matching” in the Annex).

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

**(4)** The formulation of a **glossary** (see Annex 2) on heritage reuse have been clarified the meaning and use of several terms that are relevant to the OpenHeritage project and for the evaluation itself. **This has required a clarification and operationalization of the concepts that consortium members work with.** Through the collaborative process on the participatory website, OpenHeritage researchers worked together to give a workable definition and **establish a common understanding of these terms in the project.**

Firstly, each pillar of the project was defined in detail and in parallel have been produced others specific definition grouped for pillar and useful to better clarify each aspect included in their meaning and perspective of development. Furthermore, the definition of the term inclusiveness has been considered a general term to be included transversally into each pillar meaning dimension.

To some extent, the definition of the term “regional integration” along with its associated terms represent a sound normative dimension for the evaluation itself. Briefly, for regional integration glossary entries are:

- **regional integration;**
- **affordable spaces;**
- **civic-minded institutional environment;**
- **jobs and business opportunities;**
- **connectivity;**

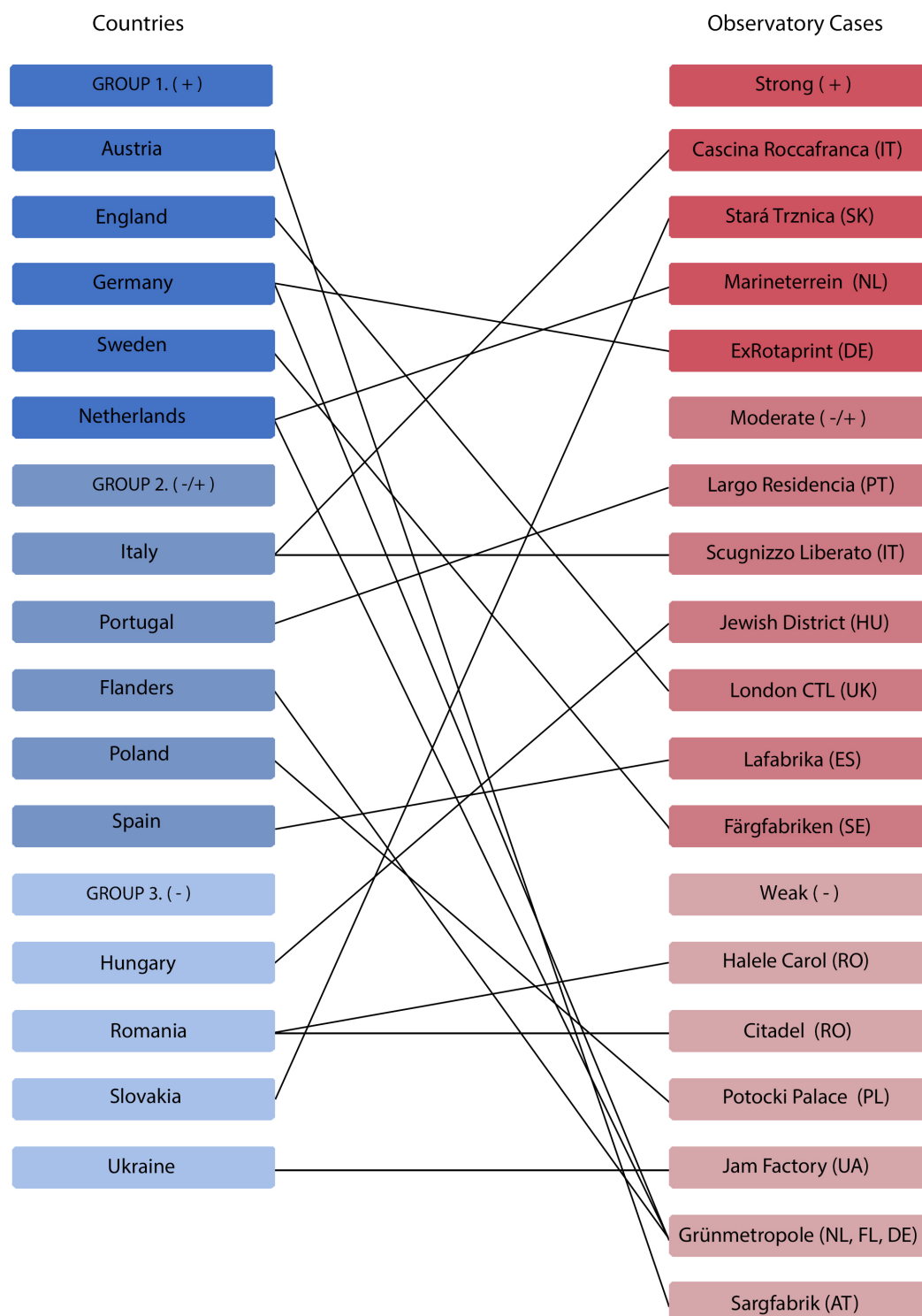
**(5)** Case selection was conducted in two steps. Firstly, results from the typology evaluation (WP1, Deliverable 1.3) and the comparative analysis (WP2, Deliverable 2.4) were matched. The latter reports specific scores for the three OpenHeritage pillars<sup>1</sup> plus “Heritage impact”, the former gives aggregated results. Even though at country level no specific scores for regional integration are available, it can be stated that the four axes<sup>2</sup> adopted in the previous evaluation address regional

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<sup>1</sup> Community and stakeholder integration, resource integration, regional integration.

<sup>2</sup> i.e. flexible/inflexible policy system; fragmented/integrated policies and institutional structures; policy system that encourage/discourage civic engagement; poor-resourced/well-resourced context.

integration themes comprehensively. This assures the coherence of the study that begins with the following scheme:



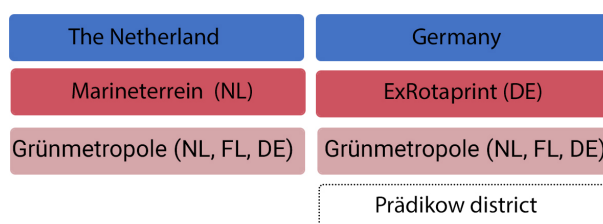
In the second phase, countries and cases have been grouped<sup>3</sup> to allow the analysis and the consequent case selection. Obviously, the SWOT analysis also helped in

<sup>3</sup> See below combinations 1 to 9.

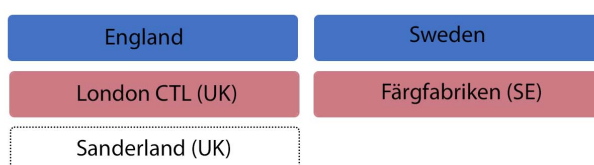
this endeavor. As expected, the matching highlighted different combinations of “scoring intensities”, meaning it showed a lack of correspondence between the score at country and local level. All possible combinations are indeed covered, suggesting no direct linkages between the two considered level of analysis.

From the matching, we obtained the following combinations:

**Combination 1:** Countries (GROUP1) where adaptive Heritage Reuse is common and facilitated / Observatory cases with strong and weak impacts.



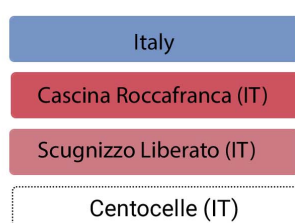
**Combination 2:** Countries (GROUP1) where adaptive Heritage Reuse is common and facilitated / Observatory cases with moderate and weak impacts.



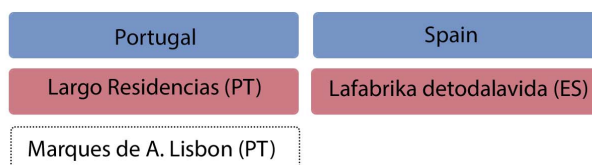
**Combination 3:** Countries (GROUP1) where adaptive Heritage Reuse is common and facilitated / Observatory cases with weak impacts.



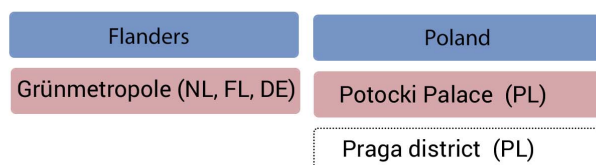
**Combination 4:** Countries (GROUP2) where adaptive Heritage Reuse is somewhat established as a practice or coming up, regulatory framework with some obstacles but trends towards more flexibilities / Observatory cases with strong and moderate impacts.



**Combination 5:** Countries (GROUP2) where adaptive Heritage Reuse is somewhat established as a practice or coming up, regulatory framework with some obstacles but trends towards more flexibilities / Observatory cases with moderate impacts.



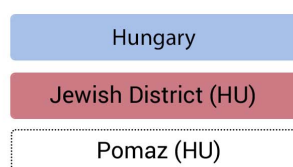
**Combination 6:** Countries (GROUP2) where adaptive Heritage Reuse is somewhat established as a practice or coming up, regulatory framework with some obstacles but trends towards more flexibilities / Observatory cases with weak impact.



**Combination 7:** Countries (GROUP 3) where adaptive Heritage Reuse is difficult/ Observatory cases with strong impacts.



**Combination 8:** Countries (GROUP 3) where adaptive Heritage Reuse is difficult/ Observatory cases with moderate impacts.



**Combination 9:** Countries (GROUP 3) where adaptive Heritage Reuse is difficult/ Observatory cases with weak impacts.



To address all combinations, the case selection prioritized countries with Cultural Heritage Labs (CHLs), plus Romania. Moreover, according with Task 3.2 and 3.3 partners - who present an in-depth study of this case, we opted for dropping out Slovakia from our analysis. Indeed, with respect to the case selection, WP3' aim was to have a comprehensive assessment of all the cases, avoiding as much as possible overlapping. It has to be noted, though, that the peculiarities of the

Slovakian case are largely explored through the other cases we consider (e.g. Largo Residência).

As mentioned, the analysis wants to contribute to understand those conditions that impact on the two level of investigation. By adopting this double lens, labour has been distributed among T3.4 partners as follow:

Partner	Country/OC	
UNEW	UK	London CLT; Sunderland Lab
	HU	Jewish District; Pomáz Lab
UGENT	GM	ExRotaprint; Grünmetrople; Prädikow Lab
	PL	Potocki Palace; Praga Lab
UNIROMA3	IT	Cascina Roccafranca; Scugnizzo Liberato; Rome Lab
	PT	Largo Residência; Lisbon Lab
	RO	Citadel; Halele Carol

For the data collection (Part 3), UNIROMA3 provided a short guidance and an "Evaluation sheet model" (Annex 4).

**(6)** Evaluation sheets have been filled by answering our GRQs. To this end, we conducted a **SWOT analysis** for each (16) OC, specifically focusing on regional integration. Instead, due to CHLs interim stage of development, related SWOTs have been elaborated taking into account all 3 pillars (community, resource, regional integration) jointly. Strength, weaknesses, opportunities and threats related to the selected OCs have thus extensively argued in the Section 3.

**(7)** The last step of the assessment (Part 4) consists in a thematic analysis which underlines emerging topics and formulates "lessons learned" per country that offer conclusions for transferability. To this end, we also identified "**inspirational cases**" and "**cases for policy learning**".



## 2. PART TWO

### 2.1. Regional integration: definition and relevance in OpenHeritage

Regional integration is a crucial concept of OpenHeritage, that correspond to the third aspect of the inclusive management model the project aims at, by **integrating regional planning with other two main pillars: "community and stakeholder integration" and "resource integration"**.

A specific effort on the investigation of regional integration has been already deployed by analysing the planning, regulatory and institutional related issues guiding adaptive re-use practices in Europe today (WP1), and by studying how regional works locally through selected cases studio (WP2) as well. As obvious, regional integration is also considered a seminal part of the toolbox which has been developing and testing in the Cooperative Heritage Labs (CHLs).

Therefore, we define regional integration as follow:

*Regional integration incorporates adaptive heritage reuse into a larger territorial framework, contributing to the environmental, social, and economic sustainability of the local development. It includes **all mechanisms that encourage the integration of adaptive reuse practices within the urban and regional governance**.*

*In order to shape more coordinated spatial development, regional integration thus **engages with multi-actor collaborations by orienting different resources and divergent interests toward cross-cutting goals**. It is a comprehensive process through which **heritage related values to a (cultural) site are up-scaled to a larger territory**, by creating benefits and strengthening connections between people and their surrounding environment.*

To explore this notion in relation to OpenHeritage objectives, the following paragraphs present an in dept literature review which has been instrumental to orient and finalize the theoretical evaluation framework.

### 2.2. Context and key discussion on regional integration

Recently, regionalism has been generating a rising interest in a number of social science specializations such as social and gender, migration, human rights, environmental governance. Though, the use of the "regional integration" foregrounds two main strand of analysis: the international political economy and the EU integration (Börzel 2016). Integration theories mainly emerged initially in the European (EU) context, making European study on the matter the main reference to measure integration in other part of the world (Laursen 2010). At the EU supra-national scale, regional integration is regarded as «as a tool for reaping



the benefits and countering the negative impacts of globalisation»<sup>4</sup>, supporting international cooperation not only within European context but also by creating the conditions (common market, capital, services, etc.) for financing actions in developing countries<sup>5</sup>.

Regional Integration as defined by the EU, instigated debates around regionalism and regional integration. *New regionalism* relies in a social constructivist approach developing a critic on the state-oriented strategy supported by the former (rationalist) regionalism. The emphasis of the first is thus on «informal sectors, parallel economies, and non-state coalitions» (Laursen 2010, 3), namely in the social construction of a region and including also actors such as those of civil society, often neglected in the study of regionalism (De Lombaerde et al 2010, 23). From this viewpoint, the term region is the equivalent of “territory”, allowing for the correspondence between territorial and regional integration<sup>6</sup>.

Despite abovementioned sectors are indirectly related to the project’s objectives, it seems valuable to recall the role cultural heritage might play in the development of sustainable and peaceful Europe as affirmed in numerous policy and conceptual developments at EU level<sup>7</sup>.

As Brenner (2003) already states, new regionalism is an “intensely contentious notion”, it has however been adopted in different fields of political and economic geography which has brought about a focus on regions as major arena for institutional change and experiment. Neo-regionalism is one of the theoretical approaches which since the 1990s dominated the current debate on metropolitan governance, forcing the shift towards territorial competitiveness and interspatial competition. The emphasis on economic growth, on productions and market-led issues, to the detriment of increasing socio-economic discrepancies, are among the main critics around neo-regionalist approaches arose from the academic world (Zimmermann and Panagiotis 2017). Within the OpenHeritage objectives, it is worthwhile to emphasize the important strategic role of metropolitan governance in matter of regional integration, as a key level to evaluate economic disparities (Psycharis, Kallioras and Pantazis 2020) and spatial variations (Wan 2019). This implies a shift toward the territorial dimension which already in the late 80s has been depicted as crucial feature in approaching neo-regionalism through spatial policy and planning (Vartiainen 1987, 126-117). From our viewpoint, this introduces an important level of analysis, shedding a light on the crucial role of a **multilevel governance**. Indeed, the “regional” approach embraced by OpenHeritage stems from a polysemous notion of region, namely a notion which embraces a highly variable spatial scale, from supranational, to subnational cross-border regions (De Lombaerde 2010). Therefore, for this evaluation, regions are

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<sup>4</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52008DC0604&from=MT>

<sup>5</sup> Regional integration is the process of overcoming barriers that divide neighbouring countries, by common accord, and of jointly managing shared resources and assets. Essentially, it is a process by which groups of countries liberalise trade, creating a common market for goods, people, capital and services. The European Union advocates regional integration as an effective means of achieving prosperity, peace and security. Online: [https://ec.europa.eu/europeaid/sectors/economic-growth/regional-integration\\_en](https://ec.europa.eu/europeaid/sectors/economic-growth/regional-integration_en), [last access 11/07/2020].

<sup>6</sup> Part three, evaluation analysis, applies this view by defining regions related to each case.

<sup>7</sup> Cultural heritage counts for Europe, online: [http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE\\_FULL-REPORT\\_v2.pdf](http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE_FULL-REPORT_v2.pdf), p. 11

intended as territories to be defined in relation to social practices and in discourse, social constructs which scale might vary greatly by embracing macro, micro or cross-border dimensions.

The territorial dimension, particularly through the idea of territorial cohesion and then through European Cohesion Policy, features in thinking on European integration from the start (Gallez 2018), bringing the principle of balanced territorial development at the core of the European action<sup>8</sup>. Territorial Agenda of the European Union 2020 mainly stresses regional integration in term of **territorial connectivity**<sup>9</sup> “for individuals, communities and enterprises” (priority 5) and “ecological, landscape and cultural values of regions” (priority 6). Therefore, in the document the term “integration” couples with “**inclusion**”, defining a strategy to assure sustainable development objectives (European Commission 2011). Yet, moving from EU context, anotherline of enquiry into the ‘social’ dimensions of regionalism has been exploring the nexus between regional integration and welfare. In recent study, Riggirozzi (2017, 661-675) examines the regional integration–poverty nexus in relation to health policies of Southern world regions. In the author’s viewpoint, the activities of the Southern regional organizations in supporting pro-poor approaches and advancing programs that eradicate poverty may advance new perspectives in matter of regional integration, creating a territorial impact in term of social and regional development (Ibidem, 669).

### 2.3. Heritage and planning towards integration

To evaluate the role adaptive heritage reuse might have in the field of regional integration, we also need to look at the position culture and (cultural) heritage have been assuming in sustainable urban development.

Since 2011, the Historic Urban Landscape approach (HUL approach) has been promoting the integration of heritage management in regional and urban planning, stressing the linkage between heritage object and the evolution of its surrounding area. Being interpreted as “bottom-up” expression of social values and social choice’, cultural heritage is increasingly considered a crucial driver of territorial development (Bandarin 2019, 20-3).

Even though citizens engagement in spatial planning is by no means new, social and territorial aspects related to heritage have been increasingly integrated in European documents. For instance, the *European Heritage Strategy for the 21st Century*, with due regard for the principles of sustainable development, suggest to orient the potential of heritage towards “job and business opportunities” creation, attracting “financial investment”, promoting “heritage skill and professionals”, defining region’s distinctive character, supporting environmental sustainability and innovation<sup>10</sup>. Moreover, it has been largely documented the impact cultural heritage has in increasing regional attractiveness as well as on neighbourhood’s

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<sup>8</sup> Aim of the cohesion policy is to foster the development of the most dynamic European regions while bringing the least advantaged regions into parity.

<sup>9</sup> About “connectivity”, see Annex 2.

<sup>10</sup> <https://www.coe.int/en/web/culture-and-heritage/strategy-21-d>

atmosphere, aspects that significantly impact on both tourists' and inhabitants' preferences/choices<sup>11</sup>. As already presented in the *comparative analysis of Observatory Cases* (D2.4), these orientations became indicators for the investigation in term of regional integration (creation of jobs; creation of a narrative path; increase of tax revenues and property values; etc.).

Maybe not surprisingly, then, cultural heritage policies are among those sectoral policies deemed as most integrated with spatial planning (Nadin et al. 2020). Yet, the linkage between urban development and uneven spatial and social redistributions is widely recognized. In particular, cultural and tourism development have a central role in the sector of cultural heritage reuse, as in the case of repositioning industrial cities under the pressure of a rapidly changing environment. Colomb and Novy (2017), for instance, point out that since the late 70s the redevelopment of historic/heritage centres for tourism consumption has transformed Spanish and Portuguese-speaking American cities into «"wealth production machines"» preparing the ground for tourism gentrification (ibidem, 11). As is known, this is true also for European cities, where factors such as unaffordable rents, the increasing exclusiveness of some part of the city, or the homogenisation of urban contexts have been reinforcing polarizations and inequalities<sup>12</sup>. Though, still the important role of heritage within gentrification processes is described an under-conceptualized field of study in both heritage and urban studies (De Cesari 2019).

Therefore, in order to critically assess the relations between community-led adaptive reuse and territorial integration our attention has been firstly paid on *what kind of processes are/are not fostered through adaptive heritage project, and who benefit from it*. To this end, it has to be noted that abovementioned notion of regional integration conveys a strong normative dimension. In fact, Davoudi asserts (2005), the territorial-turn related to cohesion policy, and directly impacting in term of territorial integration<sup>13</sup>, potentially suggests the re-conceptualization of European spatial policy by adding to it a spatial justice dimension. «Under the guise of territorial cohesion», Nadin et al. (2020, 3) argue,

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<sup>11</sup> Cultural heritage counts for Europe, online:  
[http://blogs.encatc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE\\_FULL-REPORT\\_v2.pdf](http://blogs.encatc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE_FULL-REPORT_v2.pdf)

<sup>12</sup> SET – South Europe Cities Facing Tourisification, a network made of neighbourhood associations and activist groups from 14 southern European cities that have joined forces in fighting against mass tourism (Venezia, València, Pamplona/Iruña, Sevilla, Palma, Malta, Madrid, Málaga, Napoli, Lisboa, Ibiza/Pitiüses, Girona, Firenze, Donostia/San Sebastian, Camp de Tarragona, Barcelona and Bergamo). Moreover, it has to be notice that "A number of cities<sup>98</sup> have recently addressed the European Commission in order to improve and update the enforcement of legislation for apartment holiday rentals. The Housing Partnership sees this as being in line with its work on anti-speculation prevention with regard to affordable housing." See:  
[https://ec.europa.eu/futurium/en/system/files/ged/final\\_action\\_plan\\_euua\\_housing\\_partnership\\_d\\_ecember\\_2018\\_1.pdf](https://ec.europa.eu/futurium/en/system/files/ged/final_action_plan_euua_housing_partnership_d_ecember_2018_1.pdf).

<sup>13</sup> As underlined by Davoudi, the Third Cohesion Report (2005) states «the concept of territorial cohesion extends beyond the notion of economic and social cohesion by both adding to this and reinforcing it. In policy terms, the objective is to help achieve a more balanced development by reducing existing disparities, preventing territorial imbalances and by making both sectoral policies which have a spatial impact and regional policy more coherent. The concern is also to improve territorial integration and encourage cooperation between regions».

**policy integration** thus became a central element of this EU's policy. We take this as an important domain to facilitate regional integration.

A spatial justice perspective allows us to consider within the planning policy discourse the **inclusiveness** of the adaptive heritage reuse process in matter of territorial integration by introducing concepts and tools related to the "capability approach"<sup>14</sup>, and thus pinpointing a more holistic view of heritage adaptive reuse. In general, spatial (in)justice «involves the fair and equitable distribution in space of socially valued resources and the opportunities to use them.» (Soja 2009) As is largely recalled by urban planner scholars and theorists in the formulation of the just spatial framework, the capability approach regards the quality and quantity of opportunities for people to act, determining the exclusiveness / inclusiveness of a given environment (Israel, Frenkel, 2018). Moreover, some of this capability, such as housing, are strongly dependent on policy actions and social policy (Fainstein 2010). Therefore, one's could argue that for a region to be integrated through community-led adaptive reuse processes, increasing the number of opportunities for people to actively use capital forms is crucial to resist unjust geography usually resulting with «asymmetry of power relations in cultural, gender, race, and class cleavages.» (Ibidem).

## 2.4. Regional integration framework

This chapter has depicted regional integration as **a multiscalar concept**, which impact is potentially manifold. Through supranational tiers, it outlines processes of international political economy and the EU integration, which might be indirectly related to adaptive heritage reuse whether intentionally designed to foster sustainable and peaceful development among European and global countries as well.

Whereas at sub-national level the formation of multifaced clusters of actors, on one hand, and a context-specific definition of the region itself, on the other, are indispensable characteristics for regional integration, cohesion policy informs the thinking on the matter, devoting attention to balance territorial development and strengthening the nexus between policy integration and inclusion.

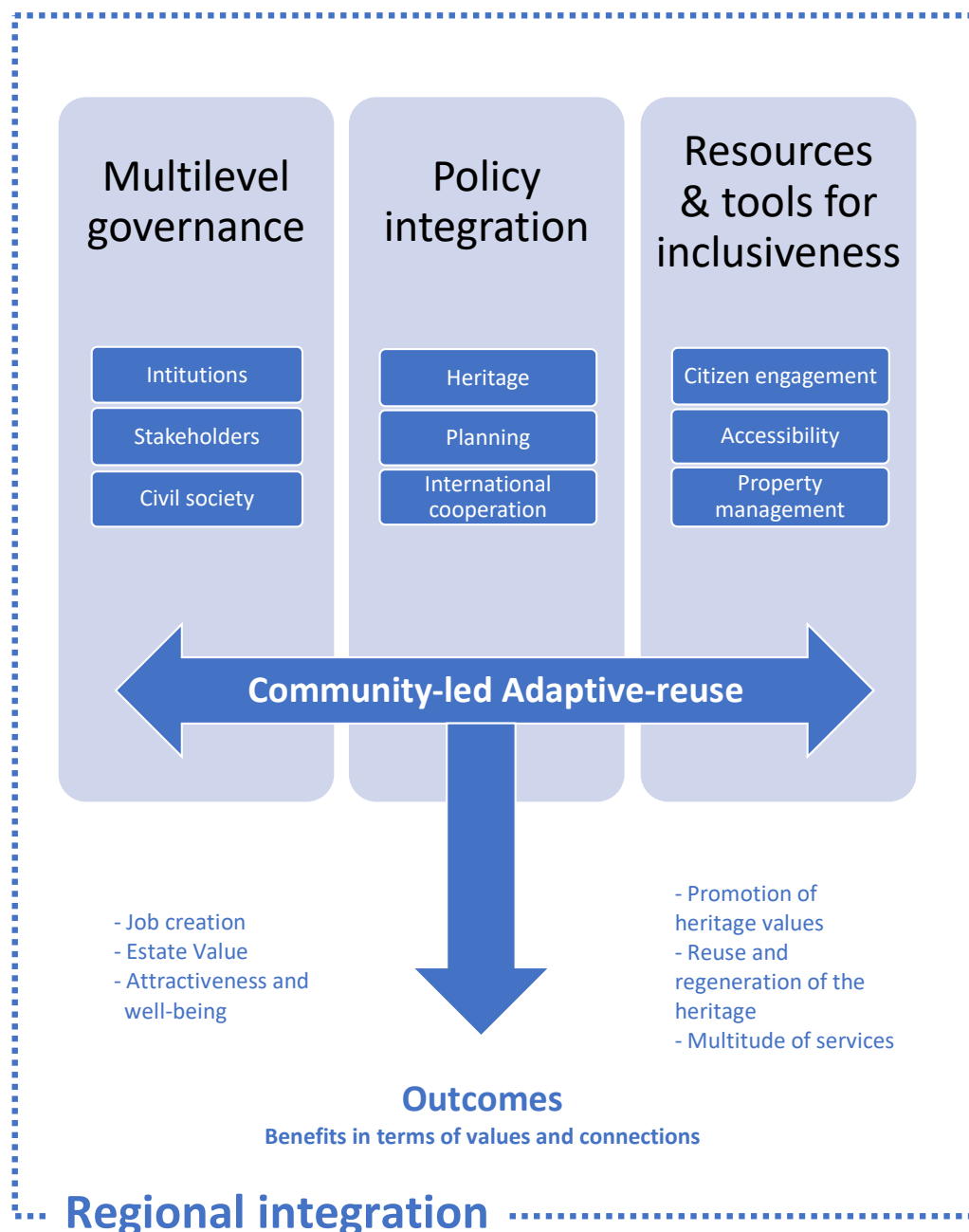
In this broad picture, it has argued that cultural heritage might play a prominent role, driving regional competitiveness, attractiveness and identity. Though, for regional integration to be just, it needs to be considered the inclusiveness of the heritage process that we introduce by taking into account the *quality and quantity of opportunities for people to act in the built environment* (capability approach).

Furthermore, it has to be noted that cultural heritage is a crucial resource for addressing "unity in diversity" in European territories (*WP1 part 2, p. 7*), reconciling social, economic and ecological gains (Dempsey et al. 2011). Therefore, strategies / tools / ways to reconnect material and immaterial areas of the city/region (e.g. physical and or cultural infrastructures), as well as modes of heritage governance and management are central elements of our analysis as potentially transformative factors of power relations.

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<sup>14</sup> As in the terminology used by Amartya Sen and Martha Nussbaum.

To conclude, in the light of the presented review, the evaluation reflects on three main regional integration domains: multilevel governance, policy integration and resource and tools for inclusiveness. The following scheme sums up and integrates our results with themes and indicators (e.g. Job creation; Estate Value; Attractiveness and well-being; etc.) selected in the previous evaluations (D1.4; D2.2).



## 3. PART THREE

### 3.1. Evaluation through general research questions

The next part is dedicated to the evaluation analysis, conducted per country. As detailed in the methodology (par. 1.3), it is drawn on WP1, typology, OCs report, ultimately combining and reflecting upon outcomes at national and local (sometimes regional) level.

To this end, each evaluation is composed of a comprehensive introduction regarding the country typological context, followed by OCs and/or CHLs analysis. A case overview presents each experience by specifying basic information such as location, past and present uses, name/meaning, crucial elements/policy. In addition, they are positioned by the description of those thematic regions depicted by each case e.g. culture, identity, landscape, governance etc. Moreover, with regard to “job and business opportunities”, one of the indicators adopted in the OCs’ comparison (D2.2), it needs to be noticed that a clear understanding of related issues is particularly challenging due to data available. Though, we attempted to understand how adaptive reuse projects create conditions for this sector to develop.

To conduct the analysis, *normative criteria* are integrated and highlight in the main body of the text. This “tracking” method was adopted also to ease both the reading and the combined analysis of the case studies. It is believed that the more our normative criteria are effectively operational into the presented domains, the more a given territory might unleash a sound contribution to regional integration related issues<sup>15</sup>.

### Case 1: Germany

#### Typology context

According to the typological evaluation, in Germany the establishment of Adaptive Heritage Reuse is somewhat established as a practice (Group 1). In particular, it should be noted that Germany adaptive reuse is a common practice, and the national policy programme on Urban Heritage Protection has been important in mainstreaming adaptive reuse within (urban) regeneration<sup>16</sup>. Yet, adaptive heritage reuse is not equally applied in heritage projects, this has to do with a rather complex structure of heritage and planning regulations at different levels of state. Indeed, heritage adaptation plans have to be approved at different levels and besides, funding opportunities for adaptive reuse are in some (rural) regions, more difficult to acquire. As a consequence, complexity of regulations and funding

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<sup>15</sup> For the final deliverable D3.6, we are discussing among Tasks partners (3.2, 3.3, 3.4) the possibility to adopt a scoring method to measure the impact of NCs and related actions on each OpenHeritage pillar (resource, community and regional integration).

<sup>16</sup> See WP1 ‘Mapping of current heritage re-use policies and regulations in Europe: Complex policy overview of adaptive heritage re-us’. Online: [https://openheritage.eu/wp-content/uploads/2020/01/D1.2\\_Mapping\\_current\\_policies\\_regulations.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D1.2_Mapping_current_policies_regulations.pdf)



programmes tends to favour large players who know or have capacity to find out how to navigate the system over small civic initiatives that lack the expertise and/or resources to do so. This we also see in one of the cases, Prädikow lab. Here we see that the involved municipality of Prötzel is not well resourced and financially relatively disadvantaged which allows for little ability to provide funds and supports. Overall, there is a lack of support capacities from the municipality. There are thus no municipal programmes of heritage preservation operative in Prädikow. Similarly, funding that may be acquired for heritage protection in larger cities or districts are not applicable in a small and economically relatively weak Landkreis Märkisch-Oderland. Moreover, approvals for temporary uses are also difficult to obtain. Hence, in the following evaluation we will address the question what the process and narratives are that foster regional integration and how community-led adaptive reuse can support this integration. To illustrate we use the cases ExRotaprint, Grünmetropole and Prädikow Lab.

## **ExRotaprint, Berlin**

ExRotaprint is located on the former site of the Rotaprint printing machine manufacturer, a German company that operated in Berlin-Wedding for 80 years and gave employment to many families in the area. Rotaprint significantly shaped the area and its society: it hired the compound's architect to build its production facilities, later expanded the complex, had some guest apartments in the vicinity, and a workers' holiday home in Berlin-Wannsee. The complex was largely destroyed during the Second World War but it was reconstructed in the post-war years following the design of the architect Klaus Kirsten. In 1989 the Rotaprint company went bankrupt. Because of outstanding debts, ownership of the complex was transferred over to the City of Berlin. Since the 1990s, the Wedding district administration rented the empty spaces of the Rotaprint compound to temporary occupants: small businesses and artists moved in the complex, occupying half of the site. The initiative ExRotaprint was founded in 2007 by tenants of the former Rotaprint industrial complex located in Wedding. 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 m<sup>2</sup> complex and started a non-profit real estate 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.

## **Defining the regions**

In terms of use and cultural / social attractiveness, the first region depicted by the project lies at the neighbourhood level. Indeed, offering a variety of social activities and services, ExRotaprint intensely communicates and involves people living in its surrounding area.

ExRotaprint has also gained influence in the city-wide context. This brings us to the second regional level, namely the city of Berlin. In particular, ExRotaprint

strategy to oppose investor-led privatisation and create a community-driven civic space has proven highly inspiring for many initiatives across the city (and beyond) as they were facing similar threats of displacement. Hence, ExRotaprint also impacted policy discussions about gentrification and real estate policy. Indeed, inspired by the ExRotaprint and other initiatives, in the early 2010s many initiatives began to mobilise the public opinion against privatisation, or in certain cases, for more controlled privatisation. Ultimately, the experience of ExRotaprint and the initiatives it inspired have altered the discussion about potential development schemes in Berlin.

Besides, with respect to the building value and identity, it is important to underline how it became the center of the area's identity. An important part of the ExRotaprint compound's attractiveness is, indeed, its unique heritage value which had an important role in the initiators' choice to start renting a space in the complex first, and to protect the buildings from speculation later. Its tower remains an icon for the project both local and national wide.

## Evaluation analysis

The assessment<sup>17</sup> of this project has revealed a strong impact on regional integration. In this respect, the D.2.4 report commends the entrepreneurial spirit of its organizers, thus, the project ability to contributed to job creation as well as to increasing the estate value and attractiveness of the place, while not compromising the well-being of its inhabitant. The report also highlights the successful cooperative and co-governance approach expressed by the project, which has been crucial for the property acquisition by the community.

## Integration through heritage and community

The projects' aim is to create a different idea of ownership, preserves heritage buildings and generate social, economic and cultural capital. Those latter two can be regarded as contributing to *protect multiple heritage values related to an object, to values a diversity in cultural expressions and heritage branding*. Indeed, when it comes to the strengths of the project, it should be noted that the initiative was well know with the site, its uses and the heritage significance. Yet, a weakness of the project was that it was a private initiative heavily reliant on the specific tenants' needs. To overcome this, an inclusive, participatory decision-making structure was set up aiming at a flexible participatory process, which strengthened urban and human connections. Moreover, this led to a step-by-step renovation process that also created a link between the community and the heritage object. Indeed, a first step was building a community by sharing a common vision and encouraging renters to know each other: initiators began to approach the various tenants, documenting their use of the compound's spaces. They took photographs of the spaces and made interviews with tenants to discover the value of their investments and to explore their activities. This research resulted in a document where the desire of preserving and expanding this local structure was expressed. It turned

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<sup>17</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4



out that working within a complex which includes a unique architecture such as the Corner Tower became an opportunity to re-discover identity and symbolic values not only for the 'inner' community but also for the district. Research and dissemination activities have supported the cultural connection between people and place, thus foster attachment to a place. As such the project contributed to *protect multiple heritage values related to an object, and to values a diversity in cultural expressions and heritage branding*. Another example of social collaboration within the neighborhood are the activities organized and the specific framework for space allocation. A mandatory framework was set up regarding spaces allocation i.e. one third of the compound is dedicated to social projects; one third to productive activities, workshops, production companies that create regular jobs; the last third of the compound is used for creative activities. This also resulted in diversity in term of users that can be maintained because of a system based on not-for-profit logic of the owner. Indeed, through a variety of social activities, community outreach projects, the canteen and events, ExRotaprint has been communicating intensely with people living in the neighborhood. This revitalized heritage site that now has now become a social hub in the neighborhood thus creates regional integration on a neighborhood scale.

## **Ownership, funding and networks towards regional integration**

One of the projects' aim is to create a different idea of ownership, or in other words to *supports ownership acquisition of the site/object by a community organization*. One of the strengths of the project is the tenant's previous relation with the site and the experience with alternative funding sources such as the heritage building right. To assure affordability, the mobilization of the community was crucial. To this end, tenants grouped in an association and had to accept a more precarious way of living since the complex went through a "low-regime" renovation process to avoid stopping its functioning. Yet, the renovation works were very comprehensive while the financial resources were initially lacking, which could be regarded as a weakness of the project. To overcome this, and to address the challenge of providing affordable spaces a legal configuration which comprises a heritable building right and non-profit status based on the separation between land and buildings property is set up. As such, the project, *relies on multiple funding sources, and engages neighborhood and heritage communities to participate*. As said, a weakness of the project was its weak financial resources, and the dependency on the very specific needs of the tenants. The low financial capacity of the community was overcome by *relying on multiple funding sources*, in particular on the heritable building right. It was really an opportunity that this form of long-term lease has a long history in Germany as it is established more than 100 years ago to lease land to cooperatives building affordable housing or to enable poor families to build a house. This instrument allows tenants to pay an annual interest or lease fee instead of buying the land with an initial capital. To take advantage of legal scheme the heritable building right in a situation of financial shortage, the community pooled different actors and *engages neighborhood and heritage communities to participate*: the community itself; the

foundations trias and Maryon which bought the compound and according to the agreement, and whom ExRotaprint pays the land lease fee to. In the final setup, secured for decades, the foundations own the land and ExRotaprint owns the buildings. ExRotaprint took a mortgage from a Swiss pension trust called CoOpera Sammelstiftung PUK, specialised on sustainable real estate projects with a strong local social or cultural dimension, to secure renovation work. As such, ExRotaprint's strategy to oppose investor-led privatisation and create a community-driven civic space appeared to be useful with regard to facing threats from the side of the city's real estate policy and large institutional investors and developers. As such, the project, and the models applied regarding *acquisition of the site/object by a community organization* has proven to be highly inspiring for many initiatives across the city and beyond as they were facing similar threats from. Indeed, with regard to connectivity, the project aimed at transforming governance relations based on the lesson of this specific project. Inspired by ExRotaprint's success in moving a post-industrial complex out of the real estate market, an entire community was born to advocate for alternative approaches to real estate and city development. As a result, a series of other initiatives was helped with gaining access to shared ownership of buildings with the help of heritable building right contracts as ExRotaprint engaged with these projects. Eventually, even public discussions about the Berlin's real estate policy were set up as ExRotaprint showed the possibilities of *relying on multiple funding sources*. In fact, the experience of ExRotaprint and the initiatives it inspired has altered the discussion about potential development schemes in Berlin thus also creates regional integration on a city scale.

## **Grünmetropole, Belgian-Dutch-German border region**

This project – which has been implemented in the Belgian-Dutch-German border region – aims at rehabilitating the common mining past of this region, which had previously had negative connotations. The mining industry in this region shaped not only the physical appearance, but also social and cultural life. Hence, the end of the mining industry put challenges forward with regard to conversion of the region, and also with regard to heritage management issues. The Grünmetropole project aimed at addressing these issues. Its objectives were to renew the post-industrial landscape, to strengthen the common identity of the region, and to create a touristic impulse. This was done by implementing two touristic routes along relicts of the mining past, including some examples of heritage re-use projects. Crucial elements for this project are thus the cross-border aspect, the attempt to integrate common storylines and identities, and the touristic impulse for the region by improving the physical landscape.

## **Defining the regions**

This project is located in a region that is a tri-national, cross-border area. This area is in terms of location comparable to the Meuse–Rhine Euroregion. Yet, the area is not corresponding to any legislative or governmental institution and without direct political power. Hence, there was a specific organizational model set up, within the

context of a project called Euregionale 2008, for which the region Aachen (Städteregion Aachen) expressed their interest to organize this. Because of the unique location of the Aachen region – close to the borders with Belgium and the Netherlands – the Regionale 2008, was a cross-border project. Although the EuRegionale 2008 agency embraced the cross-border cooperation, it should be noted that the office was located in Germany and that the majority of the stakeholders was from Germany. Accordingly, they were leading the decision process. Moreover, it should be noted that it was an organizational model specifically and only set up for this project. Hence, there was almost no follow up in term of cooperation and impact on the region after the project was finished.

Although the area of the Grünmetropole is divided by three national borders, and although it does not correspond to any legislative institution like the Euroregion, it has a common denominator of the industrial past as it was characterized by mining activities due to the presence of natural resources such as coal. Hence, the area of the Grünmetropole has a similar economic and cultural history based on a long tradition of industrialization on the basis of coal. As for the growing era, the closing of the mines – from the 1970's onwards – thus had a profound impact on the mining regions in all three countries, which had been shaped by this blooming mining industry over decades. The end of the coal exploitation meant de-industrialization, unemployment, and again changed the socio-demographic characteristics of the region. In short, the three mining regions in the three countries, once more faced enormous challenges to their economic, social and environmental future. It is against this backdrop that the Grünmetropole project comes in. Only more recently mining heritage started to be recognized more and more.

Despite this project tried to link stakeholders on a cross-border scale and beyond national borders, to create a common identity and shared narrative for this border region, it wasn't able to translate in practice its vision. Being a rather top-down organized and implemented project, it couldn't create a proper local dimension thus failing the aim to foster regional integration. Cross-border cooperation indeed didn't inform local policy makers' choices and interests while local citizens were only very limited included in the design and decision-making process.

## **Evaluation analysis**

The assessment<sup>18</sup> of this project has revealed a weak impact on regional integration. Indeed, the weaknesses of this project was that it was not successful in gaining regional or international integration because it was a top-down project which effectively tried to force links between places and foster an identity around a shred heritage which did not exist.

## **Contradictions in a cross-border project with no integration**

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<sup>18</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4

One of the projects aims was to strengthening the region's identity and stimulating cooperation in the region. In other words, to *value a diversity in cultural expression and heritage branding, supports the integration of policies on various governance levels and/or between various departments*, and promoting exchange between governmental organizations and *builds on co-governance arrangements inclusive of different communities and stakeholders*. In a way it could be argued that this form of territorial integration by focusing on these aspects, is a good thing. This is supported by some of the interviewees<sup>19</sup> who state that cross-border cooperation is one of the main strengths of the Grünmetropole project: the Grünmetropole project is seen as a 'valuable learning experience'. Yet, at the same time, it appears to be rather difficult to *build on co-governance arrangements inclusive of different communities and stakeholders*, especially in a cross-border region.

Other reasons that cross-border cooperation never really came off the ground are also mentioned: "This region is characterized by the perils of village politics, each city has his own initiatives and the provincial government does not make guiding decisions, so nothing happens".<sup>20</sup> As we saw in the typology context, regulations and funding programmes tends to favour large players who know or have capacity to find out how to navigate the system over small civic initiatives that lack the expertise and/or resources to do so. This already indicates that geographical location and organizational capacity matter.

The Grünmetropole project thus remained a high-level, abstract, visionary masterplan which had almost no links with the existing spatial issues, or socio-cultural patterns in the region, it didn't lead to concrete, perceptible projects at the local scale. A weakness can be revealed in the method used i.e. designing two touristic routes, didn't really address the issues the region was dealing with. Therefore, the Grünmetropole never became a catalyser for stimulating developments in the region. In fact, because there were no concrete projects linked to the project, and because the project was not linked to other ongoing projects, the Grünmetropole never achieved the goal of renewing the landscape. Also, with regard to regional integration, it is questionable whether this plan really contribute to these goals since the overall impression is that the project has more or less forced connections upon the region.

In addition to this, the lack of *integration of policies on various governance levels and/or between various departments* and of the capability to *builds on co-governance arrangements inclusive of different communities and stakeholders* is even more important, as without it wasn't possible to set-up a sustainable organizational model that had a real impact in the region. Indeed, there are opportunities when it comes to territorial integration, and related aspects such as strengthening the region's identity by stimulating cooperation in the region. The starting point of such cooperation should than be the effective cooperation of different stakeholders, and integration of policies, especially in a cross-border region<sup>21</sup>. At least in the case of the Grünmetropole this was the main reason that

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<sup>19</sup> See *OpenHeritage WP2: Observatory Cases Report*. Online: [https://openheritage.eu/wp-content/uploads/2020/01/D2.2\\_Observatory\\_Cases\\_Report.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D2.2_Observatory_Cases_Report.pdf).

<sup>20</sup> Ibidem.

<sup>21</sup> See *WP1 Mapping of current heritage re-use policies and regulations in Europe: Complex policy overview of adaptive heritage re-use*. Online: [https://openheritage.eu/wp-content/uploads/2020/01/D1.2\\_Mapping\\_current\\_policies\\_regulations.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D1.2_Mapping_current_policies_regulations.pdf).

the project remained at a high-level of being an abstract, visionary masterplan with almost no links with the existing spatial issues, or socio-cultural patterns in the region.

## Integration through heritage, tourism and identity

A second aim of the project was to give the region a touristic impulse by renewal of the landscape and linking heritage objects by creating a touristic route. On one hand, implementing infrastructures by promoting soft transportation means can surely be a material way to foster regional integration. Though, still the lack of concrete connections with the context bring about inconsistency results in what was the objective underneath this intervention: *to raise awareness and educate critically about the local heritage, fostering participatory approach to cultural heritage and tourism*. Even though, one of the strengths of the project was to bring mining heritage into focus, which had previously had negative connotations, the weakness of the Grünmetropole project is that it approached heritage objects mainly through an object-oriented method. This meant that heritage assets remained distanced from societal dynamics and wishes. Although many former mining buildings in this region had been demolished as part of large-scale conversion programs, (local) heritage organization started to recognize the industrial heritage in the post-industrial period. They then started to list these former mining buildings as classified buildings, or made plans for redevelopment. Yet, this was not really taken into account at that time. As such, it appears that the project failed in really impacting on the local scale. This revealed a significant discrepancy between the plan and the implementation. The Grünmetropole only had little room for incorporating stakeholders and communities' ideas; this is seen as a major pitfall of the project.

Furthermore, the project is being criticized for being too much backwards looking instead of being a driver for future developments (van den Reyt 2006). There are still opportunities with regard to *raising awareness and educate about the local heritage*, as there is in fact still much potential to restore and re-use the various sites linked to this mining past, so to start working on this heritage narrative is promising. Again, the threats are that there is still little appetite to do this strategically. Indeed, the project was not really successful in its explicit aim *to raise awareness and educate about the local heritage*, as the project was heavily reliant on large scale European or national funding the marketing of the project stopped when funding was over. And since this was already over 10 years ago, the project has largely been forgotten as it is not maintained, consequently the project is not any longer used by tourists as anticipated.

## Prädikow district, Prötzel

The Hof Prädikow site is located about 50km north-east of Berlin. With car not much more than 1h driving is needed from the city center of Berlin to Prädikow. The next train station is in the district town of Strausberg, which is linked to Berlin by rapid-transit railway (50 minutes to city centre). The surrounding area is dominated by farmland and woods in a flat landscape with some swimming lakes



nearby. As such, it is a clear example of a site located in an area where there are less incentives to reuse heritage, and where heritage re-use is less common. Indeed, it is a group of people from Berlin who took the initiative for this project. As such the site and project is now establishing a relation that goes beyond the site and the village, but is also linked to developments in the city of Berlin. The main elements of this site in terms of challenges relate to this: the large size of the site and the number of buildings to be developed, combined with the geographical situation, away from the major cities like Berlin or Potsdam.

## Defining the regions

There are various regional scales this project relates to ranging from urbanization from the city of Berlin, to a network called "Futural locations". Hence, the first region described by the project is the village of Prädikow itself as the reuse of this site is meant to be a core to develop new vital life and living perspectives in the village. For instance, a village community centre is planned to be built creating a meeting point for both project and village people. Moreover, Hof Prädikow used to be the social and economic centre of the village of Prädikow. Many people in Prädikow have a personal and emotional relationship with the site because they have worked or even lived here before. For this reason, the inhabitants are very interested in the development of the project since the beginning.

At the same time, this will create a link on the regional scale. The second regional level is the broader environment of Prädikow can be described as a rural district, "Märkisch-Oderland", with some particular social trends: ageing population, rising unemployment and social segregation, and a geographical separation between the rural and urban areas of the district. The project creates further regional levels as it is an example of a kind of counter-movement to repopulate the rural areas. Indeed, it is a group of people, mostly from the city of Berlin, who set up this initiative and plan to move to this site to live and work there. Therewith this project is a chance not only to preserve a historic monument but to fill it with new life. Moreover, the project will generate new commuting streams between the city centre of Berlin and the rural area as the building will become a co-working space which offers desks, rooms for meetings and office use and small workshops, which can be used for activities of different people on the site and the surrounding area. As such the project can also create economical strings between the site and the surrounding area, as the residents will develop their projects and enterprises. Eventually, another regional level depicted by the project is that it is part of the "network future locations" in the federal state of Brandenburg. The network shares knowledge and ideas for running heritage sites and implementing community driven usage concepts for the 21st century. As such, the site is connected in order to share knowledge with other heritage reuse sites. In turn, this leads to a better acceptance of the project within the village, the State of Brandenburg and even on the national level and it will be easier to get more support and subsidies for Hof Prädikow.

## Evaluation analysis

### Integration through funding

Because of the weak building condition, the pioneer character of the project and the requirements of the monument protection authority the revitalization of the Hof Prädikow site needs public funding. Lack of financial resources is a weakness of the project. As said this is difficult to gain, despite the fact that Germany has a colorful landscape of funding opportunities, from federal programs and different federal state programs down to local funding funds. It is for this reason that possible funding opportunities are being explored through the involvement of organizations that *supports ownership acquisition of the site/object by a community organization*. Indeed, there are certain opportunities with regard to *promoting exchange (economic, knowledge, civic support, etc.) with other non-for-profit and non-governmental organizations*. In Prädikow lab we see that the involved municipality of Prötzel is not well resourced and financially relatively disadvantaged which allows for little ability to provide funds and supports. Overall, there is a lack of support capacities from the municipality. There are thus no municipal programs for heritage preservation operative in Prädikow. Similarly, funding that may be acquired for heritage protection in larger cities or districts are not applicable in a small and economically relatively weak Landkreis Märkisch-Oderland. Yet, there is an *exchange with other non-for-profit and non-governmental organizations* to overcome this, for instance the availability of funds from external sources. Indeed, one of the strengths of the project is that it had already experience with SelbstBau cooperative and the Trias foundation who have already experience with taking land off the speculation market, are set-up to overcome the limitation that this project is facing. This concept makes it possible to make the ground rent available for the non-profit sector. Moreover, another opportunity is the availability of funds from other external sources, such as the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth LEADER programme. These are examples of how organizations are involved to *supports ownership acquisition of the site/object by a community organization*. The involvement of organizations to support a project in acquiring the site/object and to fund adaptive reuse and the *exchange with other non-for-profit and non-governmental organizations* has an impact with regard to regional integration. These funding opportunities contribute to the the revitalization of the Hof Prädikow site. As such, this project not only preserves a historic monument but also fills it with new life, which can be regarded as a counter-movement to repopulate the rural areas. Moreover, the site can become an inspiration for other projects in the region for the topics, heritage protection, acquisition of funding and bringing new life to a rural area.

## Integration through community

The most salient challenge with regard to regional integration is the interaction between different communities, most notably the citizens of Prädikow and the project initiators who come mostly from the city of Berlin. It is the project's aim to foster a community sense of place, or in this case the entire village. Yet, the threats of this project are that this integration remains rather difficult. Although, the site was the center of social life of the village for hundreds of years, it became abandoned for about 20 years, as new points where social life happens have been occurred. This is actually a strength to continue on this historic narrative of a social center to indeed *value a diversity in cultural expression and heritage branding*. The new users of the Hof Prädikow site, mainly from Berlin and other urban areas have been socialized in other contexts, which could be labeled as different mentality. The feeling of perceiving others as strangers could strongly endanger the acceptance of the project. For that there are several participatory processes set up to interact with the village community and to make the residents more interested in the project. Indeed, both the project group and the developers are reaching out proactively to the inhabitants of Prädikow, in particular thanks to the commitment of the group members who are already living in the village as they are convinced that it's not possible, or even desirable, to survive as a project in the long term improving the relations to the surrounding area. An isolated local community that does not established ties with its local and regional environment would not meet the idea behind this project. In sum, there are several initiatives set up to create interaction between the inhabitants of the village and the project group, which should lead to *engage neighbourhood and heritage communities to participate* and thus creates regional integration on a local scale.

## Integration through ownership and outreach

Moreover, in relation to regional integration, another aspect is the *ownership acquisition of the site/object by a community organization*. Indeed, the strengths of this project is that the Hof Prädikow association is driven by mainly young people who are well educated and trained in using collaborative online tools as such they created a system which allows the community to be engaged in the decision making process. Under the umbrella of the association a number of crews is able to work and to develop certain buildings in order to revitalise the site step by step, together with generating synergy effects for all. As such they also work on *protecting multiple heritage values related to an object*. At the same time, this is also one of the weaknesses of the project, as there is still a number of buildings without usage, and heavy renovation works to be done. There is a threat that not enough people and users are involved, and for that reason there is an approach to be open for new users and groups for unrevitalized buildings. Hence, the large scale of the site and the long-term approach of the partners cooperative, association and Trias Foundation offers the opportunity to secure buildings and keep them for a later point for renovation. With this opportunity the project remains flexible and open for new users and groups.



The revitalization of a heritage site, the flexible approach towards renovation, and the dynamic and young group of initiators are all aspects that can contribute to new use of the site. Indeed, the site will become a co-working space which offers desks, rooms for meetings and office use and small workshops, which can be used for activities of different people on the site and the surrounding area. Hence, the project will generate new commuting streams between the city centre of Berlin and the rural area. Moreover, the project also creates regional integration between the site and the surrounding area, as the residents will develop their projects and enterprises which in turn lead to social and economical strings between the project and the surrounding area. Since the first residents are permanently living on the site, they indeed started to develop their own projects and enterprises. Some examples are handcraft-workshops for pupils of a nearby private school have already taken place on the site. Furthermore, the project participates in the "Tag des offenen Ateliers", a cultural event at the 4th and 5th of May 2019, when everywhere in the federal state of Brandenburg artists will present their works.

## Case 2: England

### Typology context

England is grouped amongst countries where adaptive reuse is more prevalent and supported pre-crisis, with this focus increasing with post 2008 recovery / planning frameworks (group one).

There is evidence of multilevel governance; heritage and planning officers are combined within local authorities, implying a good integration between the two sectors on local level. On a national level, conservation is a key element in planning policy, and there are very specific programmes to facilitate and steer investment in reuse of heritage or offer funding programmes to invest in particular parts of the city or country. Legislation is based on a more nuanced system, using grades of protection (as for example in England) which allows for different levels of flexibility, as the different nuances permit different limits of acceptable change. Parts of the historic environment are protected through the planning system, through the creation of conservation areas.

Adaptive reuse is facilitated by grey zones, which emerge through negotiations between different actors (Creates a flexible regulatory environment towards adaptive-reuse, that allows for project specific solutions). This constitute both a weakness and strength. Due to the negotiation of graded systems, significant "grey zones" can emerge where discretion applied by local planners and heritage officers can be significant in defining limits of acceptable change, leading to significant potential for local development through adaptive reuse, but at the same time the discretion of the protection process might threaten the value of these cultural assets and thus hamper adaptive-reuse process.

In terms of resource pooling, as part of wider austerity measures, in response to the 2008 financial crisis, asset disposal (including heritage assets) is used as a measure for quick economic gain. This sometimes led to assets to be taken over and "revived" by a particular community, and gaining value through adaptive

reuse, for example through community asset transfer and public-private partnerships.

There is a perceived disconnect between the national and local level of England's planning profession which has been exacerbated since 2010, when regional government levels were abolished. In terms of policy integration, there is a shift in heritage policy towards understanding heritage as a resource for development, engagement, and branding, rather than solely a cultural asset significant in defining national identity and history. At the local level, planning and conservation officers have a lot of discretion to make decisions when it comes to adaptive reuse; their job is to weigh community benefits of a project proposal against the potential harm to significance of the asset or area. Building regulations are (within limits) adjustable in case of listed building. The flexibility of the legal and regulatory context in England is pioneering in this regard, and there is explicit mention of economic and use value of heritage in policies. Sustainable development of the historic environment is part of the narrative affecting planning and heritage policies. The two cases discussed in this evaluation are situated in very different local authorities; the London CLT in a deprived but aggressively gentrifying London borough, and High Street West in a deprived small post-industrial city in the North East of England which struggles to attract financial investment.

## **London CLT, London**

London CLT is London's first Community Land Trust in Mile End, East London. It was formerly a workhouse and psychiatric hospital before closing in 2005. The St Clements site includes 19 buildings and building parts, a combination of old and new. In 2007 the St Clements site was identified as a pilot project to test the CLT model in an urban setting. The project consists of a series of partnerships, with a complex and not entirely straightforward history. It has involved London CLT working with an ethical real estate company (Igloo) and unsuccessful attempts to bid for the site, before mobilising mayoral political support (for the CLT model) to be brought into the project, with the additional agreement that the land ownership would be passed onto a community-led charity once the development is ready (Ricardo Community Foundation).

In the new urban design proposal by JTP Architects, heritage research played a significant role. JTP's approach to the bid for the site was to run a charrette or community planning process, inviting local stakeholders to "come, co-design St Clements" with them.

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. The CLT also promotes community engagement and is actively working on the creation of a community centre at the St Clements site. The building was 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.

## Defining the regions

The regions described by the case are multidimensional.

The London CLT is connected at a national level to a national CLT network, and is the most famous and first CLT in the capital. The London CLT is innovative in terms of governance, with the Greater London Authority (GLA) playing a big role in supporting the project, as a means of retaining East London heritage and identity as well as maintaining sense of community in rapidly gentrifying neighbourhoods. The London site is subject to a Section 106 agreement, meaning there are planning obligations based on the 1990 Town & Country Planning Act. In this case, London CLT dwellings are used to comply the 30% affordable housing obligation for the new developments to take place.

The support given to London CLT by the local community helps the City Council and Tower Hamlets Borough to gain trust in the feasibility of a CLT in London. This favoured the renovation of an abandoned site (“asset for community value”) with historic relevance for the area and its community. London CLT created an “investment zone” whose boundaries are unclear; big donors as well as members of the surrounding community invested in the CLT to allow for the renovation process and these investments are to be paid back through the CLT activity itself. Moreover, at the neighbourhood level, the CLT model incentivizes capacity building among community members, who can gain the skills to participate in the CLT governance model.

## Evaluation analysis

The London CLT assessment<sup>22</sup> reports a moderate impact on regional integration. Although several organizations around London CLT attempt to foster cooperation not only within the project itself but also in the broader neighbourhood context, public authorities have had an uneven engagement in the overarching process.

## Integration through housing

In terms of regional integration, the London CLT has negotiated complex collaborations at the metropolitan level, comprised of governmental, private sector and community-based actors. It is important to emphasise the long-term commitment and engagement of CLT activists in the local context of East London. With respect to regional integration, one of the main strengths of the project is that it follows the Community Land Trust model; this model seeks to empower residents by providing affordable housing and some social and community services, amidst a mix of privately-owned homes, social housing units and CLT homes. The project *supports ownership acquisition of the site/object* by a community organization through the adoption of a leasehold structure which allow for a rent control system based on the separation of land and building ownership, otherwise forbidden in the UK. This was possible under the lobbying of the National Community Land Trust Network. Particularly, London CLT leases the land from a

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<sup>22</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4

charity whose trustees are a number of local stakeholders. The CLT sells properties at prices that are linked to the medium income rate of the borough. When a resident wants to move on, they have to sell their property back to London CLT at a rate that is linked to medium wages in the borough.

Even though, it is believed the CLT model can be easily “dismissed as an advocacy project with neoliberal co-optation” (Bunce 2016, 136), from a regional integration point of view, it sheds a light on the possibility for adaptive heritage reuse to tackle territorial inequalities by combining heritage and housing strategies. It is important to note the tensions that come to the fore in relation to regional integration, when it comes to contexts such as London, where the speed at which land increases in value vastly outpaces average wages. As such, whilst the CLT is clearly trying to address housing inequalities, it remains a very small intervention in the wider context of London, that risks being tokenistic. Though, the possibility to include within the heritage domain mechanisms based on both the control of land values and the direct involvement of local communities could open up countercultural perspectives oriented towards the promotion of new, contemporary cultural values (*raises awareness and educates critically about the local heritage*).

The London CLT is mostly financed by going to a charity or a socially-minded bank that lends money at a low interest rate. With government subsidies, the CLT builds the homes and sells or rents them, using the revenues to refinance the mortgage. As such, it relies on multiple funding sources, but it remains to be seen whether this model is a socially sustainable alternative to local authority housing or private rental system; are CLTs merely a slightly kinder landlord? The CLT has a 250-year lease on the property, which theoretically protects it from speculation. The CLT owns the head lease for these properties and it can sell and underlease to the residents. The high financial dependency on subsidies, mortgages and donation as well as the potential for conflicts with housing developers partners still constitutes a threat. This is mainly tackled by the London CLT team by strengthening the model and campaigning for the creation of a CLT Fund.

London CLT is a good case for exploring the ways in which complexity of adaptive reuse *policy can combine with the necessary resources and regulation*. The CLT’s approach has been impacted by ‘struggles with the Homes and Communities Agency and Greater London Authority, and negotiations with private sector investors over access to a small area of land in an increasingly expensive area of London’ (Bunce 2016, 135). These struggles have ‘grown from contradictions between local government declarations of support for increased affordable housing and concurrent governmental support for privatized development interests’ (ibidem).

There are significant external factors which constitute threats: lack of sources of income; changing positions concerning an asset on the site, John Denham building, from the side of the developer and incomplete legal protection on the CLT side have meant additional fundraising tasks for the CLT. The difference in working modalities and priorities with real estate developers may cause conflict. Such kinds of collaboration are inherently complex and longwinded, and a weakness here is

that significant delays in the construction process due to the complexity of the site led to some households having to drop out of the programme. This affects regional integration in the sense that *co-governance arrangements inclusive of different communities and stakeholders* may be hard to sustain over a long period of time. The project, indeed, *promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations* but most significantly provides a model of working with private entities.

Indeed, London CLT sets a precedent at the city level, showcasing how CLTs can work in an urban setting, under strong real estate pressure. The problematic aspect of this is 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 London CLT, led to delays, changing positions and additional fundraising tasks for CLT. This impacts regional integration in the sense that if it is too difficult to pool resources in the context of increasing gentrification, then a community-led adaptive reuse project should be adequately supported to contribute to territorial cohesion.

The flexible regulatory environment in the UK presents strong opportunities and significantly stronger barriers, in terms of competition: despite various legislation, including the community having a window of six months to make a bid, as the property owner has no obligation to sell the building to the community, the community's offer has to be competitive. Having the political support of the GLA and London Mayor demonstrates the importance of local governance in terms of *creating a flexible regulatory environment towards adaptive-reuse*. Indeed, despite the "community right to bid" introduced by the 2011 Localism Act, this had no significant impact on London CLTs.<sup>23</sup> Therefore, in order for the CLT to be part of the redevelopment process, political support was crucial. An exception to competitive bidding allowed for the inclusion of the London CLT - who had initially failed on their own - as part of a complex redevelopment project. This resulted in stakeholder integration and in a (land) agreement reformulation. In general, a weakness is that CLTs are highly dependent on the regulatory framework of the specific country/city.

Here we can also see political engagement as an opportunity; the CLT's political leverage at the St Clements site was due to the pressure mounted by Citizens UK and the wider housing movement holding the mayors accountable for the St Clements site.

## Integration through participation

A strength of the project is that the CLT promotes community engagement and is actively working on the creation of a community centre at the St Clements site. In this way, the CLT seeks to forge connections between residents old and new, with

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<sup>23</sup> The 2011 Localism Act is aimed at supporting devolution towards communities. Despite that, it has believed that a wrong consideration of communities needs to bid for a building has made the failure of the initial goal. See more in Observatory report, chapter 12: [https://openheritage.eu/wp-content/uploads/2020/01/D2.2\\_Observatory\\_Cases\\_Report.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D2.2_Observatory_Cases_Report.pdf)

the wider area of London. As part of the development of the site, community engagement involved arts festivals which also brought Londoners from other areas to discover the site.

There was community engagement within the overall adaptive reuse process in terms of decision making, which supports regional integration by adopting participatory practices at different urban levels i.e., cultural, social, financial (*engaged neighbourhood and heritage communities to participate*).

Firstly, community co-design led to the application having unanimous approval at the Tower Hamlets Planning Committee. Their participatory design process with local residents to identify community needs for the land was included in the site development. The wide variety of events that took place over a number of years to engage different communities (arts festivals etc) made the site known to those beyond the immediate local vicinity. Opening up the site facilitated the rebuilding of social fabric also, making its heritage buildings and public spaces accessible for all surrounding neighbours and not just those on site.

Moreover, as for the design of the housing blocks, no distinguish between CLT homes, privately owned apartments or social housing units have been done. Also, considering London affordability problem, the location of the heritage site itself has a crucial role in respect with territorial integration. Encouraging formal and physical preservation of the site (e.g. the historical shape of the urban context; buildings preservation), the development process steered the re-writing of its narrative. In this, meanwhile uses and community planning also through ephemeral tools such as events (e.g. exhibitions, workshops, walkabouts, festivals) were crucial to reconnect communities, memories and places after years of vacancy.

It is worth noticing the potentially fruitful combination of these tools with anti-speculative mechanisms such as those promoted by CLTs model. In the London case, this is strengthened though a process of community building led by a CLT's community manager whose main objective is the continuous inclusion of (CLT and not) residents and community in the project/neighbourhood. From a regional integration viewpoint, it seems important to pinpoint the double nature the process. Short and long-term vision, indeed, proceeds in parallel to a progressive effort of accountability (e.g. connecting groups, establishing residents' association to participate in the decision-making related to the site and to manage the site once the development is finished). As introduced above, wider connections between the people and the territory are also fostered through multiple funding options.

The CLT is actively engaged in processes of *making essential social services and learning programs accessible to disadvantaged communities*, with the intention of *fostering social sustainability*, although there is currently limited evidence regarding this; the London CLT is still lobbying for the community centre. A weakness of this project is that its social and community-oriented aspects could be considered window-dressing: the extent of socially rented houses and CLT homes in the development is relatively small. Is community involvement tokenistic?



## **CHL Sunderland HSW, Sunderland**

The Sunderland living lab is bringing three currently highly dilapidated buildings back into economically sustainable socio-cultural use. These are terraced buildings on High Street West (no. 170-175, HSW) Sunderland. They were originally built for residential use in late 1700's, with their ground floors converted to retail/office very early on. The three buildings are owned Freehold by the Tyne and Wear Building Preservation Trust (TWBPT). The project is located in Sunderland's Heritage Action Zone and is a key project within this zone. Once restored, the buildings are expected to be a positive addition to the street and help the revitalisation of the area. The process is phased, with the first phase – restoration of the ground floors and facades - nearly finished (Dec 2020). The ground floors will reopen early 2021, to be used for a mixture of permanent and temporary cultural and commercial uses.

### **3.1. Defining the regions**

In case of Sunderland the adaptive reuse process is being led by the Tyne and Wear Building Preservation Trust (TWBPT), a Trust specializing in 'difficult' restoration projects. The trust operates on a regional level, but this project isn't connected to their other projects. It could be a regional opportunity in terms of developing narrative connections around industrial pasts, but this has not happened yet. The aim is to develop a viable future for buildings through restoration. This means tending to material aspects, as well as stimulating, facilitating, and weaving a self-sustaining network of care to secure the buildings' future maintenance and use. The work therefore involves obtaining funding and planning permission as well as overseeing construction and restoration works. This long-term vision also includes building a local network of cultural collaborators with (future) tenant(s) and users, local and neighbourhood organisations, small businesses, artists, students and staff from the local college and universities and local government. Building links with other initiatives, buildings, spaces, and projects in the area is also important. These connections are being developed in a multiplicity of ways by, and through, all the partners in the network, with the buildings at the centre, as a place to meet, to use, to organise around and through. This kind of longitudinal community building is crucial for the development of a system of future 'care takers', embedding the project in a city-wide network of cultural and educational actors.

The project has directly fed into the creation of a Heritage Action Zone (HAZ) and a formalised partnership which steers it (Historic England, Sunderland Culture, Sunderland Civic trust, Churches Conservation Trust, local councillors). The project also benefitted from being part of a HAZ, as funding and other resources have been (re)directed to these areas. Through being part of the HAZ, the project has direct links to the wider conservation area and a partnership of culture/heritage stakeholders across the city, and a network of (over 90) other HAZ areas in the country.

## Evaluation analysis

### Integration through policy and governance

The buildings are on the 'High Street' which has recently become an area of attention in urban regeneration policies and funding on a national level. Being ahead of the curve, Sunderland has become used as a 'good practice' example in some policy discussions. The project being used as a positive case study by current funders is also an opportunity for it becoming better known within the heritage sector, and knowledge sharing/learning (*Supports the integration of policies on various governance levels and/or between various departments*). Potential opportunities for future funding are likely to arise, due to the aforementioned national policy to support the renewal of High Streets, alongside local relationships with public bodies.

The buildings are in a Heritage @ Risk conservation area, which is another reason for focus of resources on this area. H@R is a national Historic England programme that focuses on buildings and areas that need attention. The project is partly successful because of the current Historic High Street policy and funding focus, but if this focus were to change the project may suffer.

As mentioned, the project is led by Tyne & Wear Building Preservation Trust, a trust that is active in the region, which has a strong regional reputation and is part of networks around heritage re-use (*Promotes exchange (economic, knowledge, civic support, etc.)* with other not-for-profit and non-governmental organizations. Local trust in this organisation has enabled partner support and funding, creating the conditions for better integration among partners and territories. The project is led by a charitable trust, with public sector partners. Whilst their approach has been successful in harnessing large-scale funding (£0.8 million), it means that specific funding calls and funders have dictated the direction of the project. There is some collaboration around funding within the city which demonstrates some positive regional integration.

TWBPT's approach in many ways is community-informed, but not community-led. Because the trust works across the region, and various communities inform its work, the practice of linking up stories and building a regional identity, is an opportunity that could be pursued in the future but at the moment is not a priority. However, the project being a Living Lab in OpenHeritage has helped its reputation, as local actors and local government are pleased to be considered alongside other European examples, and it lends the Trust and the project credibility in some circles.

Furthermore, it has to be noted that Tyne & Wear Building Preservation Trust 'bought' the buildings from Sunderland City Council in 2018 for a symbolic £1.00, after Sunderland City Council had bought the buildings from the previous owner who had planned to demolish them. Even though the ownership acquisition of the site is not by a community organization, this mechanism can be considered a strength in term of regional integration since it allowed for the prioritization of community access and use (*heritage policy supports not only physical conservation but also its related social and intangible aspects*). The purchase by TWBPT has



changed the pace of re-use and redevelopment and is demonstrating what is possible within adaptive re-use heritage projects. However, it remains a very high-risk project, with little long-term guarantees.

## **Integration through participation**

Community (meaning direct neighbourhood residents) consultation has been undertaken from the beginning, but there is little sustained 'buy in' from this local community thus far. Though, there is further potential to engage with the local community. The CHL worked with CiCs (community interest companies), that have strong local networks that are being mobilised, visibility on site makes the connection between their participation and engagement work, and the buildings clear.

The project is forging direct links with local communities through opening up the buildings and holding events. Through collaboration with the future occupants – who already have strong local cultural ties – the project is building more opportunities for these networks to flourish (fosters a local community sense of place).

The future of 170-175 HSW is tied to the development surrounding vacant land and properties. There are opportunities for the Lab to increase the engagement with Back on the Map (a local housing corporation) and We are TOWN (a housing development), to help initiate a new housing development in a nearby vacant lot. Additional opportunities for the TWBPT include 177 HSW (next door to the current project) which is a former Tyre Shop, in order to continue their local heritage activity and revitalise more of local buildings. This project might involve the Quaker community (amongst others) who are interested in working with local communities and revitalising the area. From this perspective, the CHL could be a catalyst for wider area improvement, and more permanent cultural partners in the direct vicinity of the buildings, thus impacting on a larger territorial framework (improves the quality and use of the built environment in the instant surroundings of the site).

Large scale public ownership of buildings in the area around HSW, (as part of previous regeneration strategies) has impacted the pace of regeneration but also potentially allows for different kinds of collaboration, the influence of local authorities and regional integration. Austerity measures have meant that buildings and sites in public ownership have tended to be left untouched. This is positive in the sense that it will likely prevent demolition, but often also means no restoration or other forms of investment. This has led to processes of slow decay, and lack of visible maintenance. The buildings are located in a very deprived neighbourhood, and as such heritage is unlikely to be a top priority for many residents. Therefore, events and activities organised in the CHL have had the primary purpose of raising awareness and education of local heritage (Raises awareness and educates critically about the local heritage). These events have varied from heritage-informed events such as lectures and exhibitions on the history of the buildings and the area, to a community mural and pop-up coffee shop (Veldpaus et al., 2019), an exhibition and workshop on "Rebel Women of Sunderland" developed

with Sunderland Culture (Sunderland Culture et al., 2019) and Sunderland University (Hellawell, 2019), and various music performances, podcast recordings, and arts and crafts workshops organised by Pop Recs and partners (2020)<sup>24</sup>. All the network-building and collaborative work is entangled with the restoration of these buildings, which clearly has to be much more than restoring materiality (fosters participatory approaches to cultural heritage and tourism).

## Case 3: Italy

### Typology context

According to the typological evaluation, in Italy the establishment of Adaptive Heritage Reuse as a coming up practice (Group 2). For regional integration, the factors influencing this result can be traced back to the complex, and sometimes contradictory, organization of the overall regulatory system, both between levels of governance and between heritage and planning policies. This lack of policy integration potentially creates obstacles in local case studies<sup>25</sup>. Consequently, difficulties in the interrelation of heritage and planning competences as well as in the convergence of resources and objectives (e.g. physical conservation vs communities' needs) often occur, leading to out-dated development actions.

To navigate this complexity, the case studies looked at in WP2 (OCs), take a more dialogical approach to adaptive heritage reuse process. In particular they use the legal framework to create more flexibility in how heritage can be managed.

Overall, the National Cultural Heritage Code of Italy remitted to the State, and thus its regional branches, heritage-related activities. Conservation is defined as every activity carried out with the aim to maintain the integrity, identity and functional efficiency of a cultural (heritage) asset in a consistent, planned and coordinated manner. It also includes activities intended to promote cultural heritage for 'public fruition'. Even though, through the latter, it puts strong emphasis on concepts of "public use" and "social value" the focus tends to be on the former. Consequently, economic purposes (e.g. privatization, focus big national project, etc.) still prevail on heritage valorisation. Nevertheless, various municipalities (including Naples and Turin) are exploring alternative ways to enforce social and usage principles by introducing innovative forms of negotiation between citizens and local administration, based on the framework of the commons. In this respect, Scugnizzo Liberato (Naples) and Cascina Rocca Franca (Turin) case studies, offer insights on how to enforce Code's principles, making them operational. A commons-oriented approach prevails on both cases, namely an approach which revisit and applied the idea of the (natural, cultural) commons to urban resources<sup>26</sup>. Therefore, the following evaluation tents to highlight those

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<sup>24</sup> Pop Recs, a record shop, a coffee shop, an art space and live music venue ran by Frankie & The Heartstrings. <https://www.facebook.com/poprecsltd/>; <https://www.poprecs.co.uk/>

<sup>25</sup> See WP1: Veldpaus, Loes, Federica Fava, and Dominika Brodowicz. 2019. Mapping of Current Heritage Re-Use Policies and Regulations in Europe Complex Policy Overview of Adaptive Heritage Re-Use. OpenHeritage: Deliverable 1.2. [https://openheritage.eu/wp-content/uploads/2020/01/D1.2\\_Mapping\\_current\\_policies\\_regulations.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D1.2_Mapping_current_policies_regulations.pdf)

<sup>26</sup> See more in the following sections.

factors of community-led adaptive heritage reuse which affect the broader environment by challenging ordinary conservation practices and management.

## Scugnizzo Liberato, Naples

Scugnizzo Liberato is one of the bottom-up experiments, located in the historical centre of Naples and formally recognized by the Municipality as part of a broader strategy of heritage development, based on urban commons. It regards the restoration of a national listed asset, namely the seventeenth-century complex of San Francesco delle Cappuccinelle.

In particular, the Cappuccinelle former church complex was a juvenile jail until the end of the last century when it was definitively dismissed. On 2015 a local grass-roots group ("Scacco Matto" / Check-mate) occupied it, aiming to find a social purpose for the empty complex. The building re-named "Scugnizzo liberato" (Freed street child) was partly self-restored by the occupants and now is hosting a multi-cultural centre which mission is to "relieve" present and past disadvantage young people from neglected conditions.

In 2016, Naples municipal government, the current owner of the complex, decided to support the occupant group and recognized – with a public resolution – the social value of the activities run in the complex, giving to the occupants the possibility to stay and to run the structure through self-management.

Hence, recognized by the Municipality as "relevant civic space to be ascribed to the category of urban commons", ultimately the Scugnizzo Liberato a public space, managed independently by a community which chosen motto is the "rejection of any fascism, sexism, discrimination and abuse".

## Describing regions

The region in this case is the metropolitan area in terms of the use (arts and culture), and national for the way this project is managed (commons approach). Considering the cultural attractiveness (e.g. concert, theatre, festival, etc.), the regional influence of the project encompasses to the metropolitan level in terms of audiences, artists, and promotion. Due to the innovation presented in matter of urban commons, further linkages can be depicted at national and European levels, significantly widening the described region. The national and international impact are not directly related to the Scugnizzo Liberato. The project is part of a city-wide network, supported by the Municipality of Naples. This municipal network links in to an Italian network of cities that work with a commons-based approaches. This **interscalar strategy** (Boelens, 2009) supports peer learning, capacity building, knowledge and cultural exchange. The commons approach *creates room for experimentation*, as an alternative approach to heritage management and ownership. This opened up new perspectives on heritage management which, according with authorized heritage discourse theory, mainly draws attention on aesthetically pleasing materiality, past (vs present) and expert-led practices (Smith, 2006). Therefore, as we argue in the following paragraph, consequences on regional integration are revealed in terms of connectivity, namely "in the capability of adaptive reuse practices to identify the use and organization of a

space as an opportunity-set for a continuous exchange of knowledges and actions”.<sup>27</sup>

## Evaluation analysis

The Scugnizzo’s assessment<sup>28</sup> has revealed a moderate impact on regional integration. Though institutional capacity, cooperativeness, and the increase of space attractiveness are considerable, a poor entrepreneurial mindset significantly affected the creation of job opportunities likewise.

## Embracing informality: integration through commons

As mentioned, the major strength of the project stems from the framework of the commons, enforced through the “civic use” device, ultimately recognizing the right of the community to use resources of general interest (art. 43 of the Italian Constitution).

If this confirms the Italian tendency to support adaptive reuse by other policies than heritage policies, the rediscovered/reinterpretation of civic uses is instrumental to generate new urban regulation at local level bringing the people-public relation at the core of the (adaptive) urban strategy (*Builds on co-governance arrangements inclusive of different communities and stakeholders*).

For an asset to be included among Neapolitan urban commons, the Municipality leverages the recognition of the social value created by the community gathered around a specific cultural asset; this cultural value is “recorded” as part of the economic value of the good. This shows a way to go beyond an approach to public heritage based on maximum economic value, translating in practice those principle of “public use” and “social value” mentioned at the national heritage regulation. According with commons-related resolutions adopted by the local authority, no formal custody or delegation of the good is enforced. Therefore, local regulations become tools to integrate a certain level of informality and temporariness (Plovoets e Sowinska-Heum 2018) within the urban planning system<sup>29</sup>, opening the process to community involvement and connection with heritage site (*creates a flexible regulatory environment towards adaptive-reuse, that allows for project specific solutions; Co-governance arrangements inclusive of different communities and stakeholders; promotes social collaboration within a neighborhood*).

In other words, the regulation of the commons allows for an innovative form of public procurement that relies on public - civic partnership. Such insights and experiences are important to share through **interscalar** strategies, and can help innovative and responsible public procurement in the heritage sector, boosting in particular social and circular aspects.

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<sup>27</sup> See the glossary entry, Appendix 2.

<sup>28</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4

<sup>29</sup> This also meant the establishment of the Department of Town Planning and Commons Goods’ (*Assessorato ai beni comuni e all’urbanistica*).

## Integration by easing access and usages

Public procurement has a cross-cutting influence on issues regarding how to *support and empower project groups / heritage communities to develop sustainable economic usage concepts*, because it might favour their agency if meaningful oriented. The commons thus create an environment oriented towards *exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations, offer of low-cost services and learning programs* and thus towards the creation of *heritage policy [that] supports not only physical conservation but also its related social and intangible aspects*. Though, we want to stress its relevance to *support projects in acquiring the site/object and to fund adaptive reuse*, a precondition for regional integration to happen in term of balanced territorial development.

Coherently to the general socio-economic view, the access to heritage asset (*fostering social sustainability*) is guaranteed through allocation free of charge of the ex-convent's premises, reserved to the peoples in need, who mainly work or used to work in the cultural sector, or in the social one. The combination of expertise/needs and cultural but dilapidated assets brings about alternative forms of compensation, based on the pact between the public administration and the users: work on management and recovery of assets; offering services and sharing experiences within the space while it continues to be managed in common; active participation also in the collective restoration and management of the complex. In other words, to create the conditions for a more harmonious development, users' time and competences are exchanged in order to make the asset available; also, solutions to block the property within the public domain are currently studied as anti-speculative strategy over the long run<sup>30</sup>.

For this approach to unfold, needs and then space usages prevail over heritage conservation and protection as intended traditionally. On the construction side, particular emphasis is put on DIY practices and step by step interventions, to some extent both part of the processual strategy which implications are manifold.

In the first instance, a collaboration between the devolved regional heritage agency (Sovrintendenze) of the Ministry for Heritage and Cultural Activities and Tourism (MiBACT) and the municipality was set up. Consequently, the local actors have been working as mediator among parties i.e. Sovrintendenze and citizens. Interestingly, the focus on commons-related issues encourages a more dynamic inter-department collaboration (e.g. town planning, culture, youth, tourism, etc.) within the municipality itself, that contributed the overall process of institutionalization leading, among other, to the launch of the Department of Town Planning and Common Goods<sup>31</sup>.

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<sup>30</sup> Interview with Daniela Buonanno, Naples City Council - Department of Common Goods and Planning, Naples, 24/04/2019.

<sup>31</sup> See more detail in WP2 report.

## Aesthetics, changing, tools towards integration

The approach presented above has aesthetical, cultural and political implications. Given the neglected state of the asset, and the lack of (national) regulation on the matter of DIY practices, more flexibility is allowed in using the asset as-it-is (*creates a flexible regulatory environment towards adaptive-reuse, that allows for project*).

In general, it is true that the partial and precarious use likewise the governance / management largely remitted to the community might hamper the asset integrity, denying its conservation. Though, recent strand of scholarships points out that *rooms for experimentation* can be opened by managing decaying places. For decay to be positively productive, Caitlyn DeSilvey (2017) underlines that it might be required a shift in term of values, namely to demonstrate the “willingness to find value in alternative material forms.”

Although no every part of the Scugnizzo complex is secured, and lied in a neglected state, its occupation allowed for “intangible infrastructures” to be forged, drawing on personal resources, gathered informally (*promotes social collaboration within a neighborhood; Values a diversity in cultural expressions and heritage branding; Raises awareness and educates critically about the local heritage*).

It has to be noticed that no physical infrastructure - other than the complex itself - have been built to improve urban / territorial accessibility of the Scugnizzo's instant area. Nevertheless, territorial connections have been created through the implementation of an internal network for mutual aid, aimed at supporting and building capacities of the most fragile subjects. Externally, networks for knowledge exchange, support and resources among other urban commons projects have been implemented through the commons network itself (*promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations*). Also, as shown by several OpenHeritage cases (e.g. LaFabrika detodalavida), informal construction processes can be interpreted as proactive modes for inhabiting change which unleash cultural, social and ecological potentials. Less restrictions are also revealed in the space usage; multiple uses might be arranged in several spaces allowing for further aspects of *flexibility*.

Needless to say, this is not a call for a vernacular attitude, nor for a romantic approach to heritage assets. In the Scugnizzo case, the absence of a well-resourced system, entrepreneurial mindset, as well as a strategy of building capacity, describe an important weakness impacting on regional integration. Along with the short-term “adoption” of the complex, depending on the current Mayor's mandate<sup>32</sup>, this surely is one of the main threats to long-term project development.

Though, the “commons model” suggests a way to promote new collaborations among heritage adaptation and care, communities and territories, not only in respect with the urban governance but also with architecture-conservation-construction sectors.

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<sup>32</sup> It must be pointed out that the legal experimentations based on civic uses are mainly linked to the specific mandates of the Mayor Luigi De Magistris (I mandate 2011-2016, and II mandate 2016-ongoing. In other words, the recognition of the cultural assets, under the umbrella of the common goods, could be over with the conclusion of the Mayor's mandate.



## **Cascina Roccafranca, Turin**

Cascina Roccafranca is located in Turin's outskirts, the Mirafiori Nord district, an area known for being characterized by economic and social problems among which unemployment, crime, poverty, low levels of education and training.

Cascina Roccafranca was built in the 17th century by the Compagnia dell'Immacolata Concezione, an Italian religious confraternity, and originally used as farmhouse. Despite changing ownerships, over the years Cascina Roccafranca kept its former function until the late 50s. In this period, its surrounding area went through a profound urbanization process, driven by the establishment of the Fiat Mirafiori factory. In the 90s, it followed an economic crisis which resulted in the Fiat closure, leaving behind those economic and social difficulties that still Mirafiori's inhabitants are struggling with.

It is in the 70s that Cascina stopped its agricultural production. After 30 years of vacancy, in the early 2000 the complex was bought by the Municipality of Turin, and almost fully rebuilt, to be used as multi-functional community centre. The restoration was funded through the European Union Urban II program. The case, and its commons-based approach, were recognized as model for similar community centres, currently forming the Case del Quartiere network.

### **Describing regions**

In a similar vein to the Scugnizzo Liberato, the region described is manifold: at district level it has been a pioneer case which instigated the creation of the Case del Quartiere network, supporting peer learning; its resonance at city and national scale, instead, informed the commons regulation, then reaching the European level. Though, significant differences can be read in the co-governance model of management between the first case and the Turinese one, featured by a strong institutional capacity. Along with experimenting new forms of collaboration between municipality and civic actors, its functioning has also relied on a greater entrepreneurial capacity.

In this case, the wide impact the project had, relies on policies assemblage which informed the process since the beginning, by combining at first municipal (Progetto Speciale Periferie) and then European (URBAN II) policies. Integration consistently helps to advance the project within a larger redevelopment strategy, and heritage values have also served to foster regional integration.

### **Evaluation analysis**

Cascina Roccafranca, in Turin, witnesses a more balanced relation between social and economic factors, reporting a strong impact on regional integration. According with the comparative analysis, this result is motivated by the ability of the project to inform city-wide transformation, orienting the debate about the urban commons and thus opening rooms for public-civic cooperation. This has gone in parallel with a high level of institutional capacity which made possible for the process to be economically sustainable.



## Integration with and without conserving

Even if the former complex was not listed, the adoption of visual and ethical narratives, firmly shared by the citizenry (*Heritage policy supports not only physical conservation but also its related social and intangible aspects*), works as bonding agent. Consequently, the architecture/planning strategy shows possible ways to dealing different “heritage intensity” based on the recognition of intangible value of the local history e.g. traditional workplace / production (*Creates a flexible regulatory environment towards adaptive-reuse, that allows for project*). Although the absence of constraints allowed for selective demolitions in almost the whole complex, the public opinion oriented the process towards formal conservation (re-introducing previous styles, volumes, construction materials) and, when possible, material conservation (e.g. the stall). To this end, the design evoked the original historical appearance as well as to its cultural values: the community’s plea of inclusiveness is mirrored in the building’s internal transparency, the absence of no barriers and control system.

The participatory process leading the renovation allowed for the *promotion of exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations and the support for inclusive co-governance arrangements*. Research significantly informed the process, not only in the first step of the decision making but also in the complex daily routine through the open-door policy. This policy means they are collecting information on people’s wishes. This is a crucial element to create opportunities in term of integration in the city, relating to new territories and brining in new communities. To support the cooperative objectives of the project, an inclusive procurement strategy is set with the aim of impacting on the social tissue; an experimental public-private subject, Fondazione Cascina Rocca Franca, is created to ease the management. By defining a co-governance arrangement, the case study thus seems to contrast the tendency to favour constructive aspects of adaptive reuse over social ones, limiting the plural potentials of regeneration.

## Integration on the long run by relationships

The participatory project leading the renovation strengthens the connections between place and people by a long-lasting and continuous process of engagement, strongly focussing on present ambitions and needs. Over the years, the community centre has adjusted objectives and refocused priorities to accommodate emerging needs. The flexibility of the space and its multipurpose orientation, as well as its **dialogical management** have influenced the broad territory by providing a multilevel impact on: the availability of space and number of activities and services - *offers low cost services and learning programs*; jobs creation also through “experiments” in matter of innovative public procurement - *Creates (quality) jobs and promotes small business development*; collection and enhancement of local memories - *Protecting multiple heritage values related to an object; values a diversity in cultural expressions and heritage branding*; attraction of large audience in the district.

With respect of usage, the public ownership certainly influences asset accessibility, preventing economic exploitation, guaranteeing space affordability as well as its social and cultural purposes (*fostering ecological sustainability*). As in the previous case, the asset transfer to the municipality seems to invert the main trend of the country in the governance of public owned built heritage (e.g. privatization, tourism-oriented operations).

Although, in providing capital resources the Cascina model is comparable to the Neapolitan case, a more balanced system - between economic and social aspect - relies, partially, on public funds, and also on revenues generated through activities. From our viewpoint, what is significant to underline is the creation of large partnership bringing together formal and informal actors in the asset management. Associations, individuals, private parties, volunteers are engaged in various ways, strengthening and enlarging Cascina's influence on the neighbourhood also in terms of job creation. Still we do point out the crucial role of informal and non-economic relations might be established between actors and place development stressing heritage values such as competences and knowledge, ideas and time.

## **ACT Cooperative Heritage Lab**

The ACT Cooperative Heritage Lab is a CHL based in Rome which aim is building an inclusive neighborhoods-based social and economic development through the re-use of the so-called Centocelle heritage co-district, an urban area which includes Centocelle, Alessandrino and Torre Spaccata districts. This territory is located in the outskirts of Rome and it is one of the poorest of the city for services per inhabitants.

The three neighbourhoods have been pinpointed jointly since they form a unique heritage district from a cultural, archaeological, and social point of view. In particular, the archaeological, historical, industrial, cultural heritage is seen both as an ecosystem and as a narrative of these three neighbourhoods by local communities. Overall, this area is rich of history and cultural values, as the heritage district includes historic infrastructure, parks, and ruins, such as the Public Archaeological Park of Centocelle - one the main heritage site within the project. Though, many of these sites are only partially accessible to the public, and have lost their appeal both to tourists and locals.

Also, the area is currently undergoing a process of revitalization that is turning it into a food district, by threatening to trigger a gentrification process. In this respect, the ACT Lab aims at revitalizing and exploiting the unused capacity of Centocelle heritage district by experimenting a model of social and economic sustainability based on the theory and practice of urban commons and by implementing the principles of the Faro Convention (2005).

## **Describing regions**

The region depicted by the Rome Lab involves several spatial and governance scales. This reflects one of the pillars of the project which is to trigger a bottom-up heritage planning in a rather large urban area. Thus, the project wants to impact on the metropolitan development by adopting a distributed reuse approach

across heritage sites belonging to the so-called "co-district", considered as expandable and subject to change territory.

Hence, the first region results from a goal-oriented approach (co-governance and commons) which led to design an inter-sectorial area that covers the three neighborhoods. This boundary results from an in-depth territorial analysis based on field explorations and dialogues with local actors conducted by LabGov, LABORatory for the GOVERNance of the City as a Commons of the Luiss Guido Carli University, during the preparatory phase of the Rome CHLs. While administrative limits are overcome, the described territory emerged from tangible and intangible ties between local communities and their surroundings (*Protects multiple heritage values related to an object; Fosters a community sense of place; Engages neighborhood and heritage communities to participate*).

People living in these neighborhoods recognize the value of their local heritage as connected mainly to the Public Archeological Park of Centocelle which itself forms a sort of heritage system. This brings us to the second regional level, defined by supranational relationships rooted around the community of the park.

Establishing the association "Community for the Public Park of Centocelle" (CPPC)<sup>33</sup> has been the first step toward the recognition as Heritage Community pursuant to the Council of Europe's Framework Convention on the value of cultural heritage for society (Faro, 2005).

Since the project includes several heritage sites, interactions at local and national level are implemented to strengthen institutional connections<sup>34</sup> and creating the opportunity to widen/replicate the proposed approach in other part of the city. To this end, the focus on "co-governance" significantly orients a collaborative approach, encouraging links with national associations<sup>35</sup> (*promoting exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations; Builds on co-governance arrangements inclusive of different communities and stakeholders*).

## Evaluation analysis

### Integration from territories to community and vice versa

Since ACT Lab 's objective is to create synergies and externalities due to the integration of material and non-material resources, its structural (conceptual and physical) features might have significant impact on regional integration.

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<sup>33</sup> Established on December 1st 2017, the Community for the Public Park of Centocelle is composed by inhabitants of the Co-district, local groups of activists and associations, members of the Roma Community, knowledge institutions.

<sup>34</sup> In particular, since the project includes several heritages under the control of the Superintendence of Culture Heritage of the city of Rome, further interactions are implemented in order to strengthen the Superintendence engagement in the project. Hence, the Superintendence has expressed its interests in support the Collaboratory project giving their institutional and technical support but also defining it as a pilot project which could be replicate in other areas of the city of Rome.

<sup>35</sup> Among others: Cittadinanza attiva, LegaCoop and Arci - the main actors of the Italian Third Sector.

First of all, the “scattered” nature of the co-heritage district strongly supports interconnections among territories, motivated by common purposes encouraged by the Rome CHL<sup>36</sup>. This evidence represents an opportunity for the adoption of a reuse strategy distributed across several heritage, by linking them with locals and activities.

The first strength of the project thus lies in the web of placed-based stakeholders, artists, restaurants and artisans, assuming “locality” (e.g. local resources, knowledge) as premise for the integration of mutualistic principles in the urban development.

To this end, the Rome CHLs has combined methodology of the actor-relational approach and the governance of commons to identify key stakeholders, potential partnerships and develop scenarios based on recognised local resources in order to support heritage valorisation and management.

In this respect, it needs to be highlighted the crucial role of LabGov. In particular, it supported the foundation, implementation and development of a modern hybrid organizations (a community enterprise), CooperActiva, managed by people, associations and no-profit organization living within and outside the neighborhoods<sup>37</sup>. Indeed, LabGov has carried out a leading role in the process of capacity building, during preliminary and operational<sup>38</sup> phases as well, for the neighborhood cooperative i.e. definition of objectives, ethical statute, methods, etc. Moreover, it has had a prominent role in the negotiation process with national and international tiers (Ministry of Culture – MIBACT, Sovrintendenze, EU Commission, etc.) as in the case of the national call “Cultura Futuro Urbano” (see par. 4.2.2).

From our viewpoint, CooperActiva allows for the community to gain access to available resources and to be directly engaged in investment and transformation of the territory. In the economic and financial perspective, it becomes the economic agency of the Rome Collaboratory, which objective is to provide cultural and socio-economic benefits for involved communities. For regional integration to be equitable, the cooperative formula is thus instrumental to nurture not-exploitive approaches of development, countering the negative aspects of gentrification (*fosters social sustainability; supports ownership acquisition of the site/object by a community organization*). Moreover, this offers the opportunity to actively promote a cultural vision of the project and of the territory itself, as co-owned / co-governed processes (*raises awareness and educates critically about the local heritage; Protects multiple heritage values related to an object; Builds on co-governance arrangements inclusive of different communities and stakeholders*).

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<sup>36</sup> The community-based strategy comes after the failure of previous top-down plans.

<sup>37</sup> See details: CHL Rome\_status overview LabGov FB 28.11

<sup>38</sup> Activities, among which a local communication campaign, should have been developed between February and April 2020. Due to the present outbreak they have been moved online and or postponed.

## Triggering regional integration: spaces, hubs, incubators

As introduced, CooperActiva should become the central node - material and immaterial - of the network composed by sites and actors, including also public authorities, academic / knowledge actors, and users. Therefore, Rome Collaboratory will be a network of physical - and also digital - new or pre-existing spaces composed by community hubs and community nodes (strategic points of heritage site) hosting services (*ensures economic sustainability; makes essential social services and learning programs accessible to disadvantaged communities*). The spaciality of this network has an important role on regional integration issues. Overall, the community hubs will be used for activities which should reinforce also the community's sense of place in the Centocelle heritage district (*fosters a community sense of place*). Along with being home to CooperActiva, the hubs aim to become an inclusive and participative space, where innovative activities can be promoted. The national call "Cultura Futuro Urbano", a grant launched by the Italian Ministry of Culture and Tourism to support local cooperation by reactivating empty or unused spaces (among which schools and libraries), offered the opportunity that allowed one of the local schools to be transformed in the CooperActiva community hub.

The adaptive reuse of underused or abandoned assets is in fact at the core of the project. For these reasons, the group is steadily working to find spaces for the community hubs among empty buildings of the district.

## Integration by working for community-based brand

If the project mission is to reach social objectives through the development of services, it requires the (often dominating) volunteer-oriented vision to be overcome (*engages neighborhood and heritage communities to participate*). The establishment of a neighbourhood cooperative stems from the belief that the creation of economic value can support associate actors, while enabling the cooperative to transfer the value to the community.

In practice, CooperActiva has worked to offer and support the development of community and sustainable touristic services (*fosters participatory approaches to cultural heritage and tourism; creates (quality) jobs and promotes small business development; Ensures economic sustainability*). So far, the bike tour in the Public Archaeological Park of Centocelle is the first service offered by the Rome Collaboratory in the co-district<sup>39</sup>. Importantly, it aims to change the people perception of the neighbourhood by activating its spaces in different ways.

Accordingly, new narratives are promoted through events such as the Living Memory Exhibitions, i.e. a contemporary art exhibition conceived and organized by LabGov and local communities to increase the awareness on the richness of the heritage district<sup>40</sup>; the Civic Collaboration days in 2018, an activity compliant with

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<sup>39</sup> Nowadays, there are no resource to be reinvested in the district. Revenues are used to cover CooperActiva expenditures.

<sup>40</sup> Planned for Spring-Summer 2020, and postponed because of COVID19 pandemic.

the EU guidelines on Participatory Governance of Cultural Heritage; and the heritage tour during the European Heritage Days, which involved representatives of the Faro Convention Network. All examples can be read as opportunities or expedients to rediscover and arising awareness on the richness of Centocelle heritage, experimenting collaboration within the heritage sector but also strengthening the network at local, national and supra-national levels (*promote and value a diversity in cultural expressions and heritage branding; raises awareness and educates critically about the local heritage*).

## Case 4: Portugal

### Typology context

In Portugal adaptive heritage reuse is established as a practice (GROUP 2) but the regulatory context presents some obstacles. Nonetheless, new trends towards a *more flexible environment* can be recognized in recent Acts such as the Rehabilitation Legal Regime 2019 (Decreto-Lei no. 95/2019) which, in general, sets a reuse-oriented framework contrasting the traditional planning culture mainly based on urban expansion. In particular, with regard to regional integration, some elements of interest can be identified in the macro institutional framework.

As first, adaptive heritage reuse is framed within a wider urban strategy based on regeneration and rehabilitation by designing specific area; this supports the linkage between the object and the context, potentially establishing the condition for a more organic transformation of selected territories. For instance, in Lisbon the Urban rehabilitation areas (ARU), before, and the following “priority intervention neighbourhoods” defined through the BIP/ZIP programs, depict innovative urban tools which opened rooms for experimentation for adaptive heritage reuse. While ARU mainly worked for integrating private investments within specific urban context, the latter identifies and prioritizes actions in social deprived (historical and not) districts; both experiences has worded to *improve the quality and use of the built environment* by relying on *heritage policy that supports not only physical conservation but also its related social and intangible aspects, promoting social collaboration within a neighborhood*. In order to *create a flexible regulatory environment towards adaptive-reuse*, on one side, and *to foster a civic-minded (administrative) environment*, on the other, it is worth mentioning that ARU are based on the principle of subsidiarity, creating discretion at local level. To some extent this is mirrored also in the organization of the heritage sector since the local authority is responsible for the classification/study/restoration of cultural heritage declared of municipal interest. Therefore, certain degrees of flexibility are assured by defining different “intensity” of heritage protection, according with their cultural value and thus shifting towards a multilevel governance: public and national significance by state and autonomous region; municipal by local authority. In respect with BIP/ZIPs, instead, urban rehabilitation processes are supported by GABIPs, local technical offices designed to support “the municipality to move decision-making to the local scale and share it with local actors”. GABIPs are composed of a “coordinator from the municipality



and an executive committee with local key stakeholders of the urban regeneration process”<sup>41</sup>.

A more integrated territorial approach results from the effort to aligning heritage regulation and policy towards international trend, which in Portugal is translated through urban rehabilitation that allows for exceptions to interventions in existing buildings (*create a flexible regulatory environment towards adaptive-reuse, that allows for project specific solutions*). Post-2008 austerity measures have threatened *heritage protection* as well as *social and ecological sustainability* by prioritizing the economic value of heritage assets through tourism-oriented development. Consequently, accessibility to affordable housing is threaten while displacement trends are growing.

## Largo Residências, Lisbon

Largo Residências is a cooperative project, located in Intendente neighbourhood, namely a historical neighbourhood in the North-East of Lisbon. The project serves as a community hub for many of the area’s residents and initiatives, and develops projects to support the cultural and social inclusion the neighbourhood’s precarious inhabitants. Since 2011, it occupies a national listed building from the XIX century, which originally homed a ceramic factory. Over the years, the building was transformed in a pension and in a brothel before to be acquired and partially renovated by the present (private) owner. Therefore, the Largo’s initiators signed a 10-years lease and follow up the renovation work by adapting the building to multiple functions among which hospitality (hostel, hotel, artist-in-residence) and service (café and community spaces) ones.

The initiative has thus introduced new perspectives of development for the district which, despite its cultural value and central position, was lacking of investments also due to its bad reputation.

This process has gone in parallel with a growing interest by the Lisbon Municipality which in 2010 launched the renovation of the area (i.e. Intendente and Mourari districts). Beside this, the growing specialization of Lisbon in the tourism sector radically transforms the nature of the district that, at the present, is under the pression of acute process of gentrification.

## Describing regions

Since the launch of the project, its development pairs with the idea of *improving the quality and use of the built environment in the instant surroundings of the site*. This narrow interconnection allowed us to describe a first territorial level corresponding to the district. Though, local integration aligns with the creation of national and international networks which mirror the global nature of the project itself. Hence, a wider regional dimension is described through cultural relations established nationally and internationally due to the hospitality and services offer. From this viewpoint, Largo can be described as the node of a cultural touristic

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<sup>41</sup> See more in Observatory Cases Report, chapter 5: [https://openheritage.eu/wp-content/uploads/2020/01/D2.2\\_Observatory\\_Cases\\_Report.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D2.2_Observatory_Cases_Report.pdf).

circuit which attracts artists in residence (from 2 to 6 months) and, in general, cultural operators (architects, researchers, students, etc.) as well as tourists to whom are proposed medium and low-cost solutions (private and shared rooms). To mitigate the possible negative effects of short-term stays, Largo has been paid a thoughtful attention in creating connections between the described regions. For Largo's artists to be accepted in the project it is required to contribute to the district well-being e.g. by programming free-of-charge cultural events and developing their project in a narrow relationship with the territory (*makes essential social services and learning programs accessible to disadvantaged communities; Fosters participatory approaches to cultural heritage and tourism*). Also, an important linkage between the initiative and the city level has been established through BIP/ZIP, a policy program launched in 2010, and involving about 70 areas of Lisbon (see more in par. 2.2.1).

Finally, it is worth noticing that having taken a long time to establish, there has been significant learning on community partnerships and local development. As a result of balancing of financial independence alongside cultural and social inclusion, Largo has been identified as a European model of good practice<sup>42</sup> which has led to knowledge exchange through further partnerships (international and local), furtherly strengthening the international integration.

## Evaluation analysis

### Integration through relational activity

According to the OCs evaluation, Largo Residências has scored a moderate impact on regional integration. The result is mainly linked to the public authority occasional collaboration with the project. Though, the strong impact on heritage values showcases interesting insights on how *improve the quality and use of the built environment in the instant surroundings of the site* that might substantially inform heritage policy.

Indeed, it has to be pinpointed that the project benefitted from a positive/dialogical relationship with the Municipality which had manifold impacts on the initiative and thus on its integration capacity.

Largo recognition comes with the promotion of public policy such as BIP/ZIP that specifically targeted the Intendente district as priority area of development. The project received a 50.000 € grant and collaborated in festival and events promoted by the public authority. If these represent opportunities for the initiative to develop, also expanding new values and stories in the broad environment (*fosters participatory approaches to cultural heritage and tourism; values a diversity in cultural expressions and heritage branding; Ensures economic sustainability*), on the other hand, strategies based on small investments and ephemeral activities introduces problematic elements in term of regional integration. Pairing with the lack of a more robust vision and policy for the city, they seem to hamper both new established projects (such as Largo) as well as a just and equitable urban

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<sup>42</sup> As described in the OC report, Largo Residências featuring in the EU 'Policy Handbook on Promotion of Creative Partnerships'.

development. As in the case of Intendente, indeed, one could say that the main threat on regional integration regards heritage-related gentrification effect that Largo is accused of contributing to, probably as a result of its own success.

Though, we need to stress that Largo's focus on actors networking stems from the awareness of these threats. To countering gentrification, its community has steadily worked on nurturing actors' solidarity building collaborations with institutional subjects (e.g. universities, theatres, festivals), local vendors, associations and inhabitants. This bridging activity made Largo a successful mediator between citizens and local municipality (*promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations; raises awareness and educates critically about the local heritage*). Embracing comprehensive logics of "stay-put"<sup>43</sup>, this evidence certainly shows one of Largo's strength which creates opportunities to further reinforce regional integration. Overall, the dialogical process of networking might have benefitted from the stable presence of the GABIP (local municipality office, see par. 1), established in the district when the BIP/ZIP program was adopted (*create a flexible regulatory environment towards adaptive-reuse; fosters a civic-minded (administrative) environment and supports*).

## Integration through heritage and culture

As argued, one of the main strengths of the project is the ability to connect programs, people and places. This openness towards the external "world" seems to create opportunities to *enhance and protect multiple heritage values*, which impact in term of territorial integration emerges from processes of *raising awareness and heritage branding*.

In respect with awareness, it is worth noticing that Largo's influence in the fight against gentrification is led by working for a more cohesive citizenship. As the case shows, this encouraged the mobilisation of the public opinion against touristification, affecting Lisbon public policy and thus (potentially) impacting on the availability of affordable space (*fostering social sustainability*). According to Thurber (2019), these evidences shed a light on the significance of the social work in understanding, resisting and responding to gentrification while orienting a more holistic approach to the problem.

Though, it needs to be underlined that the short-term lease of the building is the major weakness of the project. Under pressure of wider gentrification, the private ownership of the building seems to hamper the long-term development of the project. Although the public administration has supported the negotiation between the owner and Largo, its unsuccess in acquiring the building despite heritage-related constraints such as the Municipality pre-emption right, witnesses weaknesses within the heritage system as well as in terms of power relations (*supports projects in acquiring the site/object and to fund adaptive reuse*).

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<sup>43</sup> According to Annunziata, the noticeable antigentrification slogan, "stay put", not only implies "to stay still in a place and resist expulsion" but also "it evokes action intentionally directed and the exercise of prefiguring a change". Annunziata, S. (2017) Anti-gentrification, an anti-displacement urban (political) agenda, U3, pp. 5-11.

Moreover, the integration of the site relies on building a cultural infrastructure which entails the recognition of minor stories and narratives characterizing the living reality of the districts. In Largo, thus, working against gentrification pairs with the enhancement of the district reputation / attractiveness (e.g. mnemonic mapping of the neighbourhood, cultural production based on people's stories, etc.). To this end, the knowledge and understanding of the district are nurtured by the knowledge and skills also generated by dissemination activity and research as in the case of the Helène Veiga Gomes' project, which documented residents' daily routine and intangible heritage.

Focusing on material/physical features of Largo's adaptive reuse, it has to be noticed that construction process / management are strongly related to the need to ensure the sustainability of the community itself (*ensure economic sustainability; fostering social sustainability*). As a floor was renovated, it started to be operative by offering those accommodation services (hotel and hostel) which are integral part of Largo's business model. This also included engaging people for their construction services in exchange of providing them with space (*creates a flexible regulatory environment towards adaptive-reuse*).

Therefore, a step-by-step approach to renovation represent a precondition to allow further urban development and interrelation with the urban environment. This is aligned with the idea of assuring the continuous accessibility of the complex when it is under renovation by prioritizing users' needs both in economic and functional terms by guaranteeing everyday life to be unfolded.

The multipurpose functioning of the asset increases the opportunity to *promote exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations* assuring flexibility and change. Moreover, activities and space management impact on regional integration due to the continuous attention on the instant territory which is revealed, as already mentioned, in the obligation for artists to be contributive in the district as well as in the publicness of its space (e.g. they are available for informal/free gatherings when no activities are planned). This, in conjunction with the entrepreneurial spirit which drives the project, are elements that impacted in the *creation of (quality) jobs and the promotion of business opportunities* (Largo now employs 15 people, largely local residents).

## 4. Lisbon CHL

The Lisbon Cooperative Heritage Lab (CHL) is located in Marques de Abrantes palace, an abandoned and unused heritage site in a peripheral area of the Lisbon, the Marvila Vehlha district. This area characterized by degraded buildings and a vulnerable and low-income population, while it was originally occupied by aristocrats' houses and in the 19th century by industrial compounds.

In the 20th century the area began to be affected by a process of gradual abandonment which severely affected the sense of belonging to the area by the local communities. Though, under the pressure of the rapid economic transformation of the city, the area become very attractive to private real-estate investors, leading to progressive the eviction of its residents.

In 2010, these circumstances have led to the inclusion of the neighbourhood in the Priority Intervention Area in the BIP/ZIP Municipality program. In parallel, the Municipality of Lisbon has opted to keep the ownership of the site to implement a reuse model strategy to anchor the community's empowerment over the urban and economic transformation of the area. Since housing rents skyrocketed in Portugal, in 2019 the Lisbon Municipality has included the heritage site in the "Programa Lisboa Renda Acessível" (Affordable Rental Housing Program) with the aim to primarily use the building for affordable housing and experimenting interim tools to engage with the community during that rehabilitation period.

## Defining the regions

The Lisbon CHL regions are not easy to define, in particular due to its physical features. A first region, indeed, can be recognized in the heritage site itself: a very isolated building between two rail tracks and the river, which disconnects it both from the city and from the surroundings. Additionally, the Marvila Velha district is one of the most marginalized and segregated area in Lisbon, hardly accessible from and to the rest of the city. If these aspects depict important "material" obstacles to regional integration, the ongoing networking activity has been acting on governance levels multiplying its regions of interest. In 2010, Marvila Velha district was identified among the priority intervention area of Lisbon as part of the BIP/ZIP program, that also triggered the site to be included in the OpenHeritage project. As mentioned in previous sections, the program has been labelled as Good Practice City by URBACT Transfer Network Program.

These evidences also bring us to an additional region, described at city level due to the fact that BIP/ZIP creates connection between sites and Lisbon institutional stakeholders as well.

All the local partners responsible for the preexisting BIP/ZIP projects are connected to the project by sharing their contributions and knowledge. Furthermore, the Lisbon CHL is working to integrate further partnership within its surrounding (e.g. ROCK, Horizon2020 project) in order to explore their connectivity potential for both the community and the territory.

Though, it is important to underline that the general abandonment of the district spread disaffection to the site and still no significant connections in terms of identity and belonging have been established locally.

## Evaluation Analysis

### Integration through a civic-minded (administrative) environment

The Lisbon CHL arise from the strong commitment of the Lisbon Municipality both in the area and at European level. The project benefitted from the BIP/ZIP program which was instrumental to draw attention on the site while set the condition for the development of a more participated environment (*civic-minded institutional environment; builds on co-governance arrangements inclusive of different*

*stakeholders and communities*). This also encouraged the inclusion of the site among OpenHeritage Labs, allowing municipal actors to establish a European partnership.

Potentially, this public commitment has created the condition to reach out several objectives in terms of regional integration through adaptive reuse. For instance, as part of the BIP/ZIP program, two funded projects have encouraged a participatory process and the local diagnose which also included an architectural survey on the Marques de Abrantes building. This was a crucial to orient the process toward a more complex adaptive heritage reuse (*to protect multiple heritage values related to an object; to engage neighbourhood and heritage communities to participate*). Indeed, gathering and empowering a variety of groups (cultural associations, social architects, local schools, informal group of residents) in local interventions was instrumental not only for sharing knowledge but also to ignite the recreation of a sense of belonging and raise awareness about the citizenship and local heritage values (*raises awareness and educates critically about local heritage*). Additionally, the local diagnose allow for understanding the local communities' needs and thus orient the refunctioning of the site.

Also, regional integration might benefit from the kind of management of property adopted by the municipality for the site since to counter the heavily real-estate pressure, it has decided to keep the property within the public domain. If this has made possible for vulnerable communities to access historical – precious – spaces and territory (*foster social sustainability*), it also becomes a way to protect the identity of the neighborhood and the community through a hybrid strategy that combines housing policy and heritage policy<sup>44</sup>. In particular, the Lisbon Municipality Mayor with the Housing, Culture and Social rights portfolios, defined a Functional Program for Marques de Abrantes Palace, changing Lisbon CHL priority use by centralizing affordable housing with a strong communitarian/cultural use for one part of the building (*protect multiple heritage values related to an object; values a diversity in cultural expressions and heritage branding; supports the integration of policies on various governance levels and/or between various departments*). This meant for the project to be included within "Lisboa renda accesível" Municipality Program, which will contribute both to involve new population and new actors in the territory and to strengthen social cohesion and urban territory development itself, by bringing also new commerce and business needs within the district.

## **Integration through the rehabilitation and community re-use**

As mentioned, one of main weaknesses of the project regards the lack of accessibility to the heritage site due to the presence of physical barriers such as the active train line. Thus, beside fostering an active citizens' participation, the Lisbon CHL aims to reduce the segregation state of the district by connecting it to the surrounding territories physically. To this aim, the aspiration of the project is

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<sup>44</sup> It has to be highlighted that today the project is mainly aligned on affordable housing while it was originally thought to be more oriented towards mixed uses (housing, cultural and social).



to encourage the site reconnection with the city. However, so far, no specific projects and / or interventions have been carried out.

Among the major strengths of the project in terms of regional integration, there is the idea to use the community-led re-use process itself as an anchor to develop wider impact on a deprived urban area. This is evident in the rehabilitation approach that has been designed by paying a double attention: on the physical rehabilitation of the building (funded by the municipality); and on its effective re-use and “reintegration” in the community.

Interim uses and pop up activities are foreseen during to the renovation period as tools for immediate community involvement (*heritage policy [that] supports not only physical conservation but also its related social and intangible aspects*). Hence, the first phase of the Marquês de Abrantes Palace rehabilitation process focused on the adaptation of (part of) the building to the needs of the future Local Technical Office of the Lisbon CHL. To this end, Ateliermob, one of the main stakeholders of the project, settled a temporary office at Marquês de Abrantes Palace by adopting minimal and reversible interventions to house the CHL team on site. The project of the office took inspiration from the previous GABIP experience; in general, it is believed that the co-governance model the CHL aims to implement could benefit from the approach adopted by the GABIP (see par. 1).

## Case 5: Poland

### Typology context

According to the typological evaluation, in Poland the establishment of Adaptive Heritage Reuse is a coming up practice (Group 2). In particular, if on the one hand Poland does not have specific regulations addressing adaptive heritage re-use, on the other some trends are emerging which can help in allowing more flexible developments, including adaptive reuse. However, in Poland - as well as for all the Group 2 countries - complexity and contradictions within the planning and heritage systems create hurdles for adaptive reuse projects and make them less attractive. Poland is characterized by inflexible regulatory systems for heritage, focusing on protection rather than reuse. Concerning regional integration, these characteristics impact the connections between the different levels of decision making, slowing down the processes and making adaptive reuse practices more difficult. Hence, one of the main weaknesses of the institutional context is that the Polish heritage and planning systems seem to operate rather separately, and decisions are made on separate government levels.

In terms of the potential of built heritage as a resource, there is a strong focus on the economic side, primarily in tourism, as on the role of heritage in increasing (local) identity. In general, on national level the approach to heritage is shifting slowly from a focus on e.g. building ‘national identity’ or protecting ‘cultural property’ to heritage for economic development. This trend in combination with a lack of capacity and economic pressure creates problems of ‘unwanted’ uncontrolled change. Developers also turn this gap into a benefit through their effective local power (lobby), often at the expense of built heritage. Only where

the re-use of built heritage is to some extent regulated by the planning documents, some integration on local level happens. For example, the Revitalisation Act (a post-crisis Act on the Revitalization of degraded areas) can help in allowing more flexible developments, including adaptive reuse. Through this act different government levels come together on local level for the revitalisation, through the promotion of an active social participation, of various form of degraded areas, several of them with an important heritage value<sup>45</sup>. However, as before mentioned, generally the heritage system is inflexible.

The complexity and threats of the current Polish heritage system in urban and semi-urban context becomes visible when discussing and comparing the two cases looked at in WP2 (OCs). In this respect, the Potocki Palace illustrates a rather top down approach resulting poor local embeddedness. The Praga lab on the other hand starts from mapping the available local capital (people, buildings) and aims to inform and inspire people and policymakers about the opportunities of a more open approach of adaptive heritage reuse.

## Potoki Palace, Radzyń

Potoki Palace is located in a middle-sized town Radzyń Podlaski. The palace functioned as a residence and dates back to the mid 1400's, which was later revisited several times. Around 1920 the palace was then donated by the owner to the Polish state, but the building was almost abandoned until it was transferred to the Municipality of Radzyn Podlaski in 2015.

The project is initiated by the Municipality of Radzyn Podlaski with the intention to turn the building into a cultural tourism facility, given its proximity both to Warsaw and Lublin (only 145 km away from Warsaw and 70 km from Lublin, the capital of its voivodeship). The aim is also to give the local community back the use of the palace, to give a boost to the social and cultural life of the city and its surroundings. Currently the palace is partly renovated but there is still a lot to be done also to promote the value of the building, its history and the culture of the community. At the moment the building is a multifunctional centre of services, hosting a few educational and cultural institutions. However, most of its spaces are used as public offices and their potential remains essentially unexpressed. Furthermore, the building is listed as a national heritage asset and this aspect particularly influencing the impact on the programming and regional connections of the project.

## Defining the regions

The region described by the case is manifold, however, the centralized management of the project along with the lack of Municipality's capacity to support partnership working to some extent obstructs the establishment of proactive regional connections.

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<sup>45</sup> See more in WP1: Veldpaus, Loes, Federica Fava, and Dominika Brodowicz. 2019. Mapping of Current Heritage Re-Use Policies and Regulations in Europe Complex Policy Overview of Adaptive Heritage Re-Use. OpenHeritage: Deliverable 1.2. [https://openheritage.eu/wp-content/uploads/2020/01/D1.2\\_Mapping\\_current\\_policies\\_regulations.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D1.2_Mapping_current_policies_regulations.pdf)

Taking into account these aspects, the first regional level depicted by the project is the local one. Firstly, the presence of different local institutions active in the palace complex (e.g. the Cultural Centre of Radzyń Podlaski, the Radzyń Music Society and a music school) aims at implementing the project impact as well as its connections at the local level. In general, the main ambition of the Municipality, as the current owner of the building, is to turn the building into a cultural tourism facility and stimulate cultural life on a local level. However, as before mentioned, this ambition has proved to be hard to implement due to the municipality lacks capacity to take on this project by itself. A difficulty also related to the scale and typology of the building. The municipality encouraged the local community to share their vision of the palace's future but still in a very limited way. The lack of an outsider's perspective is the main flaw of this approach. More out-group members among Radzyń residents as well as outsiders could be engaged in the decision-making.

The second regional level is defined by collaborations between the Municipality of Radzyn Podlaski and City of Warsaw for the renovation works and funding operations. In general, the Municipality emphasizes the importance of the palace on a national scale, aiming at turning RadzyńPodlaski's into the cultural capital of the region. Moreover, it is important to highlight how the historical narrative of the town is built around the palace and its image represents the town in all mass media. This aspect shows the potential (partly achieved) to further reach more regional connections, from district to national and international level.

This brings us to the third regional level which is the national one. The palace has national heritage significance in terms of both architecture and history. However, on the national level the project, due to its heritage protection, is limited in architectural adaptations or the flexibility to host new functions. This creates as a complex path towards reuse. Lastly, there are the heritage and cultural connections that the case makes internationally. The Palace as a national monument is included in the shortlist of buildings of cultural interest particularly relevant in Europe, and it is one of the most valuable heritage sites in eastern Poland. On a European level this creates a unique narrative that until now hasn't been exploited but that could lead to including the site into the cultural map of Europe.

## Evaluation analysis

The Potoki Palace assessment<sup>46</sup> has revealed a weak impact on regional integration, measured in terms of institutional capacity, cooperativeness entrepreneurship, policy mobility, inclusiveness and perception. The evaluation stressed in particular the top-down approach, with the City Hall being the owner and the decision-maker of the building and project. Therefore, it has been noted the lack of an adequate involvement towards several local actors engaged in the project both in the decision-making process and for the reuse project and in the governance structure of the project.

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<sup>46</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4

## Integration / disintegration through heritage policies

The major strength of the project stems from its heritage significance in terms of both architecture and history. In the local development strategy adopted by City Hall in 2009<sup>47</sup> the Palace was presented as local resource for cultural development of the town.

Though, the municipality has been also trying to take advantage of the national heritage significance of the palace emphasizing its role also at regional level of development. In particular, in 2016 the City Hall applied to the Ministry of Culture and National Heritage to recognize the palace as a Monument of History<sup>48</sup>, the highest status of a heritage object in Poland, which could lead to the project different benefits in terms of regional integration. Apart from allowing the Palace to receive more financial resource, the heritage status recognition is then instrumental to *value a diversity in cultural expressions and heritage branding but also to further raise awareness and educates critically about the local heritage*.

However, the heritage status depicts also an important threat since may lead to several barriers with respect to the adaptive reuse process. In general, the heritage status implies more restrains on spatial and compositional changes of the palace complex; this is particularly true in a traditional and no-nuanced regulatory context such as Poland.

## Poor integration through centralized management

The centralized management and governance structure which characterized Potocki Palace is one of the main weaknesses of the project in terms of regional integration. This condition highlights several obstacles for example towards the possibility to *engage neighborhood and heritage communities to participate* through the adaptive reuse project as well as to *support social sustainability*. As before mentioned, the owner of the palace and the decision-maker is Radzyń City Hall. In particular, the current Mayor and his spokesperson have a prominent role from strategic decisions, attracting funding to the practical organization of the redevelopment of the site. Although seems clear how the choice to run the project through a traditional model based on the public asset management has been made with good intentions, this hinders opportunities for local organizations to be steady involved and to *promote exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations*. Furthermore, from an economic point of view, the Municipality *does not intend to support the Palace through the gathering of multiple funding sources (that are geared towards sustainability)* or to have any for-profit entities in the palace complex. The municipality expects that the state will indirectly cover most of the operational costs of the palace and lacks a business plan for renovate and run the palace in the long run. Thus, this aspect creates a situation where the project is highly dependent on external / public funding by highlighting possible obstacles to *ensure economic sustainability* of the project over the time.

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<sup>47</sup> See more in WP1, D2.2 Individual Report on the Observatory Cases (chapter 10 "Potocki Palace Radzyń Podlaski")

<sup>48</sup> The application was accepted, but no decisions have been announced by July 2019.

## Poor integration through exclusive cultural

With aim to launch the palace as driver for (tourist) development of the area, the City Hall opted for an exclusive cultural use but *without fostering participatory approaches to cultural heritage and tourism* effectively.

It has to be noticed that the role of the PA has been protecting the asset against privatization and assumed its publicness as precondition, something that might inform a social-oriented environment. Though, the exclusive public nature of the overall process can be considered a weakness. Affordability and business opportunity are not at the core of the project; conversely the aim of the project is to keep and manage the asset within the public domain prioritizing its publicness through public funding and no ownership diversification. As it has noticed, these might hinder the project development itself thus justifying future exploitive territorial development and integration (*DOES NOT FOSTER co-governance arrangements inclusive of different communities and stakeholders and by hampering also the achievement of social sustainability; DOES NOT support ownership acquisition of the site/object by a community organization*).

Although the municipality shall offer place in the renovated asset to people and organizations who are already running some activities, the link between the people and the palace lies at formal and at user level and no more proactive involvement is conceived in the territorial transformation.

Regional interlinks have been mainly stimulated by promoting temporary uses and cultural activities among which workshops and competitions that have attracted national interest. It is worth noticing that events create the opportunity to experiment new alliances around the asset by including external commercial sponsors (like big manufacturing companies or banks).

The generation of job opportunities, mostly related to tourism, is conceived as "potential effect" of the regeneration process, not as a cause and/or a parallel process of development. Despite Radzyń Podlaski has a good number of civic organizations (15 out of around 50 are active), a poor participatory design process has been put in place. To foster the creation of a participative environment, some interviews underlined the need of independent experts in this field to carry out and facilitate the process - as for example done in the OC Halele Caron in Bucharest as well as in Cascina Roccafranca in Italy.

## Praga Lab, Warsaw

The Praga Lab is situated in the New Praga, an area of the Praga district in Warsaw, located on the right bank of the Vistula River. The Praga district is one of the smallest in size but the most problematic in terms of life quality areas in Warsaw. Being the part of the oldest and most densely populated core of the city it has been labelled as the poorest, less developed, most dangerous but in the same time the most genuine (not destroyed during WWII). The area is characterized by traditional quarters of the tenement houses, smaller and larger factories and other elements of the multicultural and at the same time industrial past can still be found here. Today Praga is going through a rapid and extensive transformation due to urban growth and the city's major revitalization program. The Warsaw Revitalization

Program (2015-2022) was launched to balance the development opportunities of Warsaw by creating and initiating key revitalisation undertakings in prioritized areas. This creates numerous opportunities like a positive attitude towards adaptive re-use, strengthening of local community, and but also threats such as gentrification and loss of identity. OW SARP, Warsaw Branch of Association of Polish Architects, is the initiator of this lab and has been advising the municipality about the regeneration programme since 2014. In contrast to other Labs or OC's the Praga Lab's mission is not to develop one defined heritage project. On the contrary, it is working to map people and places, to provide models that can empower the locale community in redevelopment processes and thirdly to promote the spatial and social heritage of the overall area while encouraging economic activities based on the existing built and human capital (stores and craftsmanship).

## **Defining the regions**

There are various regional scales that the Lab relates to. The first region depicted is the level of the city. From a physical point of view, New Praga (focus area of the lab) is well connected to the Praga North district and to the rest of the capital city. It is located in a central part of Warsaw, connected by metro line, tram and bus lines. Moreover, in terms of Warsaw public policies, Praga became a significant area in last 2 years, as an area of the Revitalisation Programme and an area of political competition (one of the very few with no significant support for the political party in power for last 8 years), so in focus of municipal activities. There are new programmes and institutions which goal is the support for the local entrepreneurship, however the impact is as for now small.

In general, the Praga Lab believes that long-term sustainability of the area is linked both to the local relations (within the area/ district) and to the city of Warsaw as a whole. In this connection, from the awareness that the situation is significantly dependent on broader set of factors: overall economic status of Warsaw (also as a capital of Poland); municipal funds and policies; level of outer investment; level of local investments etc, one of the main aims of the Lab is to create stronger and therefore more sustainable links within Praga, within Warsaw and also to the outer world.

## **Evaluation analysis**

### **Integration through a civic-minded (administrative) environment at the city level**

In contrast to the Conservative, nationalistic state government, Warsaw's liberal local government strives to profile the city as a more open, inclusive city. The new Warsaw 2030 strategic vision (released 2018) seeks to address those elements that lacked in the Warsaw2020 plan (released in 2005, as Poland was joining the EU), with a stronger focus on diversity, social inclusion and community engagement.



In Praga, social inclusion is to be achieved by housing policy and urban revitalisation. The City Council has committed to continue to develop council flat construction and to grant municipal Social Housing Associations land. There will also be Local Systems of Support projects such as the social street circus and the neighbourhood libraries, where socially diverse residents can meet in an informal setting.

Thirdly, the Warsaw Revitalization Program 2015-2022 is also very relevant to Praga. As already mentioned, the goal of this program is to balance the development opportunities of Warsaw by creating and initiating key revitalisation undertakings in prioritised areas. Thus, the program creates a flexible regulatory environment towards adaptive reuse.

Combining policy with the necessary resources and regulation, the activities initiated through this program are aimed at developing and improving the attractiveness of the crisis areas for the inhabitants and investors by arranging the space, preparing it to perform economic, recreational and residential functions, as well as reducing the negative environmental impact of these areas.

## Integration by creating awareness

The Lab focuses on actions that make the invisible visible and spark awareness. They do this in three steps. Firstly, they start by mapping the presence and activity of the target group of entrepreneurs and artists in Praga. Secondly, they create the possibility to meet and cooperate (workshops and events). By doing so the lab *promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations.*

On the other hand, they try to inform people (from the neighborhood and outside) about the area (*raises awareness and educate critically about the local heritage*). The lab believes that the site will profit a lot from this improvement becoming more recognizable, less stigmatized, more attractive (*values a diversity in cultural expressions and heritage branding*). Overall, the profit should take forms of: profiled tenancy (artisans, artists New Wave entrepreneurship); recognition of the area and people living/working there; more effective network of cooperation both on the entrepreneur- entrepreneur and entrepreneur- public administration level; increased interest of clients; number of people visiting; more heritage-conscious adaptive re-use (*fosters participatory approaches to cultural heritage and tourism; creates (quality) jobs and promotes small business development; protects multiple heritage values related to an object*).

## Case 6: Hungary

### Typology context

In Hungary, adaptive reuse is happening despite the system (typology group 3), Szimpla is a good example of that. Adaptive reuse is hardly facilitated or funded by the state. Moreover, heritage and planning decisions are made on different levels of government and by separate authorities, creating blockages and

complexities in the governance system, and a general lack of regional (multilevel governance) integration (*DOES NOT support /coordinate the integration of policies on various governance levels and /or between various departments, does not combine policy with the necessary resources and regulation*).

The heritage system in Hungary is inflexible (*DOES NOT have a flexible regulatory environment towards adaptive-reuse*), although due to corruption and lack of enforcement it might not always look that way. The focus in heritage protection is on material conservation and avoiding change, rather than on use or reuse. On the one hand these restrictions are considered negative for adaptive reuse. But in the Jewish district, these heritage regulations were used to counter the large-scale demolition. So, without them there wouldn't be much to reuse in the first place.

A general lack of funding and resources, and a lack of experts and capacity in the institutional system are clear obstacles in Hungary. So even though the (local) governments (or in the case of Budapest, the districts) have the discretion (*they have the option to create a flexible regulatory environment towards adaptive-reuse, that allows for project specific solutions*) and maybe even the willingness to support adaptive reuse, it is still complex. *Because the system generally isn't a civic-minded (administrative) environment, and doesn't support partnership working.* Moreover, long procedural times and a formal system that is hard to navigate create a difficult context to operate in. They have to do with the lack of capacity as well as an unstable political and policy context, e.g. corruption, outdated or rapidly changing policies, lack of policy implementation and lack of enforcement. Bottom up initiatives are not encouraged in general (and are hampered by bureaucratic complexity), and experts volunteer to fill some of these expert gaps, but this doesn't fix the structural issues.

## **Jewish district' and ruin bar Szimpla, Budapest**

The case is the 'Jewish district' in Budapest, with a focus on the reuse of Szimpla Kert ("Simple Garden") one of the first of many "ruin bars", the 7th district of Budapest, popping up in vacant, formerly residential, buildings. The Jewish District is a historical district of the city, which more recently became known as the "Party District" or "Ruin Bar District" (*both promote cultural identities, and use heritage for branding, and different sets of heritage values are mobilised for each*). The focus on Ruin Bars leads to a potential erasure of the recognition of the very dark history of the area. In 1944-1945 a large part of the district, including Kazinczy 14, was part of Budapest Ghetto, a Nazi ghetto. More than half of those that were forced into the ghetto in 1944 were sent to concentration camps.

The area was a Jewish district before it was a Ghetto, so it has a long history of Jewish culture, including references to Jewish religion, traditions, cuisine, architecture, and language (these are related to social and intangible aspects, and whilst acknowledged, they could be highlighted much more). The area developed from the first half of the 19th century as the Jewish District, in 1841 the house on 14 Kazinczy Street, now Szimpla, was built.

Szimpla Kert is one of the first ruin bars in the area. It is a for-profit enterprise, reinvesting many of its profits back into the community through events and urban

activism, and maintaining its premises, according to their core values of stimulating culture and art, environmental sustainability and social inclusion.

The collapse of Communism in 1989 led to rapid and massive privatization of real estate, as local authorities sold the properties inherited from state socialism. In the Jewish district this led to some plans for rehabilitation but also significant demolition. Many new owners were speculative developers, with little interested in the actual buildings. Heritage experts started to push back, and many buildings became protected meaning they couldn't be demolished. They lost their value for their speculative owners and fell into disrepair. They then started to be reused as ruin-bars, for hospitality and cultural venues. The first ruin bars rented the places for a nominal cost and sometimes under obscure legal circumstances, so the process of reuse started as an informal one.

Ultimately, it is from these multiple aspects that the Jewish district began to move toward a "Party district".

## Defining the regions

There are various regional scales this case study relates to ranging from very local neighborhood networks to global (World Heritage).

The first region depicted by the case concerns the development of a strong bottom up district network of bars, creatives, around a set of core values (shared values are around cultural use, anti-gentrification, local community) starting from Szimpla initiative and leading to a better local integration (*engages neighborhood and heritage communities to participate; raises awareness and educates critically about the local heritage*). So, despite a lack of government support, it promotes social collaboration within the neighbourhood, and it relies on a local partnership to *ensure economic sustainability*. In addition to this local ruin bar network, Szimpla is also setting up additional premises in other locations (in Budapest, other Hungarian cities, and abroad). Moreover, they try to inspire others to follow their concept /values, and therefore the managers of Szimpla decided to organise free courses (*fosters participatory approaches to cultural heritage and tourism*) on how to run such bars. Szimpla thus became a role model for similarly socially minded oriented cultural and hospitality innovators in Budapest, and Hungary - and even some venues abroad. Another way they try to connect in the neighbourhood and city, is by being inclusive, they foster *social sustainability* through events and projects they organize. They are always open to everyone (and free), some are explicitly for specific (vulnerable) communities, e.g. the living library project which was developed with the newly arriving immigrant community.

International links exist through the heritage significance of the district as well as the international fame of ruin bars. This brings us to the second regional level, defined by supranational relationships rooted around these afore mentioned aspects.

In particular, in 2002, a large part of the area labelled as the Old Jewish Quarter of Pest became the buffer zone of the UNESCO World Heritage site of Andrásy Road (an extension to the WH site as listed in 1987). This relates the area directly to an international platform (UNESCO; <https://whc.unesco.org/en/list/400/>) and the Organization of World Heritage Cities (OWHC; <https://www.ovpm.org/>) an

international network of WH cities. It also helped in enforcing more protection of the tangible traces of Jewish heritage still present. The Jewish quarter as a whole, has a clear cultural, history, and through this international links, into global history as well as a wider network of Jewish communities / shared culture. This is a global network that includes sharing of knowledge, practices, cultural references, and memory, that is localized (intangible and tangible) heritage of a global community, also potentially leading to touristification and heritisation (branding and identity). A mention in the Lonely planet led global attention for ruin bars, and mass tourism. There are now many ruin bars in the area, and they are very popular, with a great appeal to international audiences, many travel blogs with routes and tips about them. This is creating a stronger local economy, but also a threat to the local identity, and it stimulates gentrification of the area, and erasure of other histories.

## Evaluation Analysis

Szimpla Kert according to the T2.4 evaluation has an ambivalent impact on regional integration, measured as moderate. The report commends the local cooperation, and articulated internal structure, and the fact that Szimpla is a successful business which creates significant amounts of jobs. The report also highlights the negative side, gentrification and conflict between residents and visitors.

## Integration through governance

On a city level, there seems to be limited or formal policy coordination when it comes to the Jewish district. On the one hand, because district plan and building codes are set on district level (sub-municipal governments) there is the possibility of a very localized approach, but it also means approaches can be very different between districts within the city. Coordination between districts on issues with for example touristification (e.g. is there a city-wide tourism strategy?) is unclear. Historically weak policy and regulatory frameworks and susceptibility to corruption have provided pockets of finance to renew and protect cultural heritage but have done little to support the long-term protection of the Jewish District's cultural heritage.

In terms of governance integration, autonomy on local level, combined with complexity of the system is the main threat to regional integration. There is high level of autonomy for local level authorities, in Budapest these are the districts (sub-municipal governments), to determine the level and character of urban regeneration in the district. In District 7, the Jewish district, a long-term Settlement Development Concept for 2014-2030 and an Integrated Settlement Development Strategy for 2014-2020 facilitate integration between development and protection on district level. However, on higher levels of government planning and heritage are not integrated and permits for changed to a listed building for example have to be given on county level, whilst most planning decisions happen locally. So, many different levels of government are responsible for bits of planning, heritage, and building control, making governance integration beyond these local settlement plans complex (*not integrated, civic minded, or flexible*).

Moreover, as local (or in Budapest district) authorities decide if and how they want to deal with heritage in planning, territorial integration is also difficult, even though they should be harmonising all these different approaches into a county-level strategies and plans.

The discretion the district council has on local level could translate into a local policy that is very supportive of adaptive reuse, as they can to a large extent set their own framework. So, while in theory, this could be strength supporting adaptive reuse, the Jewish district, and the specific case of Szimpla show the opposite is true. The discretion is used to follow a *laissez-faire*, pro-development approach, and adaptive reuse is not really supported, despite its proven economic value.

## Integration in and through local collaboration and networks

Renting the buildings out to bars was good for speculating owners (no investment, land value increases due to popularity). As such, ruin bars emerged in the courtyards of vacant buildings that were up for demolition. Small communities were established by artists and intellectuals based on private capital, creating specific (ruin) aesthetics and atmosphere, becoming venues for an alternative, non-conformist, non-consumerist underground culture. Temporary (or illegal) use, *alternative funding sources and informal co-governance arrangements* were used to both protest the demolition and disuse of the buildings, and organise events with and for cultural and artist communities in Budapest.

Some (like Szimpla) *had the opportunity to acquire the property*, but as the area became more (financially) attractive for speculative developers and the municipality, building owners started to *push out the ruin bars from their properties in order to be able to sell the buildings*. So whilst the first wave of ruin bars improved the quality and use of the built environment, the property and rental prices skyrocketed leading to acute gentrification. More for profit bars opened, not with the same values as Szimpla<sup>49</sup> as the attraction of the ruin bars led to mass tourism. The nightlife intensified to an extreme level, also bringing many more youth hostels and Airbnb to the area, giving the area international fame in integrating into international networks, but at the same time disconnecting it from the local ones (*fostering social sustainability*).

Gentrification and touristification are putting pressures on all organisations in the area to function in more economic terms and displacing community and cultural organisations. It is because Szimpla is a strong self-sufficient business with ownership of buildings (free from rising rents and with the option to resist speculation), that they can take on an independent role, and develop neighbourhood networks to counter some aspects of gentrification and touristification. Szimpla, in this sense, *doesn't rely on alternative or innovative funding*, but creates independence, and the choose to redistribute some of the

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<sup>49</sup> A second wave of the ruin bars appeared in the summer of 2010, and these were more for-profit enterprises compared to the pioneers in this field (Csanádi et al. 2011).



wealth they gain through the traditional finance models. Szimpla's choice to reuse buildings is a personal decision and they built a successful and financially independent business on it, they do not seem to (want to) rely on government, and their independence probably makes it easier to keep to their own values, and connect to a set of *shared values* in the area.

An important value for Szimpla is to keep developing a cultural heritage and community-led vision for their properties as well as the wider area. They do this through taking a collaborative approach towards other independent businesses, and joining up with other organisations with the similar values (e.g. community building, cultural heritage preservation, collaborative approaches), and creating a civic base and supporting the maintenance of cultural heritage, which in their case mostly means maintaining the ruin aesthetics rather than restoring or rebuilding. Szimpla explicitly uses the 'ruin' aesthetics for *heritage branding*, and act like there is a way of reuse without renovation / maintenance, whilst they actually do carefully maintain the deteriorated state. This branding *promotes cultural identities* in a very particular way, neither the process of 'selecting' nor of 'maintaining' are visible to the 'replicators'.

Through their values Szimpla *promotes exchange with other not-for-profit and non-governmental organizations, and social collaboration within a neighbourhood* Szimpla is explicit about these values, and with partners they try to think strategically about: 1) shared activities that facilitate a *better living environment* from which everyone benefits (e.g. organising street cleaning, anti-gentrification campaigns) 2) the sharing and exchange of services (not for money or profit) and providing space free or for low prices, and 3) organising events that are free and *accessible for everyone*. From this perspective, Szimpla takes steps to mitigate their own impact on gentrification/touristification (*co-governance, makes essential social services and learning programs accessible to disadvantaged communities*), as well as facilitate wider debates and actions on this. Neighbourhood collaboration / solidarity is crucial for this (*improves the quality and use of the built environment in the instant surroundings of the site; fosters participatory approaches to cultural heritage and tourism fosters*). Awareness raising, capacity building, and knowledge exchange are important to those in the network, and they support each other in the area (and beyond), thereby also upscaling heritage value beyond this site. Szimpla's approach of engaging with cultural heritage, is copied by others in the Jewish District.

The Jewish community is visible, in buildings, practices, cultural institutions, and clothing, but a lot is also invisible to many. Many important carriers of local intangible heritage are being pushed out by the new development trends. Collaboration (and overlap) between the socio-cultural actors such as Szimpla and those who want to protect and present the Jewish heritage is important (*protecting multiple heritage values; fostering social sustainability*). This can help make adaptive reuse projects be more responsible regarding tangible and intangible heritage, including Jewish heritage (*raises awareness and educates critically about the local heritage*). For example, collaboration between Szimpla and the civic association ÓVÁS! (the word meaning both Veto and Protection), established by a



group of heritage experts who revealed how much Jewish intangible heritage had survived. ÓVÁS! is an important supporter of bottom-up initiatives and played a crucial role in achieving protected status for various sites and buildings. Supported by a massive civic base, ÓVÁS! also have an important monitoring role, reporting conservation issues in the area (*promotes social collaboration within a neighborhood; heritage policy supports not only physical conservation but also its related social and intangible aspects*).

## Integration through international connections and networks

There is a local network around Jewish culture, and tangible and intangible heritage. This is part of a trend (and potentially network) of creation and heritagization of Jewish spaces, already there are tours, cuisine (restaurants), festivals, as well as the cultivation of Jewish memorial sites and the commemoration of Holocaust victims and the Ghetto. Jewish communities could be (are?) connecting globally, sharing knowledge and experiences (focused on keeping Jewish culture and tradition alive) and this might stimulate visits from other Jewish communities, as well as from non-Jewish visitors, and can help build inter-faith and inter-cultural understandings around Jewish culture and religion as well as commemorate the Holocaust (*protects multiple heritage values related to an object, social sustainability*).

Accessibility of the spaces is an important issue, both in terms of physical accessibility, as many ruin bars might struggle to be fully accessible for, for example, wheelchair users, but also emotional accessibility: by putting a lot of emphasis on one part of history, many other stories that are part of the area's history might be erased or forgotten, making it unattractive for many people to visit or live in the area.

Jewish heritage tourism is attracted to this site and whilst it helps *preserve the cultural (intangible) as well as material aspects* of this, it could also lead to further gentrification and further touristification of traditions and culture.

## POMÁZ-NAGYKOVÁCSI-PUSZTA Living Lab, POMÁZ

Pomáz-Nagykovácsi-pusztá is a complex natural and cultural heritage site, located 20 km from Budapest, on the fringes of a small town, close to the Duna-Ipoly Natural Park and Biosphere Reserve. The site used to be the manorial complex of a nearby Cistercian monastery in the Middle Ages, which specialized in glass production. Currently, the area this archeological site is located in, is in private ownership and houses a (organic) goat farm, with a small shop selling related products such as goatskin and goats' cheese. Some of the ruins of the buildings, and elements of the historic landscape and water management system, are still visible.

The Nagykovácsi-pusztá site administratively belongs to Pomáz. However, it is more connected to the environmental and cultural heritage of the Pilis mountains than to the settlement (*physical integration*). Pomáz is a part of the agglomeration

continuum, connected to Budapest by the neighbouring settlement called Budakalász.

As a clear example of how heritage and planning decisions being made on different levels of government and by separate authorities (*LACK of integration of policies on various governance levels and /or between various departments*) creating complexities in the governance system: Pomáz is a municipality, but some of the administrative issues are administered by the district centre, the neighbouring town (Szentendre), e.g. construction authorities, land registry.

The lab is situated in a complex archaeological-environmental heritage site, in the Pilis Mountain Region. The 2013 spatial development plan for Pest County is relevant for the Pomáz Lab, it recognises built heritage as a resource in terms of local identities and tourism development (*fosters sustainable logics of culture and tourism*). Pomáz is also subject to the Territorial Development Plan of the Budapest Agglomeration defining (amongst other things) land use. The Lab is a designated historical settlement, located in a protected natural area, which is an important habitat for several species, a protected landscape of national significance, and protected for further natural resources such as natural water and minerals. There is thus opportunity for linking up areas and sites better, and foster ecological and social sustainability.

## Defining the regions

The main region for the Pomaz lab is the natural landscape it is situated in. The site is one of a series of medieval monastic sites located in the **Pilis mountains**. Some sites are of national importance, some are considered to have more of a local interest. The Pilis Mountains is preserved as a forested landscape peppered with monasteries till this day (now a National Park). Pomáz brands itself as the "Gate of the Pilis Mountains" due to its geographical position. It is where the valley of the Danube meets the mountains, and where two important national roads pass here. Moreover, various civic initiatives are established with the aim to raise awareness about the significance of the Pilis landscape. These civic initiatives and interested people from various settlements in the close region (between Budapest and Szentendre) have established good connections and regularly join their forces in common initiatives.

## Evaluation analysis

### Integration through tourism

Pomaz is very much part of the regional framework, both in terms of geography and governance, and especially when it comes to linking the local into a regional identity and tourism economy, and there is huge potential to connect to a regional *cultural identity and develop further heritage branding*.

Governance integration: There are cultural landscape guidelines for the Pilis Region, on the values of the landscape, traditional and modern use of the landscape, to ensure that the uniqueness of Pilis is preserved and enhanced,

through a tourism related investment programme for the region. In these guidelines, adaptive re-use is explicitly supported by suggesting the renovation of old buildings, especially to support village tourism, and combined with a functioning agricultural unit with local craft production. As such, also through EU funds, some of the *policy aims are combined with funding resources and regulation*. Regional *cultural identity*, regional development, and reuse are linked strongly, and they also tap into a wider network, by presenting good examples from the region and from Hungary. For ruins, such as the one within the Glasshill Heritage Lab, tourism is also leading, they should be enjoyable, fitting with the landscape, promoting regional integration of similar ruins and to combine their presentation with the adaptive re-use of other building types to serve tourism development in the area. Regional integration through tourism, routes, tours, linked narratives etc *is an opportunity to ensure economic sustainability*. Heritage is seen as a source of *local identity and a resource for tourism development*. Since most of the visitors of the Pilis mountains do not enter the town, it is an aim to attract them.

The region also creates potential for the accessibility of the lab. Whether people come to the Pilis Mountains by car, bike, or bus, they all pass the Lab (which has a parking lot and a bus stop). At the moment, people don't necessarily stop there (yet) though, but the option is there. Since the site cannot manage mass-tourism, the present transport system will be sufficient also when people want to make a stop for the lab. The goats farm is not (yet) financially sustainable, so increase in income through connecting into transport and tourism in the wide region could be desirable to ensure *economic sustainability*.

The farm is privately owned by the farmer, and not readily accessible for the public. The ruins are cared by a local organisation (with members from CEU) and it needs to be opened for public events. The shop is accessible from the road, no entry to the site is needed to visit it. Private ownership makes integration in the cultural landscape (*cultural identity*) as part of the forested landscape peppered with monasteries more difficult. Better regional cooperation would be an opportunity for tourism, and probably ecological and social sustainability too, since the region is an important recreational area, and close to Budapest so there is local tourism as well as national / international.

## Integration through local networks and collaboration

Building on the existing good relations with local organizations in the region, and the heritage-related work done in the area before, the lab cooperates with civic initiatives who share their values, and they have a jointly organized program of events. As such, social collaboration within the region is important,

The funding available for tourism *could be a further alternative/innovative funding source* for the lab, although the focus on tourism may mean some *heritage values* are emphasized (*for heritage branding*) more than others. The lab is led by a local organisation which includes members from CEU, this creates the opportunity to link (and tap) into wider student/academic communities as well as (European) research projects. The *development of the site relies largely on a local partnership between groups, and with the private owner to self-sustain*.

## Case 7: Romania

### Typology context

Romania is grouped among those countries where adaptive-reuse is difficult (group 3). Despite the fact that EU integration has had a significant impact on Romania's planning system, which presents an integrated vision of planning and heritage matters<sup>50</sup>, no clear implementation in governance and practice have been enforced yet.

The previous evaluation (see Deliverable 1.3) thus underlined diverse contradictions within the heritage system which show several weaknesses. Firstly, the heritage domain is managed through a strongly centralized system which contrasts with the community-led recommendations and targeted processes<sup>51</sup> informing the development of Romanian heritage protection and reuse policy. As we argue in detail regarding the Citadel case in Alba Iulia (see par. 3), this formal approach is also mirrored in the way civic engagement is encouraged and practiced.

For what concern heritage categorization, it needs to be noticed that, by law, two types of cultural assets have been recognized: those having national and universal value (type A), and those having local value (type B). Moreover, technical and industrial heritage are listed and protected through a specific law (Law 6/2008). Though, no space for a more flexible heritage management is defined and any interventions in all types of heritage assets need approvals at national tiers i.e. Ministry of Culture and National Identity (*creates a flexible regulatory environment towards adaptive-reuse*).

While heritage conservation in Romania is dominated by an expert-led approach, and mostly administered on a national level<sup>52</sup>, uses are deemed separated aspects from the heritage domain and are decided upon on local level. Even if the separation between uses and places could open up room for the creation of a more *flexible (regulatory) environment toward adaptive heritage reuse*, also for change of use to be adopted the Ministry's approval is required.

An unclear framework when it comes to participation, and a heavily centralised system make creating *co-governance arrangements with different communities and stakeholders* difficult. Such collaborations instead strongly depend on how open local authority are to partnerships, and how well NGOs can navigate the complex planning system. These aspects thus seem to decrease the possibility to orient the heritage process towards the valorization of *multiple heritage values related to an object*.

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<sup>50</sup> See the Strategy in the Field of National Cultural Heritage for the period 2016-2020 (Strategia pentru cultură și patrimoniu național 2016-2020) on WP1: Mapping of Current Heritage Re-Use Policies and Regulations in Europe Complex Policy Overview of Adaptive Heritage Re-Use. OpenHeritage: Deliverable 1.2.

[https://openheritage.eu/wp-content/uploads/2020/01/D1.2\\_Mapping\\_current\\_policies\\_regulations.pdf](https://openheritage.eu/wp-content/uploads/2020/01/D1.2_Mapping_current_policies_regulations.pdf)

<sup>51</sup> In particular, the reference here is to European Landscape Convention (2000) and Faro Conventions (2005) as well as the Ljubljana Process (2008)

<sup>52</sup> e.g. assessments, restoration and interventions in historical monuments must be executed by specialists and experts attested by the Ministry of Culture and National Identity

## Halele Carol, Bucharest

Halele Carol project is located in what was the most important innovation district of the mid-19th century Bucharest. It occupies the ex-Wolff factory, now Hesper factory, an industrial complex producing hydraulic pumps and engines in the oldest productive area of the city, in the southern and poorer side of Bucharest. Since the early 90s, Carol Park, an innovation area opened with an outdoor exhibition space, unfolding beside the former factory. While part of the factory is still used for production, the transformation of some production halls started in 2012 through cultural activities, with the aim to make the place better known to a wider audience and attract funds by programming with a mixed commercial and social agenda.

Although the former factory has industrial heritage significance, and it is mainly surrounded by recognized historical areas, its buildings are not listed as cultural assets or protected under heritage law. The complex is private-owned and its (partial) cultural re-functionalization has been conducted on the basis of temporary contracts bringing new functions and small investments into the site. Although this adaptation strategy was stopped after two years, Halele Carol is regarded as one of the best reuse practices in Romania. At the present the main initiative of Halele Carol is Exporat Club, one of the most famous venues of Bucharest for underground culture.

## Describing regions

As the majority of the OpenHeritage projects, the regions relevant to Halele Carol case are multidimensional. The launch of the project itself stems from international cooperation shedding a light on a specific heritage discourse, namely on industrial heritage. The motivation for the project lays in the search for knowledge exchange and collaborative opportunities among international experts. The project thus embraces a region that, at first, acts on the broadest level of involvement (i.e. Romania-Netherland). What drives the process is a "practical purpose", namely the need to acquire expertise in matter of industrial heritage repositioning. There are also important links with national and city level. As mentioned, the influence of Halele Carol reached the national scale being considered one of the best examples in the field of industrial adaptive heritage re-use through cultural functions. Therefore, Halele Carol impacted on the municipality of Bucharest, increasing the interest of public actors as active partner of the project (e.g. Chief architect Bucharest, Municipality of Bucharest, etc.).

Despite these "long-distance" perspectives, the project shows its main deficiency at local level. Even though it has been contributing to the neighbourhood re-orientation towards culture and leisure, there is no clear integration in the neighbourhood in terms community collaboration. Despite the complex is not listed as cultural heritage, it contributes to the "heritage status" of its surrounding that already falls within Bucharest protected areas.

## Evaluation analysis

### Governance, cooperation, accessibility

The case evaluation shows a weak impact on regional integration, measured in term of jobs creation, estate value, attractiveness and well-being<sup>53</sup>. Although the project contributing on the attractiveness of the area, the T2.4 evaluation stressed in particular the weak “level of institutional capacity demonstrated by the initiative” which determined the failure of more stable relationships and then long-term development. As introduced, one of the main weaknesses of the project lays in the absence of the community involvement in the adaptation process. This led to a lack of integration on the most local level, which is probably necessary in the organic development approach they took. As result, the full potential of this approach didn’t allow the creation of new *rooms for experimentation and of co-governance arrangements inclusive of different communities and stakeholders*. Citizens involvement is restricted at the “user level” while the collaborative perspectives emerge solely in relation to target communities i.e. those connected to creative and cultural sectors of the city. Therefore, the creation of no early connections with the local community has meant, to certain extent, the reproduction of an expert-led discourse in matter of heritage and culture. Both the absence of a clear framework for civic engagement at institutional level, and the fact that that initiators were primarily focused on opening up a negotiation process with the factory owner, probably contributed to this.

The combination of private ownership with the non-heritage status of the asset represent both an obstacle and a threat to the project up-scaling in a broad territory. Regarding the first, the asset accessibility has been addressed by setting in place process of international cooperation and diplomacy, which created the opportunities for external actors to use and adapt some of the vacant buildings (*support projects in acquiring the site/object and to fund adaptive reuse; promotes exchange - economic, knowledge, civic support, etc. - with other not-for-profit and non-governmental organizations*).

The wider threat of gentrification due to the cultural success of the area, the growing real estate market and the lack of recognition of the complex as cultural heritage make private ownership potentially hampering *social sustainability*, the accessibility of the asset and its surrounding, and it makes the acknowledgement of *multiple heritage values* that are ‘outside’ the current story unlikely. To some extend this is witnessed in the difficulties to develop the ongoing process in the long run, since the step-by-step approach is not profitable in the short term for the owner.

However, because the building isn’t listed there is a more *flexible (regulatory) environment towards adaptive-reuse*. This allows for project specific solutions such as temporary change of use, which would otherwise be more difficult. The inclusion of the complex within protected areas encouraged the repurposing of Halele Carol in the first place. From 2000, indeed, the The General Urban Plan of Bucharest set to use the area as “activities of goods and services production”; in

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<sup>53</sup> See WP2: Report on the comparative analysis of Observatory Cases, Deliverable 2.4



2018, a project to regenerate Carol Park as a cultural place was approved. This provided the opportunity to grow Halele Carol and share learning on industrial heritage re-use thereby incorporating experience into larger territorial frameworks and upscaling the heritage value of the site.

Also, administrative division of the city might prevent the integration of bordering territories which still prevails on strategic urban approach. Indeed, Bucharest is split in several sectors which not always support collaborations among bordering areas, as for the case of Halele Carol.

## **Pooling and branding toward regional integration**

Focusing on material aspects, namely funds and spaces, one could depict the role they might have in supporting or obstructing integration process. Regarding funding, the international connections moving the project goes in parallel with the pooling of monetary and non-monetary resources such as international grants (NL and Norwegian funds) and expertise on diverse fields (architecture, communication, research, event organisers, etc.), and volunteering.

Along with temporary functions, these have worked as opportunity to strengthen the local and global connections to the site and, in general, of the area, supporting a narrow interpretation of the history, identify and stories told.

Although overlapping of functions (industrial and cultural productions) might create difficulties in the management of the complex, the legacy of the industrial past becomes a strength for the assets rebranding. Inheriting those aspirations which led the former industrial settlement, the new spirit, and then narrative of the place, thus relies on innovation principles, becoming a bridge between new and old generations.

All these elements thus showcase both strengthens and potential threats on regional integration aimed at orienting *sustainable logics of culture and tourism* as well as *raises awareness and educates critically about the local heritage*.

## **Citadel, Alba Iulia**

Citadel is an 18<sup>th</sup>-century star-shaped fortification built over the Roman remains of the ancient Alba Iulia. This was the first urban settlement of the area, thus represents the spatial/historical center of the modern city of Alba Iulia and its main attraction as well. Therefore, the present form of Citadel is the result of several processes over the time, which brought in the early XVIII century to the construction of the new fortification system.

After years of abandonment, from around the 2000, the rehabilitation of the whole area has been launched thanks to a partnership between the city municipality and the Ministry of National Defense, who previously occupied the site. While in the Communist leadership the site was surrounded by new housing development, the majority of the assets within the Citadel were left decaying.

Citadel adaptive reuse is part of developing strategies conducted by the democratic Romania, as part of the European countries (since 2007), which aims at giving the site back to citizens also by rediscovering Citadel as touristic destination. Today,

then, Citadel offers a variety of cultural, leisure and touristic services such as museum, archeological sites, accommodation, sports amenities.

## **Describing regions**

The “high” heritage status of the site (category A, corresponding at national or universal value) firstly set the region of the case at country level. Moreover, the particular structure and history of the site brought Romania public authorities to ask for the site to be listed as UNESCO World Heritage, thereby expanding its regional influence in term of heritage significance<sup>54</sup>. Consequently, a second level of interpretation emerges by designing the touristic region linked to Citadel, that can be depicted within the European union<sup>55</sup>. As for Halele Carol, what seems the weaker territorial level in term of integration is the local one. Moreover, due to severe vacancy issues of many assets within Citadel, it is expected that touristic trajectories of development will furtherly threat local interconnections.

## **Evaluation analysis**

### **Integration / disintegration through public-led approaches**

As the comparative analysis shows, the lack of robust connections with local actors is “compensated” by the prominent public authority involvement, which strong institutional capacity has led to attracting significant EU funding. Adaptive heritage reuse are at the core of the Integrated Urban Development Plan for the city of Alba Iulia for the period of 2009-2015, and the Integrated Strategy for Urban Development for the period of 2014-2023 (Strategia Integrată 2014-2023), both benefitting from the European Regional Development Fund. This has meant the growing attractiveness of the area, and reversing depopulation tendencies. In terms of connectivity the top-down approach blocks the development of broad alliances of actors; considering regional integration, indeed, weaknesses in terms of citizens involvement is one of the major problems of the adaptive heritage reuse. Although the financial framework of the projects includes contributions from diverse resources, the exclusiveness of the top-down / tourist-led approach might hamper both the *ecological and social sustainability* of the process in the long run. Despite national and European prescriptions on the matter, community inclusion is barely translated into practice; research and expert involvement (as required by the Romania heritage laws), from one side, and citizens participation (mandatory by EU) remains at a shallow level. This leads to criticism about both the management process and Citadel’s organic integration with the rest of the city in terms of urban life.

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<sup>54</sup> Today the site is still on the WH Tentative List.

<sup>55</sup> As reported in the case report, tourists visiting Citadel mostly come from Poland, the Republic of Moldavia, Italy, Germany, and Hungary.

The municipality experimented with some methods to involve the local public into the decision-making processes, mostly based on survey and putting in place limited resources (both in terms of time and expertise), thus hardly impacting on sense of belonging or community building (*fostering social sustainability; promotes cultural identities and heritage branding*).

Despite this, there is an increase in terms of attractiveness which may impact citizens' well-being through job creation in the tourism sector (*creates (quality) jobs and promotes small business development*). This is one of the three main strategic trajectories of the Integrated Urban Development Plan. The Citadel's adaptation to a use is part of the branding strategy which aspiration is to orient the touristic economy Alba Iulia. Opportunities of tourism creating a new economy thus come with potential threats, such as the disconnect between citizens and the site.

The Citadel is characterized by mixed ownership; the majority of the assets are publicly owned (City Municipality, the County Council, Ministry of Defense, the University) while few are in private ownership. Overall, this is perceived as obstructing in respect with adaptive reuse. Since the Romania heritage system largely depend on the pro-active role of the owners, coordination and cooperation among actors seem to be limited. On the other hand, as explored in the Italian case, publicly owned assets potentially are important resource to open up rooms for experimentation by testing innovative policy and / or (policy) tool (*Promotes social collaboration within a neighborhood; Promotes exchange with other not-for-profit and non-governmental organizations; Creates rooms for experimentation*).

## Integration / disintegration through intangibility

When it comes to acknowledging the importance of "intangible" heritage, the Integrated urban development plan shows deficiencies that affects the territory in terms of regional integration. Modern identity and everyday values, as well as those of minority ethnic groups are absent as normative prepositions of the renovation project. This weakness pairs with the emphasis on national historical aspects, mirroring the main Romanian heritage trend which still prioritize physical preservation and heritage branding (*protecting multiple heritage values related to an object*). This might represent a further element disconnecting people and places that act on already fragile local dimension.

Though, it needs to be said that local authorities have attempted to nurture "bottom-up" linkages by establishing partnership with the civic and cultural sector, on one side, and experimenting temporary use, on the other. Although they have not been turned into a general practice, the adoption of interim uses throughout the restoration process of some buildings, were opportunities to *promotes exchange (economic, knowledge, civic support, etc.) with other not-for-profit and non-governmental organizations* attracting the local community into Citadel. In other words, this approach helped in mitigating the (common) perception of a top-down process while impacting on the local and less integrated territorial level of Citadel.

Though, from a material viewpoint, regional integration has benefitted from improvement regarded the rehabilitation of public spaces and partial

reconstruction of historic building, including the access routes, within the central area of the city.

## 4. PART FOUR

### 4.1. Conclusion for transferability

With this evaluation we aimed to provide a comprehensive analysis of selected countries by combining a macro and micro level of investigation. As introduced before, case studies and countries are representative of specific results coming from previous evaluations (D1.4; D2.2).

Our aim was to identify “inspirational cases” and “cases for policy learning” but also to depict transferability insights for regional integration. To this end, this last part highlights recurrent themes that influence regional integration whether positively or negatively.

Here we focus on answering our main research questions: *How does (a lack of) regional integration contribute to, or hamper, community-led adaptive reuse projects?; How do community-led adaptive reuse projects contribute to, or hamper, regional integration?*

To do this, the analysis through *normative criteria* has been used to first identify cutting-themes emerging from the assessment in Part 3, whilst also highlighting what lessons we learn from each considered context. Our lessons stem from particular environments, cultural, political, institutional, etc. which needs to be taken into account, especially from the transferability viewpoint. Multiple aspects can be highlighted in each case. The selected topics hereafter discussed represent the most prominent features emerging from the assessment of each case, addressing those characteristics that call for specific attention when it comes to transferability for regional integration. **With regards to the scopes of this evaluation, significant insights have been recognized in the Portuguese and German contexts where we selected inspirational policy and case studies respectively.**

### 4.2. Regional integration general outcomes

Overall, regional integration aligns around the following patterns: human and territorial connections, whether institutional or not; mechanisms that allow for gaining access to heritage resources from an economic, physical and cultural viewpoint; narratives of regional identity; modes specific groups are engaged in the overall adaptive reuse process (decision making, construction, management, rearrangement, etc.). These are variously integrated into those dominant topics emerging from the evaluation (e.g. urban speculation, affordable housing, public and private-led approaches, etc.), impacting on regional integration dynamic in a dialectic and multidimensional way.

What the analysis brings about is, that what can be seen as a strength on national/supra national level, can become a threat on local level if there is no control over qualitative/distributive aspects of the transformations. This is self evident when it comes to tourism-oriented development (from a tourism stimulant to touristification) but also in cultural heritage processes themselves, whether or not bottom-up, as they all too often seem to contribute to

touristification / gentrification / heritagisation. This sheds a light on the essential role of multilevel governance and interscalar approaches to tackle urban logics, orienting territories towards integration. As the assessment shows, indeed, **regional integration processes strongly depend on the ability to create the conditions for a comprehensive strategy to be developed i.e. to establish dialectic dynamics between the interior spaces and the urban/metropolitan realm.**

Moreover, considering the descriptions of the regions (see Part three), one **could affirm that a further degree of integration could be potentially achieved when international, national and regional level are made operational.** Still, these dimensions are mainly linked to tourism and hospitality industries, presenting current (e.g. Jewish district, Largo Residência) or potential (Potocki Palace, Halele Carol, Alba Iulia) threats in terms of regional integration. As well known, the same is true for culture and its (counter)narratives (e.g. ExRotaprint, Scugnizzo Liberato, Cascina Roccafranca) with regard to regional branding.

## Topic 1. Combatting speculation

In **Germany**, regional integration seems to contribute to community-led adaptive reuse practices mainly thanks to national policy programmes which have mainstreamed adaptive reuse within (urban) regeneration. However, a rather complex structure of heritage and planning regulations at different government levels seems to threat regional integration. This is particularly true when adaptive heritage reuse comes with less "skilled players" whose ability to navigate the system is reduced due to the lack of adequate expertise. These evidences shed a light on a macro-level territorial scale which embrace the dichotomy between urban and rural landscapes. Despite the country-level highlights opportunities to contribute to community-led adaptive re-use, it emerges the importance of both the geographical location and organizational capacity. Local administrative environment, which is not well-resourced or financially relatively disadvantaged, as it happens in some context such as the rural regions, allows for little ability to provide funds and support from different government levels and policy sectors, despite the macro-level potential to contribute to regional integration.

*In this respect, the comparison between the two out of three German cases, **Hof Prädikow** and **ExRotaprint**, seems to be particularly fruitful to advance some considerations. Although the first is very ongoing, we propose both cases as "inspirational" for regional integration.*

Hof Prädikow is a clear example of the discrepancy between the capacity of the German heritage system to support adaptive reuse, on one side, and to effectively reach out certain (rural) areas. For the lab to contribute to regional integration, it has to attract well-resourced organizations coming from Berlin which engagement is secured thanks to the asset ownership acquisition. The role of these external groups became crucial to mediate both among governance tiers and policy sectors and to impact on the region, also by strengthening connections between Berlin and Prädikow. Ultimately, resourcing the latter culturally, economically and socially.



Jobs and business opportunities are then described as part of those life expectations strongly related to the surrounding.

As in London, in high pressure Berliner context, controlling land values becomes a crucial factor to pursue long-term integration. It is worth noticing that ExRotaprint project could not have been launched if the complex's price was not dropped. From the economic point of view, "ruralising" urban lands is fundamental to enable bottom-up project accessing urban resources and related territories. Though, the project shows that to reach out a larger territory from regional integration viewpoint, social (mainly internal in the initiative) and communicative (internal and external) work need to be considered to orient domestic and urban actions towards regional integration. In this case too, new jobs and business opportunities entail the entrepreneurial spirit of the project and are guaranteed by providing affordable housing and working spaces.

Finally, as the **Grünmetropole** project proves, neither under touristic impulse, nor under a well-designed regional framework, integration can be translated in practice if no local involvement and cooperation at both institutional and societal level is being built, nurtured, funded and thus taken seriously in the long term.

#### Lessons learned from Germany:

1. Adopt a leasehold structure which allow for a rent control system based on the separation of land and building ownership. This is particularly important when it comes to international/high pressure contexts, but it might be also crucial to assure long-term socially-oriented trajectories of development in economically disadvantage areas;
2. Space affordability is a precondition to support qualitative jobs and business opportunity;
3. Secure the asset usage for social-oriented actors to protect multiple heritage value while preventing gentrification;
4. Create a communicative environment to share values and knowledge in order to mobilize a sound network working against urban exploitative development.
5. Complexity of heritage and planning framework can be mitigated through the engagement of "skilled players";
6. Lack of institutional capacity and resources to tackle integration at regional level can be overcome by including "skilled players" in order to foster knowledge exchange and mutual learning;
7. Cross-border regional integration suffers countries' differences when it comes to coordinate diverse regulatory frameworks, policies, and levels of government. Therefore, involving local levels (local policy makers' as well as local citizens) is increasingly important.
8. To allow inclusiveness at regional level, the mobilization of the community is crucial in the urban realm as well as in the management of interior spaces<sup>56</sup>.

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<sup>56</sup> Particularly, we refer to those decisions and approaches that allowed for a step-by-step renovation. See more in Part 3, German case as well as the Portuguese one.

## Topic 2. When housing matter

In **England**, the flexible regulatory environment as well as the understanding of heritage as resource seems to create a favourable context for commercial as well as non-commercial heritage reuse. If discretion in matters of heritage protection and spatial planning allowed for a more dialogical governance of urban processes, it can also conceal some risks both in terms of preservation and community impacts on regional integration. In politically tense situations such as aggressive gentrification in cities as London, community-led adaptive heritage reuse could be window-dressing as much as may be instrumental for the political justification of social and community services.

In both case studies, though, the interrelation between heritage/services and housing development emerges as potential element for positively expand the heritage discourse in matter of regional integration in opposite contexts: by fighting gentrification in London, and by repopulating dismissed territories in Sunderland.

As the **London CLT** shows, regional integration is supported by those development requirements oriented towards rent-control mechanisms, allowing low-medium incomes citizens to access usually unaffordable territories. If this might encourage experimentation in terms of leasehold structures (e.g. the CLT model), or favouring actors of the third sector (e.g. a Community Land Trust, or a Building Preservation Trust), the local authority assumes a crucial role to facilitate and enable such a process both in competitive situations, and in places where development investment is lacking.

Along with this, it is worth underlining the contribution of the community in creating territorial connections by acting at multiple urban levels (e.g. cultural, social, financial) and time scales (short, medium, long-term engagement). Still in the London CLT and in the **Sunderland Lab** as well, temporary/meanwhile uses emerges as important tools to create and expand integration beyond the initiatives, by involving a broader audience and thus fostering diverse levels of participation (usually) in an informal vein. Considering that all too often, the “temporary city” is the cause of future displacement processes creates due to increase in land value, one could notice the potentially fruitful combination of such instruments with those anti-speculative mechanisms above mentioned.

Lessons learned from England:

1. A graded heritage protection system allows for defining specific and more nuanced limits of acceptable change;
2. Support negotiations and collaboration between different actors to define “zones” within which local development community-led adaptive reuse is facilitated;
3. Combine heritage and housing development strategies;
4. Prioritize social-oriented initiatives in competitive bidding;
5. Adopt a leasehold structure which allow for a rent control system based on the separation of land and building ownership. This is particularly important when it comes to international/high pressure contexts, but it might be also

crucial to assure long-term socially-oriented trajectories of development in economically disadvantage areas;

6. Support and/or enable social actors in the long-term engagement, and the building of trust, with local communities;
7. Promote meanwhile uses and events to expand people's interests and affective relationships with a selected territory.

### Topic 3. Commoning adaptation

In **Italy**, the lack of policy integration combined with difficulties in navigating a quite inflexible institutional system represent the main barriers to regional integration. Though, considering the **Scugnizzo Liberato**, the macro level seems to support regional integration by providing a set of principle which the practice has “translated” at local level with the adoption of a particular municipal regulation, namely the regulation of urban commons. The local level thus contrasts the deficiency of the national system by tackling heritage issues through an experimental and more dialogical approach based on the recognition of the social value created by emerging communities.

Giving priority to social and use values over ‘traditional’ heritage values, the social value functions as a driver towards regional integration influencing decisions in matter of ownership and access to heritage resources. The role of the Municipal authority thus becomes crucial to create the conditions for spaces affordability and to mediate both among governance tiers and policy sectors. At the same time, local citizens’ collaboration (individuals or groups) and motivation are seminal aspects to keep the process alive: integration, indeed, seems to be possible if alternative forms of compensations are put in place (e.g. time, work, competences). This is mirrored also in the way the complex is inhabited aesthetically, namely accepting to use the dilapidated complex as-it-is and allowing for a multipurpose usage of the asset.

Conversely, regional integration is supported through consistent efforts in creating internal and external networks which transform the asset in a territorial node from a cultural, social and relational viewpoint.

For **Cascina Roccafranca**, policy integration is assured thanks to the strong institutional capacity of the local authority, which also supported innovations in matter of asset management and public procurement. Even though the asset was not listed as cultural heritage, the initiative demonstrated that protection and valorization of multiple heritage values can happen despite their formalization through the heritage system. Heritage values and the interior design of the complex are crucial element to inform a value-oriented narrative. Along with providing a variety of spaces, activities and services, the renovation strategy represents a significant aspect for regional integration by including self-construction within the building renovation scheme.

Importantly, integration is fostered by the case study through a dialogical / co-designed management of the asset, namely relying on a long-lasting and continuous process of engagement that helps to refocus emerging needs and priorities. Moreover, this supports the creation of large partnership (economic and not, gradually connecting and impacting on a larger territory).

Establishing and enlarging participation is what the **Rome Lab** is constantly working for, to increase regional integration. For the project to impact on a wide territory, the definition of an inter-sectorial area, described on the basis of a participative process, is the first step; the selection of key (local) stakeholders and the legal recognition of the community are the basic condition which allow the process to move towards integration. It emerges the fundamental role played by actors such as LabGov in leading, mediating (national and international level of governance), and nurturing the process in a long-term perspective.

Lessons learned from Italy:

1. Innovating public procurement to enlarge the possibility for social-oriented actors to acquire heritage assets;
2. Recognizing local communities (and their social value) through legal devices (e.g. regulation, associative forms, other) to formalise their participation in the heritage and urban discourse;
3. Designing interim strategies, multipurpose and communicative spaces as conditions for continuous and dynamic exchange between the heritage site and the surrounding territory that fosters process of accountability;
4. Relying on policy assemblage and actor-networking;
5. Defining a territory to be tackled in relation to the initiative, and to be modified, enlarged or restricted over the time;
6. From a regulatory viewpoint, heritage protection inflexibility can be mitigated through the local authority discretion; similarly, heritage values can be protected and oriented towards regional integration when they are not formally recognized as such.

## Topic 4. Planning by priority

In **Portugal**, the strategic re-orientation of the planning practice goes in parallel with an area-based approach focused in particular on reuse/rehabilitation.

*In term of regional integration, this seems to encourage a more participated approach and actor networking. In this respect, we propose the **BIP/ZIP program** as inspirational policy for increasing community-led adaptive reuse impact in term of regional integration. Moreover, at city level, the program creates a network of similar initiatives not only among BIP/ZIP projects but also with similar ones, which is relevant in term of connectivity e.g. knowledge exchange and action.*

Both case studies fall within “priority intervention neighbourhood” introduced by the program. It has to be noticed that corresponding interests in matter of integration of both **Largo Residência** and BIP/ZIP surely helped the definition of a collaborative and dialogical environment. Though, it is in this relationship that the major weaknesses and threats arises. In fact, the acute tourism gentrification and the growing internationalization of Lisbon bring about the need of a complex set of actions to counter these phenomena. As introduced in the **Lisbon CHL**,

coordinated actions between heritage and housing policy are indispensable to face power imbalances in urban contexts.

Nonetheless, the complex set of actions carried out by Largo Residência shows important element to foster urban design approaches entangles with the double-nature of cultural heritage, tangible and intangible. From a regional integration point of view, this is important in terms of reputation but also inclusion. If festivals and events are widely recognized as “meaningmaking” opportunities and occasions of identity building (Kockel et al. 2019), the performative heritage processes adopted at neighbourhood level shed a light on an intangible level of accessibility, namely on its “conceptual” dimension (Marconcini 2020). As Marconcini asserts, for urban design to be inclusive, not every heritage resource needs to be accessible; rather, to archiving a coherent multilevel and multiscalar solutions, the access to codes, meaning and physical structure should go in parallel. According with a recent review of adaptive heritage reuse<sup>57</sup>, it is worth mentioning that what seems to distinguish this practice from reuse is its communicative intent, meaning the intent to select and transmit not only material asset but also stories. If Largo clearly enlightens the crucial role of communication in involving people and rewriting the territorial narrative, on the other hand it must be stress the contradictions this bring about: still, gentrification and internationalization could be reinforced if no strategy against them are previously considered.

Lessons learned from Portugal:

1. Define priority area of intervention with the aim to steer the development towards collaboration and local decision making within a long-term strategy that anticipates and mitigates gentrification;
2. Create tools/spaces (e.g. local technical offices) to assure the broad mobilization and inclusion of local actors such as municipality officers, stakeholders, associations, individuals;
3. Include social and artistic work as part of anti-gentrification strategy to tackle the problem also by arising awareness and nurturing solidarity bonds among people and stakeholder;
4. Adoption of step-by-step renovation processes, also allowing for alternative forms of construction service exchange and compensation, with the aim to favour the acquisition of capital resources by disadvantage communities<sup>58</sup>;
5. Coordinate housing and heritage policy with the aim to contrast gentrification on a long run.

## Topic 5. Public domain and publicness

**Poland** is characterized by inflexible regulatory systems for heritage, focusing on protection and on prioritize material conservation rather than reuse. Polish heritage and planning system seem to operate rather separately showing lack of

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<sup>57</sup> J. Pendlebury and Y.W. Wang, *What distinguishes 'adaptive reuse' from 'reuse'?* In: *The ethics and aesthetics of adaptive reuse*, curated session by Federica Fava and Loes Veldpaus at 5<sup>th</sup> ACHS Biennale Conference “ACHS Future 2020”. See: <https://achs2020london.com/book-of-abstracts/>.

<sup>58</sup> No detailed info about building/urban regulations on the matter are available.

coordination and cooperation. These features negatively impact on decision making, slowing down the processes and making adaptive reuse practices more difficult. Even if some innovations in the legal framework has been creating the conditions for a more adaptable institutional environment, these elements, combined with the prioritization of economic values related to cultural heritage, seem to generally hamper regional integration.

To some extent, **Potocki Palace** helps to detail this assumption. The top-down and / or expert-led approach that still prevail nationally, is reflected in the case study, resulting in poor local embeddedness with few aspects which contribute to regional integration. The adopted public management scheme limits networking activity to varied institutional actors and solely for a rather exclusive cultural and educational use, while civic engagement is ultimately confined to users' fruition. Potocki Palace clearly show the heritage potential in impacting on a region in terms of identity and branding. Though, a limited consideration of their side effect when they come with cultural and tourism development is taken to account on regional integration viewpoint.

Conversely, **Praga Lab** highlights a quite different prospective on how adaptive reuse projects could contribute to regional integration. Accordingly, what seems particularly relevant is the open dialogue between the Lab and the Municipality, by considering it a powerful tool to spark new policies and create systemic changes. To make the mission of Praga Lab real, namely to connect and include its heritage values to existing and planned municipal processes, the case shows how the context matter. Indeed, the openness of the Municipality of Warsaw towards community-led urban development is crucial in fostering the dialogical approach.

Lessons learned from Poland:

1. The lack of connections between non-institutional and non-governmental subjects along with poor community involvement tend to work towards territorial exclusiveness;
2. Foster a dialogical approach during the adaptive reuse processes seems to be crucial to achieve (effective) benefits in terms of regional integration;
3. If developed in a dialogical and cooperative way, regional integration could be equally supported by institutional and non-institutional part;
4. When heritage adaptive reuse is tourism-oriented and it strongly relies on heritage branding and identity, initiatives should be based on large alliances to countering territorial disparities.

## Topic 6. Private domain and ruins

**Hungary** is characterized by an inflexible heritage system, as well as by separated level of governance for heritage and planning decisions making. Prioritizing material conservation and lacking funding and resource, the macro level seems to work against regional integration. The complexity of the heritage and planning system is recognised as a weakness for regional integration. The devolution of some powers to the local level creates the opportunity to mitigate some of that complexity, but doesn't solve it. Moreover, a very scarce support from the national



and local government in terms of civic engagement in adaptive heritage reuse along with a development minded approach of the government results in a lack of control over heritage gentrification.

Indeed, for the **ruin bar of Szimpla** (the Jewish district, Budapest) to contribute to regional integration, adaptive heritage reuse has to rely on the willingness of a private actor which social engagement is secured thanks to the asset ownership. Considering within Budapest the integration of planning per district seems very limited, adaptive reuse is happening in the 'cracks' of the system.

Though, both the huge heritage significance of the district (i.e. Jewish heritage) and a strong set of core values promoted by Szimpla, allowed for supporting local integration by creating collaborations within the neighborhood.

Knowledge exchange, and the promotion of social activity and services free of charge are also part of an integration-oriented approach aimed at creating an inclusive territory but also at mitigating the impact on gentrification/touristification. Ruin aesthetics are specifically pursued by promoting a contemporary identity which might be an important aspect for the cultural accessibility of the district as it already is a crucial brand for revitalizing the district economy.

Tourism and private-owned asset are also at the core of the **Pomaz Lab**. In this case, regional integration is supported by the spatial development plan for the Pest County, which recognizes cultural heritage as sources of local identity and tourism development. Opposite to the previous example, private ownership creates difficulties both in term of integration of the asset into the cultural landscape and both in term of accessibility of the heritage site. The participation of a local organization in the caring of the ruins helps to mitigate these aspects.

Lessons learned from Hungary:

1. Create a collaborative network among local stakeholder to fight gentrification (e.g. sharing activities and services, promotes free of charge initiatives developed with vulnerable communities);
2. Secure the asset ownership and / or usage for social-oriented actors with the aim to develop an inclusive environment;
3. Encourage policy coordination among districts on heritage related issues such as touristification, gentrification;
4. Allow for heritage conservation based on precarious aesthetics to sustain inclusiveness at territorial level rather than gentrification and use "shabby" styles to promote contemporary values along with historical ones.

## Topic 7. What culture, for what branding

In **Romania**, the strongly centralized heritage management confirms the limited impact of top-down approach on regional integration whether firmly defined in term of accessibility and connectivity. In different manners, this reflects on both case studies. In **Halele Carol**, an expert-led approach was instrumental to open room for experimentation in a private asset but wasn't able to create a broad and varied actors' involvement. Apart from funding, the international dimension afore

mentioned also showcases the impact non-monetary and intangible resources might have in setting the scene for integration, bridging European regions through culture. Moreover, the synergy between spatial plan for the area and the initiative created the conditions for the project to expand its influence in the surrounding area in terms of knowledge exchange and multiple heritage values. **Alba Iulia** clearly shows the potential of heritage for developing regional identity and branding. Though, this does not mean creating an integrated and inclusive environment per se. Rather, despite results in jobs creation and business opportunities, the top-down and tourism-led approach seems to set the scene for an increasing exclusive territory.

Lessons learned from Romania:

1. Increase assets' fruition/accessibility highlighting international cooperation and debate;
2. For adaptive reuse project to reach regional integration full potential, civic engagement is crucial at all levels i.e. international, national, regional, local;
3. Adopt temporary use and non-monetary resources (expertise, volunteering, etc.) to build a regional identity oriented towards cultural and social values;
4. Include everyday values and modern identity as part of the adaptive-reuse project to contrast territorial exclusiveness. This is particularly relevant when it comes to cultural and tourism development;
5. Jobs creation and business opportunities do not necessarily lead to regional regional integration.

### 4.3. Final remarks. Contrasting policies with practices

Contrasting policies with practices is the original intent of this evaluation. Reflecting on this, we want to emphasise the crucial role of shared values in building the initiatives and respective areas of influence, which open up interesting perspectives about what community-led adaptive reuse might "do" regarding opposite set of problems which affect urban and rural context (see, as sample, London CLT and Hof Prädikow). For instance, the creation of a collaborative network based on shared values amongst local stakeholders to fight issues such as gentrification arises in various contexts, i.e. Germany, Poland, Hungary, as a way to "tackle" the lack of policy integration and support. Also, the mobilization of the community on a sound and shared basis of beliefs might be meant as a way to transform urban experiments in a long-term approach to the urban development (see Italy).

Undoubtedly, the heritage institutional framework presents a set of obstacles and challenges in the majority of the contexts, whether in terms of time (Hof Prädikow and Largo Residencia) or willingness to act (Hungary). Though, the ability to navigate in complex system can be mitigated through the engagement of "skilled players" (ExRotaprint/ Hof Prädikow) but also through the personal engagement and, to some extent, entrepreneurial spirit, of specific actors (Szimpla). All these aspects thus seem to show how **motivations – and soft-related tools, count for regional integration.**

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## 6. Annex 1. Normative criteria for OpenHeritage evaluation

**\* Disclaimer: Please note that this list and the entries that follow are a work in progress that is to be finalized for the deliverable D3.6: Finalized report on the European adaptive reuse management practices \***

### 6.1. 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

## 6.2. 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 (Greffe 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.

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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 ask: 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 (Mérail 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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### 6.3. Selected SDGs and Targets

The Sustainable Development Goals (SDG) are currently the most significant and referenced normative framework for development in an international context. Our current preliminary list of normative criteria has been triangulated with the Sustainable Development Goals (SDGs) to ensure that the criteria cover the broad spectrum of the relevant SDG targets (See also table below, "Preliminary Normative Criteria and SDG matching").

The SDGs count 169 targets and the following list identifies the main targets that are relevant for cultural heritage and adaptive reuse (see also McGhie 2019).

Goal 1. NO POVERTY
<p><i>Target 1.4</i> 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.</p>
Goal 4. QUALITY EDUCATION
<p><i>Target 4.3</i> By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p><i>Target 4.4</i> 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.</p> <p><i>Target 4.7</i> 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.</p>
Goal 8. DECENT WORK AND ECONOMIC GROWTH
<p><i>Target 8.3</i> 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.</p> <p><i>Target 8.9</i> By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.</p>
Goal 10. REDUCE INEQUALITY
<p><i>Target 10.2</i> 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</p>
Goal 11. SUSTAINABLE CITIES AND COMMUNITIES
<p><i>Target 11.3</i> By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p> <p><i>Target 11.4</i> Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>
Goal 12. RESPONSIBLE CONSUMPTION AND PRODUCTION
<p><i>Target 12.5</i> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>
Goal 13. CLIMATE ACTION
<p><i>Target 13.1</i> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>

## 6.4. 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							

## 7. Annex 2. Glossary

### 7.1. Regional integration

#### *Short definition*

Regional integration incorporates adaptive heritage reuse into a larger territorial framework, contributing to the environmental, social, and economic sustainability of the local development. It includes all mechanisms that encourage the integration of adaptive reuse practices within the urban and regional governance. Commons-oriented governance, alternative ideas of ownership, circular economy via bottom-up adaptive reuse are at its forefront.

By resting on those neo-regionalist approaches OpenHeritage aims to contribute at, regions are territories to be defined in relation to social practices and in discourse, social constructs which scale might vary greatly by embracing macro, micro or cross-border dimensions.

In order to shape more coordinated spatial development, regional integration thus engages with multi-actor collaborations by orienting different resources and divergent interests toward cross-cutting goals. It is a comprehensive process through which heritage related values to a (cultural) site are up-scaled to overcome territorial disparities, by creating benefits and strengthening connections between people and their surrounding environment.

#### *Relevance*

Regional integration is a crucial concept of OpenHeritage, that correspond to the third aspect of the inclusive management model the project aims at, by integrating regional planning with other two main pillars: "community and stakeholder integration" and "resource integration".

Therefore, it is a leading aspect at both macro and micro level of research. A specific effort on the investigation of regional integration has been deployed in analyzing the regulatory-institutional framework guiding adaptive re-use practices in Europe today (WP1), studying how these work locally through selected cases studio (WP2), and in the complex evaluation which brings these aspects together as well (WP3).

Approaches related to regional integration are part of the toolbox which has been developed and tested in the Cooperative Heritage Labs (CHLs). To this end, it is included in the CHLs Local Action Plans that function as roadmaps to follow from the start of the inclusive re-use processes.

#### *Key discussion around the term*

Although regionalism has drawn forth a rising interest in a number of social science specialisations (e.g. social and gender, migration, human rights, environmental governance, etc.), the term "regional integration" is dominant in two field:

international political economy and EU integration. The first ultimately explores ways to “foster liberalization and settle disputes over market access between states” such as trade and investment patterns; the second, instead, has been tempting to go beyond interstate bargains by considering “member states and their governments as the principal agents driving European integration and policy-making to protect their geopolitical interests and the economic concerns of their constituencies” (Börzel 2016, 63-41). It needs to be noticed that integration theories mainly emerged from the European phenomenon, making European study on the matter the main reference to measure integration in other part of the world (Ibidem; Laursen 2010).

In recent years, the debate around regionalism and regional integration has focused on two main directions. “New regionalism” (social constructivist) criticizes the state-oriented approach of the “old” ones (rationalist) by including, in the definition of a region, more spontaneous processes. The emphasis is thus on “informal sectors, parallel economies, and non-state coalitions” (Laursen 2010, 3), namely in the social construction of a region and including also actors such as those of civil society, often neglected in the study of regionalism (De Lombaerde et al 2010, 23). Accordingly, De Lombaerde et al stress that “region is a polysemous concept”: it embraces a highly variable spatial scale, from supranational, to subnational cross-border regions, challenging the very existence of comparative regionalism studies (De Lombaerde, 2010).

Due to city-centered regional development, and in respect with OpenHeritage focus, it is worth mentioning the metropolitan scale of regional integration as key level to evaluate disparities economic (Psycharis, Kallioras and Pantazis, 2020) and spatial variations (Wan 2019). Already in the late 80s Vartiainen (1987, 126-117) states “territorial integration” is a seminal concept in approaching neoregionalism through spatial policy and planning. By adopting a restricted geographical approach, the author aims at clarifying the meaning of territorial integration, an attempt he develops through the concept of territoriality. It emerges a local-based perspective, conceptualizing the regional system “in both a physico-functional sense and a socio-cultural sense”. Therefore, locality - “the arena for our everyday life and experiences” - is assumed as the basic element of the system (Ibidem).

It has been noticed that the territorial dimension, particularly through the idea of territorial cohesion and then through European Cohesion Policy, featured in thinking on European integration from the start (Gallez 2018), bringing the principle of balanced territorial development at the core of the European action<sup>59</sup>. (13) Territorial Agenda of the European Union 2020 mainly stresses regional integration in term of territorial connectivity “for individuals, communities and enterprises” (priority 5) and “ecological, landscape and cultural values of regions” (priority 6). Therefore, in the document the term “integration” couples with “inclusion”, defining a strategy to assure sustainable development objectives (European Commission 2011). Yet, moving from EU context, a fresh line of enquiry into the ‘social’ dimensions of regionalism has been exploring the nexus between regional integration and welfare. In recent study, Riggirozzi (2017, 661-675) examines the regional integration–poverty nexus in relation to health policies of Southern world regions. In the author’s

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<sup>59</sup> Aim of the cohesion policy is to foster the development of the most dynamic European regions while bringing the least advantaged regions into parity.

viewpoint, the activities of the Southern regional organizations in supporting pro-poor approaches and advancing pro-poor programs may advance new perspectives in matter of regional integration, creating a territorial impact in term of social and regional development (Ibidem, 669).

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## 7.2. Affordable spaces

### *Short definition*

"Affordable spaces" relates to the demand of the operators and users to have access to a space that fits to their needs in physical perspective, but also corresponds to their economic power. Within the OpenHeritage context many of the analysed sites are within difficult context, e.g. marginalized or areas or areas with several problematic properties. Affordable spaces are relevant for the usage, due to the additional effort caused by the heritage aspects.

### *Relevance*

The revitalisation and operation of heritage sites in most cases comes along with additional effort, compared to new or younger existing buildings and sites. Reasons could be the character as special-purpose properties, possible restrictions made by the monument protection authority or the need to preserve and to present the history of the project or site. Due to its special character the ideas and usage concepts have to reflect on this situation, which leads to the question of the affordability for operators and users. The question of affordability is especially relevant in order to analyze existing projects (WP 2, Observatory cases) and the ideas for establishing long-term successful usage concepts for the CHLs in WP4 (Cooperative Heritage Labs) and the development in WP5 (Toolbox development, e.g. D 5.4, D 5.6).

### *Key discussion around the term*

Affordability in (urban) planning relates in most publications to " (...) relationships between housing, non-housing expenditures and income poverty". The debate has become broadened after the Global Financial Crisis 2009 as " (...) revival of discussions about housing affordability as a consequence of house price and rent increases and urban restructuring"(Haffner and Hulse 2019).

In result the growing influence of the financial sector on the economy and especially the real estate sector, summarized as Financialization (Mertens 2014, 55; Plan Limited 2017) and (with smaller impact) migration and urbanization tendencies (Heeg 2013) have led to growing capital investments in housing. Combined with financial deregulation and addressing individual responsibility, more investments in this sector of real estate market have occurred, which result in rising expenditures for housing between 2000 and 2011 from 20,3% to 23% of total household expenditures in the EU (Heeg 2013, 10). The debates and therefore the definition of affordability is almost comparable for all spaces, regardless of housing and non-housing purposes. Therefore the question for affordability is crucial also for the projects related with OpenHeritage, because the preservation and presentation of the heritage aspects is an additional financial expenditure.

Affordable often relates to vulnerable users and groups with less economic opportunities, compared to the overall standard, which is pointed out for example for artists (University of California 1993, 46) or for people in social transfer systems

(University of Texas 2014, 274), elderly people (Housing Solutions Platform 2019, 28), minorities or refugees. Examples for affordable spaces for these groups are studios for arts and culture, social housing apartments or spaces for certain businesses, like workshops and also parking lots for a food truck for people who are not able to finance a restaurant (University of Texas 2014, 233).

The relation between financialisation and ownership has been summarised by Maryel Battin: "The importance of local owners can not be overstated. Each has a stake in the community and ownership is not just an investment for them" (Delvac et al. 1995,36). In conclusion, the term "affordable spaces" is linked to three conditions: a space must be available, it must meet the needs of the intended use, and the financial cost of access must correspond to the economic possibilities of the users. Second, the question of ownership needs to be addressed, in order to secure affordability and responsibility. The ownership among people of the local community seems to offer a good perspective to combine affordability and responsibility.

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### 7.3. Civic minded environment

#### *Short definition*

Organizational arrangements, policies and institutional spaces that are supportive of civic engagement, and more broadly of heritage-related initiatives brought up by NGOs, informal groups of residents, coalitions of local actors. In a civic-minded environment, the public administration possesses or increases (through capacity building processes) its institutional capacity to enable the collective action of civic actors and supporting civic reuse of heritage for social and economic purposes and supported by an economic sustainability plan.

#### *Relevance*

OpenHeritage proposes a new management model to create an inclusive approach for the adaptive reuse of heritage, based on the concepts of heritage community pursuant to the Faro Convention on the Value of Cultural Heritage for society (2005) and a collaborative governance culture. To support the creation of this management model, the research is aimed at providing important insights on the pre-conditions or institutional design principles that might allow the implementation of collaborative management models in different contexts and further analysis on the adaptive reuse projects. One of them is the presence of a civic-minded institutional environment at the City level, as a form of institutional capacity to promote multi-stakeholder co-governance of heritage and the ability to foster diverse forms of collaboration, even though public-private-community partnerships which could support heritage reuse projects.

#### *Key discussion around the term*

City government are increasingly recurring to institutional spaces to design innovations to deal with a variety of urban issues (i.e. housing; food provision; mobility) with civic actors, such as city residents, NGOs but also research institutions and private actors (Raven et al, 2017). That takes the form of Urban Laboratories, City Agencies, Urban Development Agencies, Urban Think Tanks, Living Labs, City studios, Urban Innovation Hubs, Collabs, neighborhood labs. Those spaces for experimentation are place-based and applied laboratories within a context, the city, which can be conceptualized a laboratory herself (Evans and Karvonen 2014). Experiments organized in cities as laboratories indeed are different from artificial laboratories, because they are influenced by a variety of uncontrollable variables that are able to give sense of the challenges related to concrete implementation of policies designed outside from their context of application. An example is the Collaboratory designed by the City of Reggio Emilia (Emilia Romagna, Italy) as a space to facilitate the agglomeration, co-design and prototype of civic enterprises (Peredo 2006) that provides neighborhood services leveraging on urban assets, services, infrastructures including archeological and cultural heritage. These experiments achieve concrete outputs (the realization of heritage reuse projects) but they also promote indirect

institutional and social change by challenging existing mind-sets (Gravagnuolo et al., 2018) related to heritage conversation and allowing the chance for community innovation to be injected in heritage management models.

However, this can also potentially lead to a lack of inclusivity in the processes, so there is still need for checks and balances, promoting public access, and working in partnership with organizations who are willing to invest time and resources. The capacity to govern experimentation is key in this process. It is necessary to imagine an institutional infrastructure that is suited to adapt to the speed and power of the social innovation phenomena characterizing what was defined as the new era of the Anthropocene, where the traditional rationality demonstrates to be the heir of what David Graeber would call "structural stupidity" and that will be characterized by an increasing involvement of the public administration in human activities which will result in a pressure to change in several branches of the law and policy. The presence of an administrative organizational innovations and eventually an administrative function within the City that stimulates, coordinates and support the experimentation actions for adaptive reuse of cultural assets/space with civic actors is a key factor of success. This institutional space would have the crucial role to merge scientific rigor, policy design and the enabling of forms of community-based enterprises (Peredo, 2006), rooted in the neighborhoods. Emerging organizational innovations of this kind, that merge the idea of institutional spaces and processes that enable the administration to work with civic actors with the necessity of having an empirical-based approach to provide inputs to the policy-making process are emerging across cities all over the EU and are defined in some cases as "City Science Offices". Several EU cities (Amsterdam; Hamburg; Reggio Emilia; Brno; Cluj Napoca; Paris) are establishing CSOs and are networking within the Joint Research center-led Initiative "CSI, City Science Initiative".

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## 7.4. Jobs and business opportunities

### *Short definition*

Adaptive heritage reuse projects contribute to create jobs and business opportunities, by introducing new uses which combine commercial and societal activities. By fostering, directly or indirectly, new job opportunities, adaptive reuse projects can catalyze wider social and economic improvements since they potentially cover a wide range of job typologies: from those related to readapt, repair and maintain heritage sites, to those related to culture or oriented to sustain economically disadvantaged people. Hence, community-led adaptive reuse projects face the challenge to integrate marginalized communities in the wider society, by developing their skills to help their social and economic integration through better employability. From this viewpoint, heritage revitalization is connected to economic stimulation and increased employment goals.

### *Relevance*

For OpenHeritage, job and business opportunities are relevant with respect to "regional integration" likewise to "social and economic sustainability" objectives of the re-use practices themselves. Regarding the first, one of OpenHeritage pillar, the main aim is to expand the impact of adaptive reuse project into a broader territory: new opportunities for job creation, community cohesion, education, and the solidarity economy are thus potential elements to transform diverse contexts at cultural, social and economic level. About the latter instead, it needs to be pointed out that jobs and business opportunities are deemed crucial in order to ensure inclusive and financially sustainable development process.

### *Key discussion around the term*

As the Cultural Heritage Counts for Europe report (CHCfE Consortium, 2015: 21) shows, cultural heritage is a significant creator of jobs across Europe, covering a wide range of types of job and skill levels: from conservation-related construction, repair and maintenance through cultural tourism, to small and medium-sized enterprises (SMEs) and start-ups, often in the creative industries. Adaptive heritage reuse shows the same potential, as research by Historic England and the National Lottery Heritage Fund. In particular, this research shows how heritage led regeneration, including the commercial and non-commercial adaptive reuse of heritage buildings, creates and sustains jobs by covering a wide range of types of job and skill levels. However, if on the one hand heritage-led regeneration might result in clear benefits for both individuals and whole communities tied to opportunity for job creation and for entrepreneurial gain, at the same time it could feed processes of gentrification, commodification, touristification. This aspect highlights how the use of heritage to foster job and business opportunities, however, could not be considered just in terms of its 'positive' impacts, as various publications show, e.g. (Pendlebury et al., 2019; Scott et al., 2018; Veldpaus and Pendlebury, 2019). So, whilst adaptive reuse can



create jobs and promote the development of SMEs, it is important to understand who benefits from these opportunities and if the projects hold together desirable urban effects (improvement of the built environment) and economic effects (increasement of property value) with those social-related.

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## 7.5. Connectivity

### *Short definition*

Connectivity is the capability of adaptive reuse practices to identify the use and organization of a space as an opportunity-set for a continuous exchange of knowledge and actions, linking local bottom-up projects to multi-scalar spatial relations. Thus, connectivity concerns the physical, institutional, and people-to-people linkages which implement opportunities to collaborate for a territorial integration strategy through community-led heritage adaptive reuse project. By ensuring adequate connectivity, these projects create opportunities to socially redress places by bringing together different types of actors, carrying out a sustainable development – jointly economic, ecological, socio-cultural and political – and restoring material links (e.g. transport network or more in general physical infrastructures) with other areas in the city to rebuild a heritage site in its broader spatial connections. Overall, connectivity aims at transforming governance relations generated from a specific project in a linked-territorial planning that keeps together material and social infrastructure at different governance and territorial scales.

### *Relevance*

Connectivity is at the very heart of the inclusive management model that calls community and stakeholder integration, resources integration and regional integration to incorporate local developments into a larger territorial framework at the same time. It thus is a crucial concept of OpenHeritage which might be match in the meaning of “integration”, due to the fact that for any integration a connection is a must. Hence, OpenHeritage’s inclusive model aims at connecting place-based adaptive reuse projects with the wider regional development, by the application of heritage related concepts and actions, in the framework of larger revitalization programs as motors of social integration, economic, cultural and environmental development. Moreover, OpenHeritage’s approach related to connectivity is clearly visible as a part of the toolbox which has been developed and tested in the Cooperative Heritage Labs (CHLs). The CHLs, combined a methodology based on the actor-relational planning and on the governance of commons, aim at making their interests coincide with the broader planning items establishing a sustained connection of material and social aspects and infrastructures.

### *Key discussion around the term*

Connectivity is a term widely used in the field of urban planning to refer to the directness of links within the city related to the density of connections – in particular in a transport network – with the aim of providing adequate accessibility (both physical as social). In this regard, Madanipour (2010) further pointed out that the planning process involves setting up a series of temporal, spatial and institutional connections which have been subject to rupture and shrinkage. Hence, he identifies the need to rethink connectivity in planning through: new spatial connections that connect the plan and the project, draw on formal and informal mechanisms, plural and participatory and – finally – through new symbolic connections that, rather than

marketing places or expressing ambiguous intentions, are created through a democratic process. Moreover, connectivity has drawn forth a rising interest in the field around regionalism studies and regional integration, mainly seen as a crucial factor to achieve success on cross-border European cooperation projects (Castanho et.al 2017). Particularly, Castanho et al (2017), by considering the analysis of several case studies of cross-border cooperation throughout Europe, identifies as a key factor for their implementation the "connectivity/movement between cities along with a strong political commitment". Particularly, it was highlighted the importance of public transportation connectivity, as a priority to achieve success on these projects. For Schmitt-Egner (2002) the key spatial characteristic of "region" is that a spatial entity characterized "by vertical and horizontal linkages" with other regions and other spatial scales. In this respect, Shaw and Sykes (2006) argue how the "interconnection" - along with "shared power"- to overcome sectoral and spatial insularity has been recognized by policy initiatives at a variety of spatial scales and this has been accompanied by a burgeoning academic literature on themes such as: 'new' regionalism; European spatial planning (Commission of the European Communities - CEC), cross-border issue, collaborative and partnership approaches to planning and urban policy. Furthermore, connectivity is a crucial concept within the Territorial Agenda of the European Union 2020 that mainly stresses regional integration in term of territorial connectivity "for individuals, communities and enterprises" (priority 5) and "ecological, landscape and cultural values of regions" (priority 6). The concept of "connectivity" also emerged among Association of Southeast Asian Nations member referring to regional integration development. Specifically, within the "Master Plan on ASEAN Connectivity", connectivity is understood as a tool used to decrease territorial inequalities - on different scales (regional, sub-regional, and local) - mainly through provision of - material and immaterial - infrastructures (Fau 2017). In conclusion, "connectivity" is also strongly linked to the concept "integration" by considering it unfeasible to implement without adequate networks connections. From this prospective, it is possible linked it with the field of urban regeneration and social innovation, specifically within the "Integrated area development" strategies (Moulaert and Nussbaumer 2004). Starting with a specific place-based project, the concept of connection/integration (e.g. among stakeholders, governance levels, resources, territorial scale etc.), represents a crucial factor to improving territorial and community development in its wider spatial structure.

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## 8. Annex 3. Regional integration SWOTs of Observatory Cases

### OC 1: Cascina Roccafranca

**General summary:** case strongly based on a participatory planning process besides on a network for the exchange of knowledge, resources and support mainly at the city level. Located in city's outskirts, bought by the Municipality and requalified also with the support of European Union Urban II program.

#### **STRENGTHS (internal factor)**

- Participatory planning process whether for the architectural design or its subsequent uses carried out and supported by the Municipality aiming at creating a multipurpose neighbourhood centre based on citizens' needs.
- Cascina Roccafranca implements a place-based development incorporates into the larger city framework due to the creation of a network of similar community hub centers (named Network of Neighborhoods Houses/ *Rete delle Case di Quartiere*) located in different neighborhoods of the city working in partnership among them and with the Municipality, thus throughout the city based on a public-civic cooperation. Hence, it supports the creation of a long-established networks for the exchange of knowledge, resources and support, starting with its surrounding area.
- Fostering of employment policies through the project's activities in which some employees directly paid by the Municipality
- The former farmstead has a significant place in the local history and the community's memory and at the same time the surrounding district has a history of strong community involvement and participation.
- High-quality refurbishment based on an ecologically friendly use of resources with internal premises adaptable to hosting several uses
- Public-civic co-management of the space due to Cascina Roccafranca's status of a public-private foundation- flexible legal entity which fosters Inclusive public procurement for the allocation of some of its premises and its subsequent activities.
- Keeping heritage significance in the reconstruction project adaptive reuse.

#### **WEAKNESSES (internal factor)**

- Although there is an employment policy supported by the Municipality through the space's activities and their management on the one hand, on the other seem to be a high rate of work on volunteer basis in the project.
- During the participatory planning process there were improper suggestions from the citizens for the building's use to deal with such as the creation of a big shopping centre.
- Location of the building in a surrounding with many problematic areas since that it has been struggling with severe social and economic problems: which led to the decay of buildings and public spaces, as well as environmental damage, high level of air and noise pollution across the area.
- Long-lasting of the participatory planning process, about 2/3 years.

#### **OPPORTUNITIES (external factor)**

- The Municipality has used the funds received from the European Union's Urban II program to purchase the complex that was a private building and making it under

public ownership in order to ensure a community-led regeneration of its outskirts.

- Surrounding area with a history of strong community involvement and an economy with significant growth potential.
- Civic-minded local institutional environment which strongly supports with its programs and policies locally rooted projects such as Cascina Roccafranca in Mirafiori district.
- The participatory planning process for the adaptive reuse of Cascina Roccafranca - as one of the actions funded by URBAN II - was particularly built on an already existing participation mechanism in the surrounding district (named Tavoli Sociali within the Progetto Speciale Periferie of the Turin Municipality) thus, refocusing it towards the possibilities of a new community venue to Cascina Roccafranca complex.
- Positive planning provision for the former farmstead as site for services along with a positive absence of heritage protection for the site in which no restrictions concerning the reuse of the complex are provided.
- Presence of a regional law supporting the creation of "diffused museum" has encouraged the creation within the complex of an Ecomuseo.

#### THREATS (external factor)

- surrounding area (former industrial district) which has experienced a strong economic crisis and a growing unemployment.
- lack of a national urban agenda or plan/policy on urban planning.
- lack of any national policy addressing the issue the problems of urban peripheries across Italy when the project was starting.
- presence of structural social frailty within the area without a consistent state-led support.

Regional Integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• Cascina Roccafranca participatory planning process was created mainly due to the presence of a civic-minded local institutional environment along with its programs and policies</li> <li>• The project includes cultural programs, wellness programs and courses proposed by external organizations and regular educational activities to create of a multipurpose neighbourhood centre based on citizens' needs</li> <li>• The Municipality has used the funds received from the European Union's Urban II program to purchase the complex.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• Cascina Roccafranca wasn't a listed as cultural heritage. However, even if the complex has been entirely rebuilt it has maintained its original historical appearance, for instance, by keeping architectural features important for the identity and the recognizability of the place and by mixing elements that somehow recall the past, but they also suggest modernity.</li> <li>• Although the former farmstead has been entirely rebuilt, heritage values has been enhanced also through the creation of "diffused museum" and the Local History Interpretation and</li> </ul>



	<ul style="list-style-type: none"> <li>The project has supported the creation of a network of similar community hub in the city by supporting a continuous exchange of knowledge. This was archived due to the Municipality long-term regeneration strategy.</li> </ul>	Documentation Centre of the Circoscrizione 2, within Cascina Roccafranca itself.
<b>THREATS</b> <b>(External Factor)</b> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p><i>Threat-Strength (TS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>The project promotes an employment policy mainly to avoid the strong economic crisis and a growing unemployment that affected the surrounding district. Particularly, Cascina Roccafranca became a support facility for residents of the neighbourhood facing unemployment or poverty. In this respect, Cascina has some employees directly paid by the Municipality and through inclusive procurement selected social cooperatives for the management of some of its activities aiming at creating a significant social impact along with new job opportunities. Moreover, the Cascina also helps and gives space to new social enterprises.</li> </ul>	<p><i>Threat-Weakness (TW)</i>  <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>To face several social and economic problems of the surrounding area (e.g. ageing, obsolescence of many economic activities, social isolation), Cascina Roccafranca provides affordable spaces and self-made projects opportunities. The latter are supported by cultural and social animators sharing their know-how and spaces to foster independent projects management;</li> </ul>

## OC 2: Scugnizzo Liberato

**General summary:** Scugnizzo Liberato is one of the projects recognized as urban commons and included in the complex commons network of the city of Naples. Scugnizzo has been gradually renovating the ex-convent of San Francesco delle Cappuccinelle in Naples historical centre by adopting practices of self-organization and self-management.

### STRENGTHS (internal factor)

- The project is based on a commons-based governance coordinated with the Naples Municipality through the adoption of commons regulation.
- Scugnizzo Liberato adaptive reuse is based on a self-organized step by step renovation. This means that small foreseeable and incremental steps have been taken in the transformation process (as opposite to a blueprint plan).
- The project promotes mutual aid activities based on the community's needs which particularly aim at strengthening the capacities of the most fragile subjects of the city.
- Huge architectural and cultural value of the heritage site that is a former convent built on the XVI century, listed as an Italian cultural asset.
- Fostering of a particular employment policy through the spaces' affordability specifically oriented to support and develop craft traditions decreasing and often replaced by tourist activities in the historic centre of the city where the project is located.
- Scugnizzo Liberato promotes an intense and varied program of cultural events of great importance at the local and metropolitan level
- It is part of the commons network which support knowledge and resources exchange among similar projects as well as among political stakeholders, including associations, committees, city networks, urban and political movements.
- The project is considerably driven by youths among which local university students and activists which also initiated the experience.
- Scugnizzo opening has improved the livability of its surrounding by providing public spaces, such as a new square but also indoor spaces and amenities

### WEAKNESSES (internal factor)

- Difficulties in managing a 10.000 sqm complex and in the coordination of a significant number of people.
- The long-lasting neglected state of the complex determined its poor preservation. Nowadays, several floors are still abandoned due to the lack of economic resource for the renovation process.
- The community often claims exclusive rights on building, although in violation of the Municipality regulations and policies. It has been noticed that this aspect also influenced the management of allocation of the building's premises for the activities.
- Unwillingness of the Scugnizzo community to collaborate with for profit organizations as well as with cultural foundation to foster fundraising activities

### OPPORTUNITIES (external factor)

- The Naples Municipality was the Italy's first department for the matter of urban commons (Department of Town Planning and Common Goods'/Assessorato ai beni comuni e all'urbanistica). Hence, several of the city council and mayor's office resolutions have been carried out to the framework of the urban commons' assets in supporting community-led initiatives to reuse abandoned public and private assets.
- Previous renovation work and refunctionalization of the project which made available a theatre and gave an essential push towards the cultural development of the building.
- The UNESCO Big Project (Grande Progetto Unesco), which includes Scugnizzo, aligns with the initiative's objectives in matter of new uses for the complex and in general for the urban area.

- Even though Scugnizzo Liberato is not included among the interventions selected for the UNESCO Big Project for the historic centre of Naples, the area where the former convent is located underwent a large-scale renovation public program which affected the urban and infrastructural dimensions.
- In July 2019, it has been signed an agreement between several public authorities which will provide 7.500.000 euros capital to restore the ex-Cappuccinelle.

#### THREATS (external factor)

- The economic support of the Municipality is often insufficient, due to the pre-bankruptcy state of the Municipality.
- In Italy it has been the Neapolitan model has been widely criticized because it ultimately legitimate illegal actions i.e. building occupations.
- Short-term "adoption" of the complex which depends on the current Mayor's mandate. The legal experimentations based on civic uses are mainly linked to the specific mandates of the Mayor Luigi De Magistris meaning that the recognition of the cultural assets, under the umbrella of the common goods, could be over with the conclusion of his mandate.
- To ensure the self-governance of the assets is inclusive, accessible and impartial, the Municipality requires the writing of a so-called "Declaration of Civic and Collective Use" by the engaged communities. However, it is belated process for the Scugnizzo.
- DIY and self-organization practices might hamper the conservation of the complex, arising some conflicts between the Scugnizzo community and the Soprintendenza (regional branch of the national heritage authority).

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	Opportunity-Strength (OS) <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• A local movement has squatted the complex with the aim to reclaim the value of the space and for its social use. Hence, the group formed by social and political activists has assumed since the beginning a proactive role in this heritage regeneration process particularly due to its the openness towards the public administration and to other urban and political movements at the city level. Thus, the strong commitment of both the community and the public authority allowed for opening rooms of experimentation enriching the commons network of Naples.</li> </ul>	Opportunity-Weakness (OW) <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• When the adaptive reuse process started the complex was almost totally inaccessible for example due to widespread mould and vegetation. Community engagement thus happened not only at the level of decision making but it has also become a crucial element in the renovation process of the complex. DIY practices and self-construction have been instrumental both to make the good accessible and to strengthen community links and sharing knowledge.</li> </ul>

<p><b>THREATS</b> <b>(External Factor)</b></p> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p>Threat-Strength (TS) <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>• The recognition of the ex-Cappuccinelle had been taking place in context of severe economic austerity, due to the pre-bankruptcy state of the Municipality. In this respect, although some managerial costs are partially remitted to the public authority, several economic and practical difficulties emerged to carry on the project.</li> <li>• Scugnizzo Liberato thus promotes an intense and varied program of cultural events raising funds to be finance small, foreseeable and incremental construction work which allowed opening new activities. Moreover, the municipality exchange the allocation free of charge of some premises of the complex with in kind work by the Scugnizzo inhabitants. As mentioned, interventions have significantly relied on the personal commitment from the community.</li> </ul>	<p>Threat-Weakness (TW) <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>• To countering the commons network falls apart with the end of the current mayor mandate, the Municipality has been working on raise awareness of all Neapolitan citizens about the significance of this experience in terms of present and future opportunities. Moreover, they have tight municipality resolutions on constitutional principles and has institutionalized the process through the creation of specific offices and/or agency.</li> </ul>
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## OC 3: Sarfabrik

**General summary:** *The Sargfabrik is a housing project located in the former coffin factory (Sargfabrik), that has been developing since 1980s in the city of Vienna. The housing concept proposed by the Association for Integrative Living is based on collective living arrangement. Apart of varied housing offer, the project currently includes several services that are publicly accessible.*

### Elaboration of OC factors:

#### STRENGTHS (internal factor)

- Clear mission statement: The Sargfabrik is a housing project with a very clear social and cultural message and explicit social goals, focusing on integration and social equality both among its residents and in its wider neighbourhood. All the programs, architectural choices are supporting this common goal.
- The public functions (Bathing House, the Concert Hall, the kindergarten) on site in combination with the organized activities are not only an added value for the residents but also bring vitality to the neighborhood.
- Culture of open transparent collaboration that the residents and users have 'perfected' over the years.
- Both buildings were committed to participatory design strategies and community engagement: keeping in mind long term win-wins.

#### WEAKNESSES (internal factor)

- Potential disbalance in the interest of the Association and the interest of the individual people.
- The cooperative model should be used in a flexible way, when living needs change over time (for example when the kids move out) people are expected to move to a smaller apartment and make room for new families. But due to emotional attachment some people are unwilling to move to a more suited typology.
- Due to the success of the project, there is a long waiting list, people are screened to see if they are a match with the project. Children who were raised in the project have to go through the same screening. This doesn't guarantee that young people can stay in the project nor in the (expensive) neighborhood.

#### OPPORTUNITIES (external factor)

- General housing policy city of Vienna: The generous housing subsidies available for constructing buildings, made it possible for the Association, who did not receive any special support, to realize the Sargfabrik project and allowed its middle to lower-middle income members to successfully apply for bank credits, and to complete the construction process.
- One key aspect was defining the building as "Wohnheim" (dorm, or residential home). The Association (VIL) acts as the owner, constructor, operator and rental agency of the housing complex. This creates opportunities for housing subsidies and exclusions from building regulations. This model also allowed the share of public operating space up to 25%.
- There is the ambition to straighten relations between the project and the neighborhood. There is a consensus that many things have been achieved inside Sargfabrik, now it is time to think about how the surroundings could and should be improved.
- It became a trendsetting model for an urban and modern way of living. It has hundreds of visitors every year.

#### THREATS (external factor)

- The self-organized business model has also led many new communities that are effective in organizing themselves and bringing vitality into the area. Now

everybody is advertising the area with the Sargfabrik project, and the sites in the neighborhood became quite expensive. In this light one can argue that the project contributed to the wider gentrification.

- In the current financial model they did not foresee the cost linked with the aging building. They need a new financial approach in order to keep the building in a good condition.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• Clear social and cultural message and explicit social goals helped in taking advantage of the tradition of supporting affordable housing for the residents in Vienna.</li> <li>• The public functions that serve the residents and outside community, are in line with the initial ambitions and enhance a broader community involvement.</li> <li>• Because of the autonomous status of the Association, over the years occupants could take over a lot of responsibilities and were allowed to participate in the planning process. For instance, they could influence the architecture plans, the materials used, the inside design - so each flat has its own style.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>• Due to scale of organization: exercise in finding balance between the individual and common goals. They set out a clear regulatory framework for this.</li> <li>• Although the first designs envisaged the preservation of the old production hall (the housing units were to be placed in this building), later it became clear that the old building could not be saved and it was replaced by a new building – preserving only the original development structure. The chimney still stays in the middle of the building complex, as a symbol of the past. Although heritage protection is admittedly not very important for the community, they decided to preserve the past in the name of the project. This created better living conditions while still referring to the past.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies...	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>• Defining the building as “Wohnheim” made it possible for a resident group to gain access to housing subsidies, yet only</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>• The emotional attachment of people with their apartment prohibits new people moving in.</li> </ul>



<ul style="list-style-type: none"> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p>for the construction and not for housing allowances. Moreover, the Wonheim 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.</p> <ul style="list-style-type: none"> <li>• The organization used the long waiting period during the planning procedure to strengthen the community, developing effective ways of handling conflicts and resolving disputes.</li> <li>• In order to stay true to the initial mission of creating an open, inclusive housing project they have foreseen multiple typologies in order to house a diverse range of residents.</li> <li>• Also to make sure that people engage in the mission the association members have their rights and obligations detailed in an internal contract, like in a cooperative.</li> </ul>	<ul style="list-style-type: none"> <li>• Building renovations and long-term affordability are a threat to the project, the well throughout governance structure with a general assembly provides a framework to proactively think about future risks and to collectively take action.</li> </ul>
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## OC 4: Färgfabriken

**General summary:** Key cultural institution in Stockholm, through its agenda (focus on art, architecture and urban planning) the organization became a important actor with impact on the redevelopment of the surrounding area. The building is privately owned and the governance structure (privately industrial company, SAS) provides a seemingly stable financial model and independence in agenda setting. Through local and international collaborations with emerging practices the foundation reaches a wide range of people and institutions.

### STRENGTHS (internal factor)

- The creation of a foundation and the separation of Färgfabriken's daily operations ensures independence in terms of agenda setting. In this way the foundation can also be critical for ongoing transformation processes.
- By expanding the focus from art and architecture to urban planning the project could make new coalitions on an European level (more funding and recognition). This change of focus also created a rather unique profile among art institutions (local, regional).
- Development of the Färgfabriken method got picked up by media and created visibility for the project.
- The heritage protection saved the building from being demolished.

### WEAKNESSES (internal factor)

- Distrust among colleagues due to mismanagement of the foundations money. To stabilize the situation, the relationship between Färgfabriken and Lindéngruppen was formalized.
- The foundation stimulates the reproduction of their model in other cities / countries. But the success of Färgfabriken is depending on its 'people'.
- The daughter of the owner is in the board. For now this has been positive due to her background in art.
- Strong bond among the team that is relatively small. New additions to the team strongly depend on the financial resources the foundation disposes of.

### OPPORTUNITIES (external factor)

- Local funding to stimulate bottom up reuse of the area: Local authorities also started to support individual artists with studio grants and Färgfabriken with funding for activities.
- Strategic partnerships with ministries and municipalities. Creating momentum by collaborating with the city for European Capital of Culture.

### THREATS (external factor)

- Private ownership, this creates a dependency on a private actor.
- The threats are mostly connected with the neighborhood changes – once a white spot, the neighborhood has been developing rapidly. Färgfabriken tries to engage in a way to shape this development.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p><i>Opportunity-Strength (OS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>The choice to take on new 'open, transparent' approach, not managed by the city or the government created a unique profile among art institutions.</li> <li>Strategic partnerships with ministries and municipalities created momentum and awareness for the project, putting it on the map locally and internationally. Development of the Färgfabriken method which got media attention. Marketing-awareness.</li> <li>Local funding to stimulate bottom up rescue of the area: Local authorities also started to support individual artists with studio grants and Färgfabriken with funding for activities.</li> <li>Lindéngruppen's role in facilitating the creation of Färgfabriken is due to the engagement of Ulf G. Lindén, its former owner. When the building in Lövhölmén stopped its paint production, Ulf G. Lindén, inspired by his love for art, decided to use the space to create a cultural venue. While Lindéngruppen's sponsorship is a philanthropic gesture and a continuation of the company's engagement with arts through the Beckers Art Award, Färgfabriken as a cultural venue could also help the company reach out to new fields and explore new ideas for its own development. In the</li> </ul>	<p><i>Opportunity-Weakness (OW)</i>  <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>Distrust among colleagues due to mismanagement of the foundation money. To stabilise the situation, the relationship between Färgfabriken and Lindéngruppen was formalized.</li> <li>The foundation stimulates the reproduction of their model in other cities / countries. But the success of Färgfabriken is depending on it's 'people'.</li> </ul>

	meanwhile, the creation of a foundation and the separation of Färgfabriken's daily operations from the company also ensured the curatorial independence of the new cultural centre.	
<b>THREATS (External Factor)</b> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p><i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>• The owners plan on the longer term was to demolish the building. However, with pressure from the artists, the building received heritage protection from the municipality. The artists' involvement and their capacity to bring in funds convinced the owner. In 1995, a foundation was created with the participation of Alcro-Beckers (still owner of the building), ColArt and the Association of Swedish Architects, with Alcro-Beckers taking a more important role.</li> <li>• The creation of a foundation and the separation of Färgfabriken's daily operations ensures independence in terms of agenda setting.</li> </ul>	<p><i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>• Threat: gentrification of the area. Färgfabriken as an established actor in participatory processes was appointed by the city to act as the curator in the broader discussion about the area's future, the preservation of its industrial character.</li> </ul>

## OC 5: Largo Residências

**General summary:** Largo Residências, run by a cooperative, aims at connecting the area's past and future: it serves as a community hub for many of the area's residents and initiatives, and develops projects to support the cultural and social inclusion of the neighbourhood's precarious inhabitants. Perhaps as a result of its own success, Largo has been accused of contributing to the wider gentrification of the neighbourhood, which it seeks to mitigate by simultaneously influencing local policies and services.

### **STRENGTHS (internal factor)**

- This is a co-operative, grass-roots project, which has good links with the Municipality and has benefited from funding as well as establishing itself within regulatory networks to become involved in influencing policies and local politics (including housing legislation, elderly support and tourism).
- Cultural/arts residencies and events support wider community and local economy, advocating social inclusion and becoming well embedded in the local community.
- Having taken a long time to establish, there has been significant learning on community partnerships and local development. As a result of balancing of financial independence alongside cultural and social inclusion, Largos has been identified as a model of good practice (featuring in the EU 'Policy Handbook on Promotion of Creative Partnerships') which has led to knowledge exchange through further partnerships (international and local).

### **WEAKNESSES (internal factor)**

- Short-term use of the building: the relationship with building owner is worsening, under pressure of wider gentrification. A new building lease is therefore being sought as the current lease runs out in 2021 (the building is expected to be sold).
- Perhaps as a result of its own success, Largo has been accused of contributing to the wider gentrification of the neighbourhood (which it seeks to mitigate by simultaneously influencing local policies and services).

### **OPPORTUNITIES (external factor)**

- Largo are successful mediators between citizens and local municipality, which brings opportunities to further strengthen regional integration by incorporating the development into a larger territorial framework and contributing to social and economic sustainability.
- The project has the support of municipality & is recognized for its centrality in community.

### **THREATS (external factor)**

- No guaranteed building to operate from at the end of the current lease.
- Gentrification of area (local and global investment), financialisation of housing & touristification is seeing mass-evictions.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>This financially sustainable, grass-roots cooperative has formed significant learning over the years, alongside strong local networks which are being drawn upon to influence policy and local economy and grow the reach of the project.</li> <li>As an established and financially sustainable cooperative, significant learning can be taken forward in the likely relocation of the premises. Existing networks and relationships and trust have been drawn upon to gain support of and influence the local municipality, thereby having an input into local policy development.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The success of Largo is contributing to gentrification of the wider area, but as a result of the projects links and good working relationship with the Municipality, it is attempting to mitigate this by influencing local policies and services.</li> <li>The near-ending lease on the building and worsening relationship with the owner is being dealt with by seeking new premises. The new building has the opportunity to provide a cafe space that can serve the existing social function and grow the economic function. The support of the municipality and established position and reputation of the cooperative is well placed to continue to support residents in a rapidly gentrifying/tourisifying neighbourhood.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>The neighborhood is undergoing gentrification, where a focus from adaptive heritage reuse is giving way to purely economic return. However, Largo remains committed to social inclusion and is drawing on its local networks to influence policies to protect residents from these processes in the community and further afield.</li> <li>The cooperative is influencing policies to protect residents from wider gentrification and housing financialization.</li> <li>The self-financing model is as well placed as any to deal</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>The impact of neighbourhood gentrification is hoped to be minimized for residents through the implementation of local policies, which have a wider reach.</li> <li>To minimize the immediate threat of the building lease ending, new premises are being sought, although this brings with it new questions around the place of adaptive heritage reuse in the future.</li> <li>The most immediate threat to the project is the near cessation of the building lease, which is being overcome by seeking new</li> </ul>

	with and wider local and national economic volatility as well as social and cultural inclusion.	premises. In seeking to culturally support the regeneration of the neighbourhood the project has been part of a wider process of gentrification and increased tourism into the area. However, policies have been put in place to curtail and help minimize the impact of this on local residents.
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## OC 6: Jewish District

**General summary:** The Jewish District is a historical neighborhood in the center of Budapest, recently known as the “Party District” because of the so call ruin bars, namely emerging practices that since 2000 has turned courtyards of dilapidated empty buildings signed for demolition into cultural and hospitality venues. This phenomenon has attracted mass tourism and induced acute gentrification process. We consider the Szimpla Kert case study, one of the first ruin bars that still works for a livable vision of the district.

### STRENGTHS (internal factor)

- The venture is driven by community building and cultural heritage preservation/growth and takes a collaborative approach across independent businesses.
- Szimpla is a good model of cultural heritage used by others in the Jewish District - knowledge is exchanged and support given to other organisations, thereby upscaling heritage value beyond this site.
- This is a successful and financially independent business, which does not rely on government or other support.
- Szimpla takes positive steps to mitigate their impact on gentrification/touristification by limiting on patrons entering the premises – for example not allowing large hen/stag parties.

### WEAKNESSES (internal factor)

- Limited in connections with municipality as a result of laissez faire governing and weak regulations (open to negotiation and corruption).
- It is unclear what other stakeholders are included in Szimpla, beyond the business owners themselves.
- By reusing the building without renovating it, there is a longer-term threat to the material heritage assets, which are gradually deteriorating.

### OPPORTUNITIES (external factor)

- The new local government has the opportunity to work in a different (more strategic) way and make stronger connections with the district.
- As a result of the gentrification and tourism, the cultural heritage/community-led vision is to be better protected by being joined up with others with the same mission and core values of creating a civic base and cultural heritage.
- Jewish heritage tourism is attracted to this site and could preserve the cultural as well as material aspects of this.

### THREATS (external factor)

- Gentrification and over-tourism are putting pressure on organisations to function in more economic terms and displacing community and cultural organisations.
- Historically weak policy and regulatory frameworks and susceptibility to corruption have provided pockets of finance (2014) to renew and protect cultural heritage but have done little to support the long-term protection of the Jewish District’s cultural heritage.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>Szimpla is a successful heritage re-use model which is informing and supporting others in the wider district. In keeping to its core focus of cultural heritage and creating a civic base, Szimpla is growing links with other organisations in the neighborhood who have shared values and aims (with the hope that the new local government will provide support not previously given).</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>One of the biggest weaknesses is that the lack of renovation threatens the material heritage of many buildings. It is unclear what steps have been taken to mitigate this.</li> <li>Connections to the local municipality have been historically weak, although it is hoped that the recent change in administration will bring stronger support and structure, it's not clear if steps have been taken to enable this.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>One of the largest threats comes from over-tourism and gentrification, and a related displacement of Jewish culture. Szimpla are trying to mitigate these effects on a small scale by controlling clients using the bars, and more strategically by strengthening networks and collaborating with other organisations who share the same ethos; seeking to preserve and grow culture in the neighbourhood and preserve the established civic base that gentrification now threatens.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>The threat to cultural heritage through gentrification/tourism is being tackled by Szimpla on an individual scale by controlling the customer-base and beyond that by joining up with other like-minded organisations to share knowledge and strengthen community-building and cultural heritage across the district.</li> <li>There does not appear to be any actions taken to avoid the existing threat of policy/regulatory weakness/corruption or improve relations with the new local government.</li> </ul>

## OC 7: Lafabrika detodalavida

**General summary:** *participatory cultural space located in an abandoned cement factory in a small municipality in Extremadura - rural region of western Spain - run by Lafabrika detodalavida collective thanks to the urban masoveria agreement entered into with the local Municipality. Ethic of DIY construction, reuse of materials and zero cost as an act of empowerment are some of the key values of the project.*

### STRENGTHS (internal factor)

- Participatory public space at regional level to address concerns and needs of the local/regional community. This also meant providing tools to analyze and understand Extremadura society.
- Youths involvement by fostering opportunities in returning to the countryside, and contrasting the dominant narrative through a daily-based social and cultural activities.
- Open network of creators, thinkers, social agents and other outside projects, at national and international level, linked to the project.
- New and beneficial economies around commons and cooperative production; collaboration and inclusion within the project premises of local entities (e.g. NGO) especially dedicated to the local development of the surrounding through entrepreneurship and innovation.
- Community empowerment and renovation process of the complex through ethic of DIY construction
- Arrangement between Lafabrika collective and the public administration based on the use of building (originally it was for the land) in exchange for its maintenance/renovation.
- Transfer of beneficial urban practices to a rural context, paying attention and care on how to build a community in the rural context.
- Community capability to resist despite the lack of consistent local administrative engagement.
- Ideas, methodologies and the project itself are registered under Creative Commons or Move Commons licenses.
- Year-long residences offered for free and selected through open call for projects to be connected to the surrounding.

### WEAKNESSES (internal factor)

- Lack of consistent local administrative engagement and consequently of shared vision with the town council.
- Very limited funds for cultivation and maintenance.
- Rural and isolated physical location of the site, which assets had suffered neglect and vandalism and was in a high state of disrepair. Some parts of the complex are not secured and still accessible.
- The project is not creating significant job opportunities.

### OPPORTUNITIES (external factor)

- From a regional viewpoint (Extremadura), the heritage site is located in a strategic position and is public-owned.
- Extremadura region is very rich in terms of natural and cultural resources which may prove to be the region's ticket out of economic depression and unemployment.
- Even if the complex is not listed as heritage, it has a strong significance in the local history and community memory (lack of heritage status also made its adaptive re-use model more feasible, as less regulations apply).
- The agreement between the Los Santos the Maimona Municipality and the Lafabrika collective calls for mutual support between parties by referencing the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development.
- European Heritage Days in the western Spanish region of Extremadura.

### THREATS (external factor)

- The factory site in Los Santos de Maimona still stands in the shadow of a past tainted by disappointment and injustice, it represents the false promises of industry made, is a symbol of loss
- Continued loss of the town's youth - emigration from the region
- Surrounding area has not experienced any kind of cultural, economic or demographic growth in recent generations
- Extremadura still has one of the highest unemployment rates and lowest activity rates, leaving it far behind the rest of the country economically speaking.
- Reluctance and skepticism on the part of the older generations of the town for the project
- The return to kind of rural context as Los Santos de Maiomona is still always see as a failure because of the view of no possibilities in the village, such as no networks, no future
- Lack of partnership and collaboration at the regional government level
- Heritage policies and programs at regional level which not include the project
- Ageing population
- The building is in a growing part of town
- Seems that the site does not have any kind of protection as a heritage site -> more vulnerable in the face of a growing real estate market, as well as have less resources available for their maintenance

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>○ Since the former cement factory has a strong significance in the local history, Lafabrika detodalavida collective has set up a participatory cultural public space at regional level based on creative, innovative, collaborative and political productive work. They attempt to address the concerns and needs of the local community and beyond. This process has been supported by the well-known Extremadura's richness</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>○ Activists do not have carte blanche on what happen in the complex. Thought, they can plan independently and with minimal support their activities. In this respect, the European Heritage Days of the Extremadura region had represented an opportunity to dialogue with different actors and learn about current needs.</li> </ul>

	<p>in terms of heritage as well as natural resources which helped the creation of national and international connections. In addition, the strategic location of the heritage site in a regional viewpoint as a cross-border region between Spain and Portugal has encouraged collaborations with local organizations (e.g. NGO) dedicated to local development through entrepreneurship and innovation.</p> <ul style="list-style-type: none"> <li>○ Since the asset is public-owned, the Municipality ceded the site to the collective in a kind of "urban masovería agreement" between Lafabrika collective and the public administration. It means a long-time and free of charge use of land in exchange for its cultivation or maintenance, basically, for renovating the space and the subsequent management of the space itself as well as of its activities. Moreover, the Municipality provides basis services and supports in seeking out assistance and providing public materials for the self-organized refurbishment process.</li> </ul>	
<b>THREATS (External Factor)</b> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p><i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>○ Extremadura has one of the highest unemployment rates and lowest activity rates, leaving it far behind the rest of the country. Consequentially, a heavy migration of youths is under way which an ageing population. To counter these phenomena, the project foresees a young-based community involvement which aims at keeping the younger generation of the region from moving away by creating new educational and cultural opportunities through programming and project engagement.</li> <li>○ Lafabrika promotes programs based on local needs and concerns. Their mission is to change the negative perception of the site, rewriting its narrative by providing new cultural and associative opportunities. The project also aims to</li> </ul>	<p><i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>○ To minimize the loss of interest and the lack of a shared vision for the territory, LaFábrica detodalavida assists in managing, organizing and producing activities within the factory space through the 'knowledge economy' method, intensive in technology, intensive in training, in mentoring. For instance, by organizing events to share their know-how with people that can profit from this knowledge. The project also supports tools for analyzing and understanding Extremadura society and registers all the ideas and methodologies under Creative Commons or Move Commons licenses.</li> <li>○ To contrast the public authority's inactivity, the collective promotes an ecologically friendly use of resources by reusing materials at zero cost and fosters DIY practices as the core</li> </ul>

	<p>expand culture and opportunities in its rural context by implementing a rural community based on the transfer of beneficial urban practices to countryside.</p> <ul style="list-style-type: none"> <li>○ Budgeting limitation has been partially solved by protecting the ruins, preserving the state of the site and playing with softer interventions based on a step-by-step strategy of repair. Community empowerment thus pass through ethic of DIY.</li> </ul>	<p>value of the project. Self-construction is conceived as an act of community empowerment, converting social capital of intangible relationships into tangible resources.</p>
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## OC 8: Halele Carol

**General summary:** Halele Carol is a good example of collaborative working in heritage re-use at various scales. Part of this factory is still used for production, whereas the transformation of some former production halls started in 2012 through cultural activities with the aim to make the place better known to a wider audience and create funds through programming with a mixed commercial and social agenda

### **STRENGTHS (internal factor)**

- Halele Carol was successful in developing a grass-roots project to harness knowledge exchange and international funding which has greatly benefitted the project (18,000 from The Netherlands and 200,000 from Norway).
- There are multiple stakeholders involved in this project, all with common goals for heritage re-use (the building owners, Eurodite project and development specialists, Zeppelin an architectural magazine, international funders etc).
- The project has grown awareness of industrial heritage and culture in this area and beyond through an example of living industrial heritage - it remains a working factory in part, with other buildings used for cultural events.
- Incremental and flexible development has enabled sustainable building re-use, which is reversable and non-permanent and harnessed existing factory workers expertise to contribute to redevelopment.

### **WEAKNESSES (internal factor)**

- Halele Carol did not make early connections with the local community and this is difficult to do now as a result.
- The long-term process of incremental renovation is a positive approach, but is not considered to be a good business case by the building owners as it does not provide quick returns on any investment.
- Despite providing a popular leisure space, here have not been any jobs or other start-ups created as a result of this project.

### **OPPORTUNITIES (external factor)**

- New plan (2018) set to regenerate Carol Park as a cultural place provides the opportunity to grow Halele Carol and share learning on industrial heritage re-use (thereby incorporating experience into larger territorial frameworks and upscaling the heritage value of the site).

### **THREATS (external factor)**

- There is a wider threat of gentrification of the area as the cultural success grows.
- Halele Carol have decided not to list the building as this would be bureaucratic and offers more freedom for adaptive re-use of the building. However, not doing so means a loss of resources to renovate the building and leaves the project vulnerable to rising market prices.



Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>Halele Carol has developed a strong network and capacity to harness international funding and knowledge exchange. The lessons learned in this project will be drawn up and shared with others as the project and wider area develops (primarily the importance of early community engagement).</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>In learning from others, Halele Carol have established a willingness to share their own learning with others and importantly the mistake of not involving the local community in the project establishment and communicating the strategy of adaptive re-use clearly to all stakeholders.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>The biggest threat to the project is from potential gentrification, and relatedly a reluctance to list the building. It is not clear if any actions or decisions have been taken to overcome this.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>The weaknesses of the project have been acknowledged and understood as learning points to share with others moving forward (particularly on communication and engagement). In particular, trust has been established between the project initiators and the building owner: the positive aspects of incremental re development have been demonstrated over time.</li> <li>The wider external threats do not appear to have been addressed.</li> </ul>

## OC 9: Stará Tržnica

**General summary:** Stará Tržnica is the old market hall in the centre of Bratislava. After years of disuse, the market hall reopened with a redevelopment plan proposed by the Old Market Hall Alliance, an NGO created by a team of experts established in order to elaborate a special programme for the building redevelopment.

### **STRENGTHS (internal factor)**

- The NGO promoting the process was very proactive and keen to collaborate with the PA. Moreover, the good reputation of its members helps in creating a supporting environment for the project.
- The project proposal (e.g. gathered many letters of interest) and the following program (i.e. a flexible forum to collect any need and function) characterized of a great openness which arose the interest among stakeholders and allowed for accommodating peoples' needs.
- The renovation creates a multifunctional, flexible and easy-to-arrange space.
- Strong community consensus helped to ease both the negotiation and realization process with the City Council while promoting the visibility of the market.
- Relying on the market historical use and aesthetic, and on present needs as well, helped in gaining community consensus.
- The combination of investments in the long run (10+5 years as the contract), small interventions in the surrounding area (such as 5000 euros invested in chairs and serving drinks) and temporary uses, has been helping the consolidation of the project in the making also strengthening the community involvement.

### **WEAKNESSES (internal factor)**

- The market's spaces are rented to businesses which aim to create a social impact. So far, this helped the economic and social balance of the project, but could be problematic on the long run.

### **OPPORTUNITIES (external factor)**

- The location of the market all in a deprived district, characterized of ruined building and under used public spaces and shops.
- Temporary and pop-up uses have been put in place to create a participated environment and inform the renovations of the various spaces.
- Combination of for-profit and for-not-profit activities.

### **THREATS (external factor)**

- Involving people with small experience, as for the market vendors.
- Since renters are engaged in financing the renovation work of the market, their failure in setting sustainable business model might endanger the overall development process.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The openness of the proposed model and the good collaboration between the NGO and the PA set the scene to use the market as a catalyst for the urban renovation, experimenting a gradual development process based on a continuous testing and re-adjustment of the development process. To this end, it has been put in place temporary uses, small investments and participatory activities. Also, indoor flexibility creates the condition to host a variety of event and activities.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>Since social businesses have often been unable to maintain themselves, the system has been oriented toward functioning business that it is asked to provide added value in exchange for lower rent. Programming is also regularly formed of not for profit activities with the aim to tying together the community.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>To support renters' activities there is no formalised structure to bring them together. Nevertheless, 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. It has to be noticed that in many cases renters have started to collaborate each other spontaneously.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>To minimize weaknesses with regard of market's renters, it has been adopted a step by step approach to evaluate and, in needed, reorient the business towards sustainable financial model.</li> <li>Overall, increasingly attention has been paid in creating a supportive and inclusive environment for renters/businesses and communities as well.</li> </ul>

## OC 10: Potocki Palace

**General summary:** Potocki Palace is a Rococo residence owned by the Radzyń City Hall, in eastern Poland. The Palace renovation started in 2017 under the lead of the municipality which aims to transform it into a cultural facility to attract tourists, integrate the local community, and boost the cultural and social life of the town and surrounding areas.

### STRENGTHS (internal factor)

- The palace has national heritage significance in terms of both architecture and history.
- The park of the palace complex is permanently open, and used also to organize outdoor cultural activities.
- The palace has a public owner, namely the Radzyń City Hall.
- Continuous collaboration between the Cultural Center (based in the palace) and the municipality.

### WEAKNESSES (internal factor)

- The overall project is exclusively public-led and there is no intention to include private initiative in the long run.
- The palace's premises are usually not accessible by external visitors (no regular opening hours) and the interior has not been adapted to mass visits yet.
- According with the renovation plan, the palace will host only cultural institutions.
- Lack of effective participatory process, also at consultation stage.
- Lack of business plan for renovate and run the palace in the long run.

### OPPORTUNITIES (external factor)

- The palace is located in a middle-sized town, Radzyń Podlaski, poorly developed in terms of tourism and cultural industry.
- Compared to the city's size, Radzyń Podlaski has a good number of civic organizations (15 out of around 50 are active).

### THREATS (external factor)

- Lack of financial resource to fully renovate the palace and to make it operates continuously.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p><i>Opportunity-Strength (OS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>In the local development strategy, the Palace was presented as local resource for cultural development of the town. Though, the municipality has been trying to take advantage of the national heritage significance of the palace emphasizing its role not only at local level of development but also at regional one. To this end, the City Hall applied to the Ministry of Culture and National Heritage to recognize the palace as a Monument of History, the highest status of a heritage object in Poland. Since the application was accepted in 2019, more financial resource will be available.</li> <li>On the base of a continuous collaboration between the Cultural Center (based in the palace) and the municipality, there have been promoted events which might have national appeal.</li> </ul>	<p><i>Opportunity-Weakness (OW)</i>  <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>To launch the palace as driver for (tourist) development of the area, the City Hall opted for its exclusive cultural use. This is not perceived by the owner as potential threat to the sustainability / accessibility of the asset; the same is for the exclusive public nature of the overall process.</li> <li>Although Radzyń Podlaski has a good number of civic organizations (15 out of around 50 are active), a poor participatory design process has been put in place. To create a participative environment, some interviews underlined the need of independent experts to carry out the process.</li> <li>To overcome the palace's underuse, it is occasionally used for public performances and exhibitions.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p><i>Threat-Strength (TS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>The City Hall applied for state funds and, as mentioned, to the Ministry of Culture and National Heritage to recognize the palace as a Monument of History, which imply more consistent financial resources from the State. Part of the renovation cost are supported by municipal budget. No actions have been taken to transform the palace in a self-</li> </ul>	<p><i>Threat-Weakness (TW)</i>  <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>The majority of weaknesses are not perceived by the Municipality as that. Conversely, the exclusive public and cultural nature are their choices, and ultimately expressions of a top-down approach. Reacting to criticism, the City Hall has stated the intention to base the development on a "path</li> </ul>

	<p>financing institution or to have any for-profit entities in the palace complex. In accordance to the municipality's position, the palace has to fulfill the public good by providing services for free.</p> <ul style="list-style-type: none"> <li>• In financing events, the municipality relies also on commercial sponsors like big manufacturing companies or banks, or other local authorities (e.g. the head of the county).</li> <li>• The municipality expects that the state will indirectly cover most of the operational costs of the palace and lacks a business plan for renovate and run the palace in the long run. It is believed this model is not sustainable in the long run.</li> </ul>	<p>dependence" principle and on those indirect economic benefit the palace should bring back to the town.</p> <ul style="list-style-type: none"> <li>• The closeness of this approach is shown also in the way participation is adopted: included in the process are "those who know the most about the palace and the society of Radzyń Podlaski" while no outsiders' perspective is included (e.g. people from the region / country).</li> </ul>
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## OC 11: ExRotaprint

**General summary:** ExRotaprint is a community-led project located in former Rotaprint industrial complex in Wedding, in central Berlin. ExRotaprint offers affordable rents to small businesses, artists and social projects by setting up a legal configuration comprising a heritable building right and non-profit status to protect the area from future speculation.

### **STRENGTHS (internal factor)**

- Tenants' previous relation with the site supported the community commitment in the project.
- The involved foundation to buy the complex has a sound experience with heritable building right.
- Activists and tenants' capacity building has been important to foster tenants' motivations and willingness to adapt/participate in the project.
- Openness of the site through multiple uses and activities.
- Uniqueness of the cultural heritage of the site which is one of the most significant modern heritage of Berlin.

### **WEAKNESSES (internal factor)**

- Weak financial resources, while significant renovation work is needed for the full refunctionalization of the complex.
- Private initiative based on very specific tenants' needs.

### **OPPORTUNITIES (external factor)**

- Heritable building right long tradition in Germany.
- Low real-estate prices at the moment of bidding.
- Growing local movements for sustainable public real estate policies.
- Funds from external resources: Berlin LOTTO.

### **THREATS (external factor)**

- The project might contribute to the rapid gentrification of the district.
- Speculative gains: perspective of personal profit or an individual investment return might orient the exclusiveness of project.
- Higher rent fee in the long term.



Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p><i>Opportunity-Strength (OS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>To support inclusion, participation and diversity, the community was organized in different ways: at first, an association served as a platform to discuss the long-term perspective and legal structure of the tenants' organization; follow the establishment of a non-profit company to take over the site, the ExRotaprint gGmbH. Therefore, activists/tenants capacity building allow to organize the community and take advantage of external opportunity such as the heritable building right long tradition in Germany, and the low real-estate prices at the moment of bidding. By matching affordability and a flexible participatory process, it has been strengthened urban and human connections.</li> <li>To assure affordability, the mobilization of the community was crucial. To this end, tenants grouped in an association. Thus, it was developed a concept for the complex to be commonly realized by them. Building a community by sharing a common vision and encouraging renters to know each other were the first steps. The chosen legal scheme, i.e. heritable building right, reflects tenants' will to invest in the compound in the long term by keeping rent fee low.</li> <li>Working within a complex which includes a unique architecture such as the Corner Tower became an opportunity to re-discover identity and symbolic values not only for the "inner" community but also for the district. Research and dissemination activities are actions which support cultural connection between people and place, thus foster attachment to a place.</li> </ul>	<p><i>Opportunity-Weakness (OW)</i>  <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>The low financial capacity of the community was overcome by relying on the heritable building right, "a form of long-term lease established in Germany more than 100 years ago to lease land to cooperatives building affordable housing or to enable poor families to build a house. This instrument allows tenants to pay an annual interest or lease fee instead of buying the land with an initial capital."</li> <li>To take advantage of legal scheme the heritable building right in a situation of financial shortage, the community pooled different actors: the community itself; the foundations trias and Maryon which bought the compound and according to the agreement, and whom ExRotaprint pays the land lease fee to. In the final setup, secured for decades, the foundations own the land and ExRotaprint owns the buildings; a Swiss pension trust called CoOpera Sammelstiftung PUK, specialised on sustainable real estate projects with a strong local social or cultural dimension. ExRotaprint took a mortgage from CoOpera to secure renovation work.</li> </ul>

<p><b>THREATS</b> <b>(External Factor)</b></p> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p><i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i></p> <ul style="list-style-type: none"> <li>• Both threats of gentrification and speculative gains from community members fall apart under a legal agreement which establishes an of heritable building right and non-profit status based on the separation between land and buildings property.</li> <li>• Exclusiveness has been overcome including in the heritable building right contract restrictions for the use of the properties. Therefore, it is created a mandatory framework regarding spaces allocation i.e. one third of the compound is dedicated to social projects; one third to productive activities, workshops, production companies that create regular jobs; the last third of the compound is used for creative activities. Diversity in term of users can be maintained because of a system based on not-for-profit logic of the owner. Moreover, this is combined with activities aimed at including locals from the neighbourhood.</li> <li>• Community engagement consists also of sharing ex-Rotaprint experience in the district and in the city of Berlin as well. Gentrification and real estate speculative logic are addressed by impacting in the public discussion about the Berlin's real estate policy.</li> </ul>	<p><i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i></p> <ul style="list-style-type: none"> <li>• Potentially, very specific tenants' needs such keeping the rent low and assuring the continuous use of the complex might weaken the development process. Connection with the place have been also fostered during the renovation work by adapting the building to the needs of the renters. ... Instead of moving out all tenants and have a complete renovation, the idea was to renovate the building step-by-step, in a process, keeping 85-90% of the building rented and around 10% under renovation." The threat of higher rent fee is solved by tenants' adaptation to construction site conditions.</li> </ul>
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## OC 12: London CLT

**General summary:** *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. Besides allocating 23 homes, The CLT also promotes community engagement and is actively working on the creation of a community centre at the St Clements site.*

### STRENGTHS (internal factor)

- Support from the local community, real estate companies and political authorities.
- Mix on site consisting of privately-owned homes, social housing units and CLT homes.
- 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.
- London CLT is member of the National CLT Network, a nation-wide network representing the interests of CLTs across the UK.
- Opening up the site facilitated the rebuilding of social fabric also, making its heritage buildings and public spaces accessible for all surrounding neighbors and not just those on site.
- At the city level, London CLT has created a precedent to showcase how CLTs can work in an urban setting, under strong real estate pressure. London CLT is one of the first urban CLTs.

### WEAKNESSES (internal factor)

- 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 and limited good-practice examples, 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)

- Political engagement: The CLT's leverage at the St Clements site is mostly political. Political engagement from the side of Ken Livingstone and later Boris Johnson was a response to the pressure built up by Citizens UK that held the mayors accountable for the St Clements site.
- John Denham building is officially an "Asset of community value", this must give the CLT community more opportunities to transform it into a community center.
- 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.
- Inclusive through governance structure: residents are involved in CLT governance.
- CLTs is on its way to become a mainstream housing organization in London and elsewhere.

### Deliverable 3.5

#### Interim report on the regional and territorial integration evaluation

### THREATS (external factor)

- Changing positions concerning the John Denham building from the side of the developer and incomplete legal protection on the CLT side have meant additional fundraising tasks for the CLT.
- 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.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p><i>Opportunity-Strength (OS)</i>  <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>• 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 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.</li> </ul>	<p><i>Opportunity-Weakness (OW)</i>  <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i></p> <ul style="list-style-type: none"> <li>• 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 (more difficult to develop) 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.</li> </ul>

<b>THREATS (External Factor)</b> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<b>Threat-Strength (TS)</b> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 developer partners. This is mainly tackled by the CLT team by strengthening the model and campaigning for the creation of a CLT Fund.</li> </ul>	<b>Threat-Weakness (TW)</b> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>• One of the main concerns is that the site will evolve in a gated community, only focused on housing. The transformation of the John Denham building into a community center where inhabitants and people from the neighborhood can meet would be a great asset. The London CLT is still lobbying for this.</li> <li>• In the UK it is impossible to separate the ownership of land from that of buildings, that would help a landowner community to assure the affordability of the properties on it. Therefore, a leasehold structure is used for a similar purpose, with the CLT having a 250-year lease on the property, it is protected from speculation. CLT owns the head lease for these properties and it can sell and underlease to the residents.</li> </ul>
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## OC 13: Jam Factory

**General summary:** *Jam Factory is an organization that is committed to implement its vision - opening an interdisciplinary center of contemporary art in the revitalized space of the Jam Factory premises, which through its educational activities, exhibitions and research will reflect current processes in Ukrainian and international art and culture.*

### STRENGTHS (internal factor)

- The project was organic in its early development by artists, with a focus on the institutional identity (the project's re-use of art/culture) first and foremost and then architectural heritage preservation second to that.
- The project is the first example of adaptive re-use in the Ukraine to be focused on socially critical art. It has therefore become a leader in this respect and learning to date has been shared on local, national and international scales.
- The Jam Factory involves a range of stakeholders and draws on international links and partnerships.

### WEAKNESSES (internal factor)

- The owner Harold Binder, a leading academic historian, has driven this project forward since 2015 but continues to have the final say on all decisions taken.
- Whilst the wider renewal of the area is working with the community, it is unclear to what extent the Jam Factory was truly inclusive in this sense; only 'communicating' with the community and involving some people in certain events, rather than from the project outset.

### OPPORTUNITIES (external factor)

- Having grown from informal and temporary uses, The Jam Factory is in the early stages of model development with larger scale renovation about to commence.
- Despite a relatively weak regulatory framework for heritage, there is a recognition of the Jam Factory's significance in the area and a good relationship with the local municipality.
- The immediate vicinity is becoming a cultural hub which will enhance the profile and working of the Jam Factory and vice versa.

### THREATS (external factor)

- Whilst a good relationship with the municipality and positive reputation of the Jam Factory exists, the wider regulatory framework is weak, inefficient and can be driven by personal agendas and private enterprise.
- As the popularity of the area grows, gentrification could take place.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>A key strength is the long-term development of this project and its range of temporary uses which offer strong examples of learning that are being shared with local organisations and national and international audiences. The Jam Factory is a unique example of adaptive heritage re-use in the Ukraine, which offers opportunities to gain recognition in an otherwise weak regulatory framework, by taking learning from its international links.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>A weakness of this project was not involving the community from out outset. This is improving as the wider cultural hub area are building links with and including the local community increasingly, which has been made more possible because of the length of time the Jam Factory has been running (in various forms) and the positive reputation it holds locally, although it is unclear to what extent the Jam Factory have been proactive here.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>The Jam Factory has drawn on its strength of having a private investor drive it forward by drawing on networks, building relations and developing more organically with a range of stakeholders. In this way, the project has strategically navigated the wider threat of having a weak and centralized regulatory framework by drawing on international links and partnerships.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>The Jam Factory, following re-use, is embarking on a new period of building renewal. It is unclear as yet what the future business model will look like and what the current owner's role in this will be.</li> <li>Whilst gentrification of the area is a threat, it is not being considered immediately.</li> </ul>



## OC 14: The Grünmetropole

**General summary:** The 'Grünmetropole' is a project implemented in the Belgian-Dutch-German border region in 2008, aimed at rehabilitating the shared mining past of this region. The industrial mining past was of major influence in shaping the physical appearance and the social and cultural life in this region and, with the end of the mining industry in the second half of the 20<sup>th</sup> century, this created many challenges. The Grünmetropole's objectives were to renew the post-industrial landscape, to strengthen the common identity of the region, and to create a touristic impulse.

### STRENGTHS (internal factor)

- The project involved cross border stakeholders (municipalities, district governments, tourist organisations and local businesses) and aimed increasing regional connectivity and identity.
- This project brought mining heritage into focus, which had previously had negative connotations.

### WEAKNESSES (internal factor)

- This was a top-down and strategic project which did not link well with (or take account of) local spatial issues or perceptions of identity.
- Due to the scale of the project, partners were fragmented with differing levels of responsibility being taken, political support and general will. Cross border cooperation did not therefore take off as envisaged.
- The project is strategic (a masterplan) but ambiguous. In connecting 70 individual sites through two routes (cycling and road), these heritage assets were only loosely held together conceptually and historically which was seen as contrived.
- The masterplan did not link to specific site re-use or redevelopment, any heritage re-use was done individually and many assets were not redeveloped.
- Because of the top-down nature of the project, there was very little room made for community participation.

### OPPORTUNITIES (external factor)

- There is still much potential to restore and re-use the various sites along the route, but little appetite to do this strategically.

### THREATS (external factor)

- The project was heavily reliant on large scale European or national funding, when it stopped, the marketing of the project stopped.
- It has been 10 years since this project launched, and without being systematically maintained, it has largely been forgotten as a project and is not used by tourists as anticipated.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>Whilst the opportunity to re-use and redevelop mining sites as heritage assets within this region exists, the governance structure of this project has proven not to be a successful model to achieve this. The project is now effectively defunct, and any future re-use/redevelopment will have to come through other channels.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The top-down and abstract nature of this project brought many weaknesses, and it is no longer functioning to take advantage of existing opportunities of heritage re-use at a site-specific level.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>The aims of the project to bring mining heritage and regional identity into focus through cross border cooperation and tourism have not been met as a result of its weaknesses. The threat of being reliant on external funding has been realized, and there was insufficient traction created to maintain the project on its own.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>It is not clear if any decisions or actions have been taken to minimize weaknesses or avoid threats.</li> </ul>

## OC 15: Navy Yard

**General summary:** *Marineterrein (Navy Yard) is a heritage site close to the Central Station in Amsterdam which since 1655 was an innovation area used for the construction of warfare ships for the Dutch East India Company. Since 2015, the area has been gradually opening up to the public thanks to an innovative collaboration between the national government and the municipality.*

### Elaboration of OC factors:

#### STRENGTHS (internal factor)

- A clear value-ambition-frame, to attract the 'right' type of tenants.
- Strong community-atmosphere on site, which is carefully managed (community drinks, directors lunch, online tools) by Bureau Marineterrein.
- The Bureau Marineterrein is also investing in the wider community, initiating walking tours and 'open door days', opening a public swimming pool, and organizing activities inviting the people of the neighborhood to explore the developments.
- A great advantage of the area is that it is a private terrain which is publicly accessible, meaning that it is easier to test many developments before applying them to public space.
- For the adaptive reuse of the building hosting NEMO De Studio, circularity is a central theme.

#### WEAKNESSES (internal factor)

- There is an uncertainty about the military leaving the site. This asks for a very flexible approach.
- Conflicts of interest between city, the military and people on site. Having so many stakeholders with various interests at the beginning was a process that needed to be managed carefully until the values were clear.
- Only 25% of the students (Codam) are from Amsterdam, this is not such a high number?
- Gradual, organic transformation takes time. Some buildings need urgent renovation, but there is no money. Ex the gatehouse.

#### OPPORTUNITIES (external factor)

- Appointing an independent director for the project. Who has the mandate to decide the course over a period of several years. This creates continuity, reduces bureaucracy and simulates a hands on approach.
- This OC was initiated by institutional actors who have put money on the table to make this possible.
- The municipality creates a very flexible institutional framework that offers the initiative a lot of freedom to experiment. There is no zoning plan, nowell-defined urban plans, offering the initiative time and space to develop the site gradually (organic transformation).
- At the moment the OC is financially stable: the rent is enough to cover all the management and exploitation costs. An important factor to take into account is that Bureau Marineterrein does not pay any rent in turn.
- The learning programs developed in the coding school and chefs school create opportunities to connect with the direct neighborhood. As the nearby neighbourhood is known for a relatively high percentage of youth at risk, with drugs, violence and early drop-out of school, the presence of Codam could offer solutions.
- For Amsterdam, at the moment Marineterrein added an important green and blue recreation space, where people can swim or relax, which was missing in the city centre.

### **THREATS (external factor)**

- Real estate pressure can threaten the long-term prospect of the project.
- How to ensure that the relationships build during this time survive in the next phase? So the gradual transformation is not merely a storytelling tool and adds to the real-estate value of the site.
- The heritage value of the site is more embedded in the story than the building. It will be difficult to keep all the buildings when the city aims to increase the density of the area.
- The defense authorities decided to remain on a large part of the area. This gives less room for the city to develop. If 13 hectares could have really become an important new neighbourhood for Amsterdam, this will be more difficult to achieve having only a part of the site. On the other hand, having the military on site adds to the special character of the site and is also adds value with regards to continuity and heritage. However, the main challenge will be to manage to involve this new key stakeholder in the vision for the site.

Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>Clear decision to focus on innovation, and tech-oriented business and learning programs that have a relation with durable transformation and social innovation within urban context. Through summer schools and open-days they reach out to the direct neighborhood in order to attract and engage young people that otherwise would not find their way to education.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The area was always cutoff from the city center, by adding a boardwalk and a bridge connecting the area to the rest of the city the OC improved the accessibility.</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>Because it's a central area in Amsterdam, there are conflicts in interests. By appointing an independent actor 'bureau marineterrein' who can function as a bridge between the different parties the freedom was created to gradually test and develop programs on site and explore opportunities.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>The decision of the defense authorities to remain on a large part of the area gives less room for the city to develop and creates a certain tension between the partners who made agreements at the start of the process. The fact that the OC is located in the city center of Amsterdam is an enormous advantage but also a serious threat. How to protect the focus and seriousness of the terrain and not become a tourist attraction?</li> </ul>



## OC 16: Citadel

**General summary:** *Citadel in Alba Iulia, Romania, is an 18th-century star-shaped fortification built on the roman remains of the city. Since 2008, the municipality has been steering the redevelopment of the site as part of a long-term strategy aimed at turning Alba Iulia into a city that is attractive for tourists, investors, and residents.*

### Elaboration of OC factors:

#### STRENGTHS (internal factor)

- The citadel has national heritage significance in terms of both architecture and history.
- Central location of the citadel in the city.

#### WEAKNESSES (internal factor)

- Mixed ownership, what makes it more difficult to plan a strategy for adaptive reuse.
- The overall project is exclusively public-led, the city doesn't seem to involve the citizen's in a constructive way. It is perceived as top-down.
- It is not an easy site to redevelop. The typology (military function) and scale (large amount of m2 to reprogram) are the main reasons for this.
- The Citadel is not integrated organically with the rest of the city in terms of urban life.
- Built heritage and history is emphasized in the modern presentation of the Citadel, intangible heritage is not explored. The historical narrative focuses on the political and ecclesiastical history, while the everyday life of various layers of the population hardly appears.

#### OPPORTUNITIES (external factor)

- The city was able in the past to attract European funding.
- The city has a integrated Urban Development Plan with specific goals and ambitions.

#### THREATS (external factor)

- Due to the protected status, archaeological research is required before renovation of protected buildings, this takes time and energy.
- Very centralized approach, the regulations are strict, this makes it difficult for policymakers to handle locally specific situations.
- The integrated urban development plan does not explicitly consider the role of the Citadel in the identity of the city. This approach seems to be aligned with the national cultural heritage policy in Romania, where preservation has been in focus, and the available financial resources were also centered in this direction.
- Slow pace of bureaucracy.
- Low population number: It is especially problematic to fill these buildings with life considering the population number in Alba Iulia.
- Young people leaving Romania.



Regional integration		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Opportunity-Strength (OS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The citadel has national heritage significance in terms of both architecture and history. The city leadership acknowledges this strength and the potential of the citadel to create new dynamics not only on local but also regional level. They have put a great emphasis on the efficient communication of the project and city branding in general, which is largely based on the historical past and the Citadel as heritage.</li> </ul>	<i>Opportunity-Weakness (OW)</i> <i>What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</i> <ul style="list-style-type: none"> <li>The Citadel has too many empty spaces which need a suitable function, and the Citadel is not integrated organically with the rest of the city in terms of urban life. The city tries to tackle this problem by organising open-air events and experimenting with temporary use to put the location on the map for tourists and external organisations</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<i>Threat-Strength (TS)</i> <i>What decisions and actions have been taken within the project that draw on the strengths to avoid threats?</i> <ul style="list-style-type: none"> <li>The lack of feeling of involvement is one of the major problems to handle. The municipality experimented with some methods to involve the local public into the decision-making processes. Mostly these were survey based, so consulting the community without real participation or actual citizen power.</li> </ul>	<i>Threat-Weakness (TW)</i> <i>What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</i> <ul style="list-style-type: none"> <li>Young people in Romania are leaving the country looking for opportunities elsewhere, which is a trend that undermines the future. By investing in the citadel and attracting European funds, the city of Alba has the ambition to create new perspectives within their urban context.</li> </ul>

## 9. Annex 4. Comprehensive SWOTs of Cultural Heritage Labs

### CHL 1: ACT Cooperative Heritage Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

*Step one: please elaborate generally the strengths/weaknesses/opportunities/threats*

#### **STRENGTHS (internal factor)**

- list and elaborate. Short justification why factor was identified as “strength”?
- The cooperative model supports the inclusiveness of the project
- The community lives in the district and has strong local strings
- Each of the associates of the cooperative has provided with its resources to the capital of the firm
- The heritage values are shared and central to the activities of the community (Faro heritage community)

#### **WEAKNESSES (internal factor)**

- list and elaborate. Short justification why factor was identified as “weakness”?
- Lack of continuous and strong commitment of the participants
- Difficulty to reach the younger groups
- Lack of time of some of the participants

#### **OPPORTUNITIES (external factor)**

- list and elaborate. Short justification why factor was identified as “opportunity”?
- The creation of a strong network could sustain the community to have the only role of the coordinator.
- Possibility to be part of a cultural movement and festival
- The project will launch a crowdfunding campaign (to support a district festival)
- A large building, with a heritage value, could be given in concession to the community
- Inclusion of an high school of the district in the cooperative

#### **THREATS (external factor)**

- list and elaborate. Short justification why factor was identified as “threat”?
- The project requires that the clients respond positively to ensure that the services are economically sustainable
- The democratic structures might disincentivize significant investments

Deliverable 3.5

Interim report on the regional and territorial integration evaluation

- o Difficulties to relate with public authorities

*Step two: please create the combined analysis in the table below*

<b>ACT cooperative Heritage Lab (Rome)</b>		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p>Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? The local embeddedness of the project supports the inclusion of local resources and knowledge that thanks to the mutualistic exchanges are integrated into the development of the activities. The local presence ensure also that the community is aware of the opportunities on the territory</p>	<p>Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities? The activities of the project aim to integrate into the process newcomers. Hence, the integration of new people reinforces the identity of the firm and the creation of a narrative that includes different views (following the principles of the Faro heritage communities). Minority groups are welcomed and the community is working to develop activities that would give everyone a voice.</p>
<b>THREATS (External Factor)</b> - 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? The legal form aims to promote a vision of co-ownership of the project. Not only the local communities are the provider of the services but also of the initial capital and the manager of the activities. The co-governance ensures that the participation of all the people that are interested and a democratic structure</p>	<p>Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? The project tries to overcome the vision of volunteering. Hence the project aims to ensure that the community achieves its social objectives through the development of services. In this way, the creation of economic value will support the commitment of the associates, enabling the cooperative to transfer the value to the community.</p>

*Step 3: General summary – what are the most important “take-aways” for you from the SWOT regarding the 3 main pillars – please elaborate with bullet points*

The project aims to achieve the local development and the heritage re-use and valorization through the development of a hybrid organizations. The community has chosen a legal tool which enable the community to have a vehicle to develop economic and social activities and at the same time to ensure that the governance is democratic. Culture and heritage valorization and the sparkle that support the starting of the engine and the creation of a virtuous circle in which the community is the owner and manager.

**Resource integration**

- Integration of resources from different private and public actors
- Opening to the possibility of crowdfunding and sponsorships

**Territorial integration**

- Inclusion of different local players
- Creation of a network of local actors which aims to develop cultural activities

**Community integration**

- Democratic governance, which is open to newcomers
- Inclusion of fragile population (ex. Unemployed women)

## CHL 2: Pomáz-Nagykovácsi Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

*Step one: please elaborate generally the strengths/weaknesses/opportunities/threats*

### **STRENGTHS (internal factor)**

- o combination of cultural and environmental heritage values
- o attractive landscape
- o good story of the site, on which an attractive narrative can be built (a complex history of the area that a wide audience of lay people is aware of)
- o good transportation and accessibility of the site
- o the site is protected due to its archaeological and natural values – reduced risk of destruction
- o the existing good infrastructure of the farm
- o university background of the lab as a source of up-to-date knowledge and creative ideas
- o previous research at the site has produced useful results
- o successful previous programs at the site
- o combination of various functions, activities at the site
- o due to the private ownership, the already existing good relations to some organizations in Pomáz
- o site is relatively independent from the local public administration
- o there exists a small local community interested in the site and aware of its attractions

### **WEAKNESSES (internal factor)**

- o the bio-farm function and private ownership makes it difficult to open the site for the public
- o the conservation of the ruins is not solved on the long run
- o the ruins are not very attractive in their present form
- o lack of roofed space to house a relatively large group
- o lack of basic facilities (e.g. toilets) to serve a large group of visitors
- o very limited and not diversified financial resources
- o lack of knowledge and experience in the field of funding solutions
- o low level of practicing digital governance makes it difficult to intensify online engagement of the local community + many among the locals have a low level of digital literacy
- o the commuting character of the population of the area, low level of space attachment in most of the community
- o regulations of nature protection limit the realization of the project activities

### **OPPORTUNITIES (external factor)**

- o supportive farm owner

Deliverable 3.5

Interim report on the regional and territorial integration evaluation

- active civil associations in Pomáz and around – an opportunity for cooperation and reach-out
- the new local public administration is supportive
- intensifying interest in community archaeology in Hungary, good relations with law-abiding metal detectorists
- benefitting from the multidisciplinary knowledge of the consortium
- benefitting from an international perspective due to the involvement of the international body of CHSP and the consortium
- Pomáz as the “Gate of Pilis” – benefitting from the recreational tourism in the Pilis
- A series of similar cultural heritage sites in the region – opportunity for regional integration

#### **THREATS (external factor)**

- the owner of the site ceases to support the project
- the ownership of the site changes
- the condition of the ruins deteriorates
- quick, unexpected, and illogical changes in the national regulatory framework in Hungary
- lack of interest on behalf of the local community
- members of the CEU team are overloaded with teaching and other academic activities
- language problem, limits for applying our international resources and the digital participatory platform
- CEU moves to Vienna, away from the geographical proximity of the Lab
- COVIC19 prevents us from accepting visitors at the site

*Step two: please create the combined analysis in the table below*



Pomáz-Nagykovácsi Lab		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p>Opportunity-Strength (OS) 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"> <li>Building on the existing good relations with local organizations and the heritage-related work done there before, the Lab has successfully reached out to cooperate with civic initiatives who share the values identified by the lab. This is manifest in a series of jointly organized programs.</li> <li>Due to these existing good relations, the Lab raised interest in the newly elected municipal leadership (in 2019 autumn) whose members are independent from political parties and come from the local civic initiatives.</li> <li>The cultural, historical, and landscape values of the site, as well as the previous work done there to identify and present these, make the new municipal leadership see the lab as an opportunity to build on when defining their own cultural and heritage policy, and as a partner when implementing those. There are ongoing negotiations of applying the participatory portal for such purposes (to facilitate community involvement in the creation of a local heritage value assessment).</li> </ul>	<p>Opportunity-Weakness (OW) 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"> <li>As a continuation of the successful programs, a kiln-building workshop was organized in cooperation with local civic organizations, to create a public space at the site which will later be covered with a roof. The architectural plans of this space were also prepared in an MA thesis at CEU.</li> <li>Building on the good relations with the owner, the farm was opened for the public for a series of various event, co-organized with local civic organizations from the town. This can contribute on the long run to the integration of the site into the cultural and heritage offer of the town.</li> <li>The Task Force webinar will be an opportunity to benefit from the multidisciplinary knowledge in the consortium to find a relevant financial model.</li> <li>The Lab started to cooperate with the newly elected municipal leadership as well as the local civic organizations to use heritage as a means to strengthen local identity also among the commuting residents.</li> <li>The events organized in the past few months did not require substantial financial investment.</li> <li>As CEU is moving to Vienna, it is pivotal to connect the lab to new networks such as the one in community archaeology in Hungary so that the lab can draw upon volunteer work even more.</li> <li>Connecting the teaching activity even more to the Lab work (thesis topics for students, such as community archaeology)</li> </ul>

<p><b>THREATS</b> <b>(External Factor)</b></p> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<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"> <li>• The Lab is building on the innovative potential of the university background, the previous scholarly work done at the site, and the interesting narratives developed there to keep up the interest of the owner. This is manifest in various events organized in cooperation with civic initiatives.</li> <li>• The Lab, with the help of the interdisciplinary knowledge within the consortium, seeks to develop a financial model that contributes to the sustainability of the site, thus, increases the financial value of the farm, which ensures the owner's support.</li> <li>• The Lab builds on the contribution of local civic organizations to attract the attention and interest of the broader community, by organizing joint programs with them. There was a series of such programs since launching the Lab (see the Participatory Portal).</li> <li>• CEU moves away to Vienna, but OpenHeritage is an argument to keep a part of our activity in Hungary, and the Lab is an important part in it, since it is based on many years of cooperation and heritage-relates work there by the CEU team.</li> <li>• The Lab tries to mitigate the effect of COVID19 and the closure of the site with online networking building on the existing relationships with local organizations and the heritage-related work done previously at the site. Cooperation with the municipality is necessary to find mid-term solutions for this issue, and regional cooperation is needed, since the region is an important recreational area for the capital, with a series of similar natural-cultural heritage sites.</li> </ul>	<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"> <li>• This is the same as in the OS and TS fields.</li> </ul>
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*Step 3: General summary – what are the most important “take-aways” for you from the SWOT regarding the 3 main pillars – please elaborate with bullet points*

(please focus on issues that could be interesting from the point of view of transferability. E.g.: weak state/non-functioning/the connections of the private investor plays an exceptionally important role, or reliable institutional surrounding/transparent state mechanisms/available support for community-led initiatives supporting the CHL, etc....)

- Long-term, small-scale building of co-operations, knowledge, and trust is a key to strategic public-private-civic partnerships when the opportunities arise. In Hungary, the public sphere represents a threat or opportunity since every political change can bring a completely different approach, ranging from fully supportive partnership to actively creating problems for civic activities and private investment. Small-scale organic development ensures that there is a foundation to build on when there is political opportunity, and it is a key to resilience in terms of cultural and social identity at local level even in a non-supportive environment.
- It is a difficulty in the present political (and policy) context to identify those factors which ensure the long-term interest of the private sphere in cooperating with civic partners. There is no social embeddedness of such approaches in Hungary, and no public policies to encourage this.
- The lack of available public funding to support the sustainable management of sites similar to the Lab makes private investment essential, but it appears in the form of social responsibility work. The private investor's benefits are not clear in any respect. This makes long-term planning and sustainability extremely difficult.
- To operate the Lab further it is crucial to connect it to local networks and educational projects. The already existing groups of interested lay people and the increasing interest in community archaeology in general offers an opportunity to reach out to the public. This type of audience can get involved into volunteer work, but major financial contributions cannot be expected from them, and their on-site activities must be supervised – a suitable governance model is needed.

## CHL 3: Hof Prädikow Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

### **STRENGTHS (internal factor)**

- previous relation of the site as social center for the village of Prädikow and surrounding area
- Foundations' and cooperatives previous experience with heritable building right
- cooperative with experience as ground lease holder, project developer and lessor
- Activists/tenants' capacity building
- huge number and variety of uses/activities
- Heritage significance as one of the largest former farms sites in federal state of Brandenburg

### **WEAKNESSES (internal factor)**

- Weak financial resources
- number of buildings still without usage concepts, further tenants needed
- Heavy renovations necessary on the building
- large distance to Berlin makes commuting almost impossible
- few public transport connections

### **OPPORTUNITIES (external factor)**

- hereditary building right long tradition in Germany
- low real-estate prices in the area
- Growing local movement for sustainable public real estate policies
- Funds from external resources: German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth; LEADER programme

### **THREATS (external factor)**

- urbanization continuously leads to continuous decline in population
- more users are needed, necessary growth not yet completed

*Step two: please create the combined analysis in the table below*

Hof Prädikow		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<b>Opportunity-Strength (OS)</b> 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"> <li>○ Implementing a number of tools which allow the community to be engaged at different tasks and work groups</li> <li>○ Creating a system which allows the community to be engaged in the decision making processt</li> <li>○ heritage aspects as factor for identification of users with the site</li> </ul>	<b>Opportunity-Weakness (OW)</b> 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"> <li>○ Designing financial schemes for a huge variety of different uses and buildings</li> <li>○ public funding opportunities</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<b>Threat-Strength (TS)</b> What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> <li>○ approach to be open for new users and groups for unrevitalised buildings</li> <li>○ developing a sustainable usage structure on the long term, based on diverse and multiple uses</li> <li>○ connecting and sharing knowledge with other sites heritage reuse and new concepts</li> </ul>	<b>Threat-Weakness (TW)</b> What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> <li>○ Developing renovation step-by step with the future users</li> <li>○ developing strong and trustful relations with the people in the village of Prädikow and the area</li> </ul>

*Step 3: General summary – what are the most important “take-aways” for you from the SWOT regarding the 3 main pillars – please elaborate with bullet points*

(please focus on issues that could be interesting from the point of view of transferability. E.g.: weak state/non-functioning/the connections of the private investor plays an exceptionally important role, or reliable institutional surrounding/transparent state mechanisms/available support for community-led initiatives supporting the CHL, etc....)

#### **Strategic decisions and actions:**

- Together with SelbstBau cooperative the trias foundation have already developed a number of projects, to take land off the speculation market together. It also makes possible to make the ground rent available for the non-profit sector. The trias foundation works with heritable building right (Erbbaurecht) contracts of 99 years, allowing them to prevent the sale of the land and helping to secure the initially agreed idealistic project goals, along with the ability to enable their partners to develop long-term projects on the land and give them the freedom to develop the project along with the users.

#### **Opportunity-Strength**

- Implementing a number of tools which allow the community to be engaged at different tasks and work groups
- The Hof Prädikow association is driven by mainly young people who are well educated and trained in using collaborative online tools. They implemented a number of different tools for exchange of information and distributed project development, e.g. slack, google docs. But they are also acting with the needed sensitivity for people, who are not raised as “digital natives” and provide also contact opportunities with telephone, mail or person-to-person, whatever is appropriate. For each building specific crews have been established, which makes decision making faster. Beside all these tools the associations general meetings are used for the exchange of informations.
- Creating a system which allows the community to be engaged in the decision making process
- The role of the SelbstBau cooperative as leaseholder provides a large freedom for the development of the Hof Prädikow association. Therefore the association members developed a number of rules for discussions and decision making (e.g. systemic consensing). Under the umbrella of the association a number of crews is able to work and to develop certain buildings in order to revitalise the site step by step, together with generating synergy effects for all. In order to become part of the Hof Prädikow project it is necessary to buy cooperative shares. These shares not only help to raise the money for financing the renovation process, it is also a very democratic instrument for decisions within the cooperative – one person, one vote, no matter how many shares a person owns. The buildings remaining without a specific renovation concept so far are a very attractive point for new people to become involved in the Hof Prädikow project.
- heritage aspects as factor for identification of users with the site
- The association early began to ask people from the village about their knowledge and their stories about the site. The people helped them, e.g. showing them the place of the former gas station, which was analysed for contaminations. This also helped to convince the people that the future inhabitants of the village are interested in their history and the history of the site. The group recognized early that the heritage aspects could become an important factor for marketing.

#### **Opportunity-Weakness**

- Designing financial schemes for a huge variety of different uses and buildings. Each building on the site differs from the others, not only in its history, current building condition, but also regarding the opportunities and the usage concepts. Individual concepts for financing and usage for each building have to be developed and need to be harmonized with the overall concept and idea of the site.

#### **Deliverable 3.5**

Interim report on the regional and territorial integration evaluation

- public funding opportunities
- Because of the weak building condition, the pioneer character of the project and the requirements of the monument protection authority the revitalisation of the Hof Prädikow site needs public funding. Germany has a colorful landscape of funding opportunities, from federal programs and different federal state programs down to local funding funds it is necessary to get to know possible funding opportunities, to estimate and compare the effort and benefits and to successfully apply for funding.

#### **Threat-Strength**

- approach to be open for new users and groups for unrevitalised buildings
- The large scale of the site and the long term approach of the partners cooperative, association and trias foundation offers the opportunity to secure buildings and keep them for a later point for renovation. With this opportunity the project remains flexible and open for new users and groups.
- developing a sustainable usage structure on the long term, based on diverse and multiple uses
- The project aims to integrate different usages on the site. This could not only lead to synergy effects among the different users, it also helps to keep the project flexible and able to react on changing conditions.
- connecting and sharing knowledge with other sites heritage reuse and new concepts
- The Hof Prädikow association has become part of the “network future locations” in the federal state of Brandenburg. The network shares knowledge and ideas for running heritage sites and implementing community driven usage concepts for the 21st century.



## CHL 4: Praga Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

*Step one: please elaborate generally the strengths/weaknesses/opportunities/threats*

### **STRENGTHS (internal factor)**

- list and elaborate. Short justification why factor was identified as “strength”?

#### COMMUNITY

- Multidisciplinary team of PRAGA Lab, consisting both of practitioners and academic researchers including architecture, economy, heritage, marketing and finances allows to provide an appropriate approach for complex challenges of Praga
- Most of team members have a significant experience in conducting research and advisory activities, including EU funded projects which makes the work coordinated and smooth
- Most of team members have a very good understanding of the context in which CHL is operating and have an extensive network on the site. It is especially important in a specific community of Praga, very sensitive to outsiders patronizing

#### RESOURCE AND REGIONAL INTEGRATION

- Synergic and circular approach to CHL actions that let us to use effectively our resources (every activity has at least double result in the project, all activities are intertwined).
- Constant communication and cooperation between team members in all tasks.
- Numerous activities already done in the frames of the lab and many planned for the following months, most of them possible to deliver despite the current lockdown in Poland.
- PragaLAB aims at supporting already existing ventures and empower struggling stakeholders rather than at invent new entities from scratch. It makes possible to obtain specific results within the project timeframe.
- Support (reputability) of mother institution – OW SARP which is a well-known and respected organization of architects which helps to attract attention and interest.
- PRAGA Lab is independent from any political pressure and work on the issues which are actually important for Praga and its community in the context of heritage, Action do not reflect anyone political agendas.
- Physical resources secured in the form of H2020 grant allow the lab to realize all projects tasks.

### **WEAKNESSES (internal factor)**

- list and elaborate. Short justification why factor was identified as “weakness”?

#### COMMUNITY

- In Praga there are several former experiences of “vanishing ventures”, starting well but achieving very little, making local communities wary of any new activities. We should thread very carefully while engaging people and have to communicate feasible aims.

#### RESOURCES

- No experience in organizing a crowdfunding campaign of any type, not only concerning heritage.

#### REGIONAL INTEGRATION

- Problems PragaLAB are very complex, several of them resulting from beyond the CHL (e.g. country-level regulations, market trends, municipal policies regarding the whole city). Results of PragaLAB actions depend partly on these factors we have no influence on.

#### **OPPORTUNITIES (external factor)**

- list and elaborate. Short justification why factor was identified as “opportunity”?

##### COMMUNITY

- Important opportunity to stress out is a vibrant and well-connected community and numerous organizations interested in tangible and intangible heritage willing to cooperate and already working with the PRAGA Lab.
- Increasing interest in Praga and its heritage, growing recognition.

##### RESOURCES

- The physical environment was one of the main reasons from the beginning to located the OHL in Praga.
- There is an opportunity to organize at least one crowdfunding campaign for an artist support by PRAGA Lab in Made in Praga contest.
- Also there is a probability to get on board and literally to have as an advisor to the Lab one of the business angels from Praga to support actions and help gather additional funding for our activities.

##### REGIONAL INTEGRATION

- In terms of regulatory frameworks and policies there is an opportunity for PRAGA Lab to be an actual contributor to changes in regulations (e.g. lease agreements of publicly owned properties, support for artists influenced by COVID-19 pandemic), open discussion about adaptive re-use and circular economy principles in places like Piekarnia (results of workshops).
- Many events, activities and festivals connected with physical and cultural heritage taking place in Praga including Otwarta Żąbkowska or Cuda Wianki.

#### **THREATS (external factor)**

- list and elaborate. Short justification why factor was identified as “threat”?

##### COMMUNITY

- Gentrification being a side effect of projects like Koneser and growing rents in revitalized properties.
- Loss of inhabitants living in Praga for generations, which is not common in Warsaw, as a result of actions taken by administration to improve the quality of living of citizens by re-locating them to apartment with all amenities yet in other districts of Warsaw city.

##### RESOURCES

- Currently a huge uncertainty for the PRAGA Lab is the future of artists and entrepreneurs supported in Made in Praga contest due to COVID-19 lock down, fortunately all of them are running their businesses also on-line.
- Also, if the current situation will lead to the economic shock or downturn in Poland, the Lab may not be able to gather additional funds from business angels or even in crowdfunding campaign (although this type of actions may prove to be more sustainable in the long-term, while engaging hearts and minds to protect real values, not only for an economic gain or PR purposes of donors).
- Difficulties in (innovative) use of the digital tools for planned CHL actions; limitations of the owned digital tools in implementing CHL activities.

##### REGIONAL INTEGRATION

- Low capacity of the local government to introduce the innovative models for heritage adaptive reuse elaborated within CHL.

- Institutional bottleneck for bringing impact of the new approach to heritage adaptive reuse policy.

*Step two: please create the combined analysis in the table below*

PRAGA Lab		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p>Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities? In the order reflecting Opportunities:</p> <ul style="list-style-type: none"> <li>• Development of advisory board for the Lab consisting of well-known and respected specialists and activists from Praga</li> <li>• Signing agreements for cooperation with the city of Warsaw, The Praga Museum of Warsaw</li> <li>• Organization of Made in Praga contests which allowed the Lab to find three artists/entrepreneurs connected with the contemporary heritage of work in Praga.</li> <li>• Cooperation with NGOs like Otwarte Drzwi (an organisation with over a two-decade presence in Praga for which work is one of the key values) and support of Cuda Wianki festival planned for Autumn this year (Spring edition was cancelled due to quarantine).</li> <li>• Developing digital tools for building digital database on heritage and its tangible and intangible values with collaboration of the local activists and organizations.</li> </ul>	<p>Opportunity-Weakness (OW) 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"> <li>• Again organization of Made in Praga contest which will allow the Lab to test crowdfunding process.</li> <li>• Testing digital tools for crowdsourcing together with local partners and getting a support form consortium partners</li> <li>• Involving decision makers into the process of developing innovating PPP(P)models</li> <li>• Using growing interest in Praga to disseminate better understanding of its heritage values and to create more sustainable environment for future activities</li> </ul>
<b>THREATS (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources	<p>Threat-Strength (TS) What decisions and actions have been taken within the project that draw on the strengths to avoid threats? In the order reflecting Threats:</p> <ul style="list-style-type: none"> <li>• One of the key actions touching the problems of gentrification and loss on intangible heritage is actually Piekarnia workshop – recommendation which will be</li> </ul>	<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"> <li>• Key decision to minimize weaknesses and avoid threats was not to tie the Lab with any type of an agreement with commercial investors active in Praga. This allows the Lab to be unbiased.</li> </ul>

<ul style="list-style-type: none"> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<p>developed as a result of workshop are planned to presented (came as an experience of the team in previous projects – Warszawskie Centra Lokalne, Nowa Towarowa).</p> <ul style="list-style-type: none"> <li>• Another important move in this matter was an invitation to cooperation in workshop city authorities including Michał Olszewski and Marlena Happach (Lab members worked with them in numerous projects already, they are key decision makers in the City of Warsaw)</li> <li>• As far as Made in Praga proteges are concerned the Lab is currently working with them to gather information for the municipality what type of actions and support is needed for micro-companies in order to survive financial slowdown.</li> </ul>	<ul style="list-style-type: none"> <li>• To involve stakeholders from various fields as members of Advisory Board.</li> <li>• Strengthening the evidence-based approach, while avoiding “empty-talk” will allow to focus on concrete results instead of creating another illusionary events.</li> <li>• Involving public sector, NGO and entrepreneurial environment decreases the risk of failure if one of them weakens for any reason.</li> </ul>
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*Step 3: General summary – what are the most important “take-aways” for you from the SWOT regarding the 3 main pillars – please elaborate with bullet points*

#### COMMUNITY

- PragaLAB aims at empowering existing initiatives, strengthen the community in times of great change (some gentrification processes, several newcomers).
- PragaLAB goal is to present and make aware of heritage as a common ground for this complex community which is yet to emerge from the transition.
- We provide a platform for discussion and even negotiation between various groups which otherwise have seldom such an opportunity.

#### RESOURCES

- While working on specific models and solutions we at the same time focus on tailoring methods (workshop, means of supports for local entrepreneurs) which will be transferable to various areas and may be applied in different institutional circumstances.
- PragaLAB support local entrepreneurs by tying their marketing and company values to the heritage area they work in (working two-ways: value of the company is strengthened by the heritage context and Praga district image is continuously linked to crafts, art and other creative sectors).
- We develop new ways of dissemination by making it part of the implementation activities, not a separate venture.

#### REGIONAL INTEGRATION

- PragaLAB constantly explores the relation between heritage area, such as Praga, and the whole City of Warsaw and its potential.
- One of the main goals in to develop a model of PPP cooperation based on the commonly recognized heritage values in all their complexity (market value, community value, artistic values, social value....).
- PragaLAB uses the case study, such as Bakery, to test institutional regulations and solution.

#### Deliverable 3.5

#### Interim report on the regional and territorial integration evaluation

## CHL 5: Sunderland Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

*Step one: please elaborate generally the strengths/weaknesses/opportunities/threats*

### **STRENGTHS (internal factor)**

#### RESOURCE

- Multiple stakeholders are involved in this project (Tyne & Wear Building Preservation Trust (TWBPT), Historic England, Sunderland City Council, Architectural Heritage Fund, various smaller funding organisations, Sunderland College, Newcastle university, various local cultural Community Interest Companies (CiC)). Led by TWBPT, in various formations they have been successful in securing funding from public and private sectors (current total £1.1 million) as well as bringing together heritage expertise and other resources.
- Tyne & Wear Building Preservation Trust 'bought' the buildings from Sunderland City Council in 2018 for a symbolic £1,- , after SCC had bought them of the previous owner who wanted to demolish them, ownership is important in decision making.
- TWBPT is incredibly resourceful, skilled and creative about obtaining, matching and mixing funding opportunities.

#### REGIONAL INTEGRATION

- The project is led by Tyne & Wear Building Preservation Trust, which has an excellent regional reputation and networks for heritage re-use. Trust in this organisation is considered to have enabled partner support and funding.
- The project directly fed into the creation of a Heritage Action Zone (HAZ) and a formalised partnership which steers this (Historic England, Sunderland Culture, Sunderland Civic trust, Churches Conservation Trust, local councilors), and the project also benefitted from being in a HAZ, as funding and other resources have been (re) directed to these areas.
- The buildings are on the 'High Street' which has recently become an area of attention in urban regeneration policies and funding.
- The buildings are in a Heritage @ Risk conservation area, which is another reason for focus of resources on this area.
- Being a Living Lab in Open Heritage has helped the reputation of this project as local people and local government are pleased to be considered alongside European examples, it gives credibility in some circles.

#### COMMUNITY

- The project is joining up the re-use of historic buildings with existing music and culture networks in Sunderland. Pop Recs (a not for profit record shop, art space, café running for > 5 years in the city) will be using the some of the space and have secured money from Arts Council, and local volunteers have helped with some initial renovations.
- The involved community actors have a strong and established network and are well known in the region, and as such help leverage further funding and involvement.
- 'Meanwhile uses'; music events, Heritage Open Days events and coffee mornings have taken place whilst wider renovations continue in order to engage with the community.

## **WEAKNESSES (internal factor)**

### REGIONAL INTEGRATION

- The project is led by a charitable trust, with public sector partners. Whilst this structure has been successful in harnessing large-scale funding (£2 million), it means that specific funding calls and funders have dictated the direction of the project (it could be described in this way as more top-down than grass-roots).

### COMMUNITY

- The focus of the TWBPT historically, has been restoration, although moving towards community engagement, this is relatively new area for focus.
- Although the creation of a community asset (and wider area regeneration through adaptive heritage re-use) is at the heart of this project, community participation has been limited to a few events.
- Community (meaning direct neighbourhood residents) consultation has been undertaken from the beginning, but there is little sustained 'buy in' from the local community thus far. A further community audit is to be undertaken by consultants, and further engagement work is planned, but it is recognized that the capital works have moved faster than work with the community.

### RESOURCE

- TWBPT is a small organisation (+/- 2fte) with limited resources to put to this project, which is ran next to several other projects.
- The project relies fully on subsidies and grant funding at the moment, which may not be a sustainable model.
- The business plans (for the complex as well as individual businesses who could become leaseholders, were about to be reviewed (April, 2020). The situation is fragile, and the long-term financial sustainability is in question (especially now, in/after COVID-19).
- There is a mis-match between the larger-scale funding involved in the building redevelopment and the small social enterprise organisations (CiCs) that are in the picture for using the spaces.
- Since they became property of the trust the buildings (only 1 of the 3 buildings is accessible at all) can currently only be open temporarily / for events, and the one useable building isn't fully functional (e.g. limited accessibility)

## **OPPORTUNITIES (external factor)**

### REGIONAL

- There are early signs that surrounding properties could be coming into reuse and plans for some new residential properties on vacant land are becoming more concrete: this project could be a catalyst for wider area improvements.
- Supportive policy context and relationships locally with public bodies alongside the national policy to support the renewal of High Streets has the potential to further support this project and surrounding area improvement. Further opportunities for funding are likely to arise.
- The project being used as a positive case study by current funders is also an opportunity for being better known, and knowledge sharing/learning

### RESOURCES

- For the complex a service charge statement has been produced to show the running costs of the building, so it becomes more clear for future users what running costs etc would be, and this will help develop a more accurate business plan

### COMMUNITY

- Because the project is in its early stages, there is sufficient time to continue to try and develop community engagement.
- Full and sustained community engagement with a building that can only be open temporarily / for events, and isn't fully functional in terms of accessibility and facilities has been difficult, as soon as the first phase of renovation works finishes, this will be different, as tenants can move in and open on a more regular base with much better services / accessibility.

- The cultural groups we work with are all community interest companies, with a strong social media presence, and good (on and offline) networks in the city, the region, and nationally. These networks have already been (and will be) mobilised for crowdfunding, volunteering, branding, etc.

### **THREATS (external factor)**

#### RESOURCE

- Covid-19 pandemic – the project has halted construction, as well as engagement with the community, with no establishment/demand in the community for the use at the moment. The focus is very much on working with the foreseen future users, to survive this period, and still exist in the future.
- The involved communities are precarious, small scale cultural sector businesses, which can be difficult as they don't have the capacity nor the experience to scale up their business. At the moment, their contribution to improvements to the buildings are largely dependent on donations and volunteer time.

#### REGIONAL

- Large scale public ownership of buildings in this area (via previous regeneration strategies) have slowed any change and continue to hold the area back. Buildings left in public ownership tend to be left untouched. This is positive in the sense that it can prevent demolished, but often also means no restoration or other investment, which then means slow decay, lack of visible investment / change.
- The project is partly successful because of the current policy / funding focus on High Streets and the HAZ, if this focus were to change the project may suffer.
- The neighbourhood the buildings are located in, is very deprived, and heritage is (probably) not on the top of the list for many people who live there.

#### COMMUNITY

- The local community (neighbourhood) is fragmented and transient; the buildings are located in a struggling part of a retail high street (in a struggling city) with large vacancies, with nearby residential area suffering from socio economic disadvantaged. There is a risk that this project may continue to not have community buy-in and may not be used successfully in this way. Moreover, if successful, it might be because of use by groups from a wider area, with no direct benefit to the neighbouring residents. If really successful, it may lead to gentrification, as this is unlikely and even considered impossible by most stakeholders, there are no plans to mitigate this.



*Step two: please create the combined analysis in the table below*

Sunderland Lab		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p>Opportunity-Strength (OS) 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"> <li>The creation of Heritage Action Zone was prompted by the project and has brought together and formalized local heritage actors to strengthen the preservation of heritage in the local area. HAZ then also means more resources (time, money) are available for the area when it comes to formal heritage / reuse projects.</li> <li>The project is intended to be a catalyst for wider area improvements. Visible change (scaffolding up, building works happening) are good for this (but unclear about concrete further investment). The plans for the vacant land next door have seen some more uptake (Back on the Map have organized events in our buildings for this)</li> <li>There is further potential to engage with the local community. The CiCs we work with have strong local networks that are being mobilised, visibility on site makes the connection between their participation and engagement work, and the buildings clear.</li> <li>The future of 170-175 HSW is tied to the development surrounding vacant land / properties. There is an opportunity to increase the engagement with Back on the Map and TOWN, and help them make a new housing development happen; The TWBPT aims to take forward work at 180 HSW (next door to current project) the 'Tyre Shop' to bring more of the buildings in the area back to life.</li> </ul>	<p>Opportunity-Weakness (OW) 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"> <li>A community audit and further engagement are to be undertaken to widen the community engagement, collaboration with other organisations working in the area has been set up (e.g. Back on the Map, Historic England) to not create overlap on this work (and discourage the residents). The buildings being open on a permanent basis is expected to influence the engagement element in a positive way.</li> <li>The long-term financial sustainability of the project is unclear, especially in this situation (COVID-19) and there is need for a serious review of positions. The Business Plan needs to be revisited following Covid 19 and more work to support the PopRecs family including Sunshine Co-op and We Make Culture.</li> <li>Specific funding calls have dictated the direction of the project to date, which to a large extent has been positive (e.g. focus on HAZ, high streets, and heritage at risk) as it meant the project hit a 'rich' funding spot. It also means there is a focus on the stories, histories, and people who are 'useful' in this context, and engagement activities, and small funding for other histories and stories is needed to help widen this narrative.</li> </ul>

<b>THREATS (External Factor)</b> <ul style="list-style-type: none"> <li>- Demographics and social relations</li> <li>- Regulatory frameworks, policies...</li> <li>- Funding sources</li> <li>- The economy</li> <li>- The physical environment</li> <li>- Trends&amp;events</li> </ul>	<b>Threat-Strength (TS)</b> What decisions and actions have been taken within the project that draw on the strengths to avoid threats? <ul style="list-style-type: none"> <li>• There is a risk that this project will not increase community buy-in and may not be used successfully in this way. OpenHeritage support here is crucial to help develop this in a sustainable way, that remains feasible post project.</li> <li>• The TWBPT purchase of these buildings from the City Council has changed the pace of re-use and redevelopment and is showing what is possible. But it remains a very high risk project, with little long term guarantees.</li> </ul>	<b>Threat-Weakness (TW)</b> What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats? <ul style="list-style-type: none"> <li>• The strong public-hand in this project and wider area has dictated the direction of redevelopment, which has had positive sides (e.g. access to funding, focus on, resources and support for the project) but also holds development back, as focus is by certain departments within the council, and building wider support within the local authority takes a long time. Moreover, the focus easily shifts as funding priorities (from central state) shift.</li> <li>• The Covid-19 pandemic is ongoing, actions have been taken to re-start the redevelopment of the building. They are focused on working with local business to help them survive.</li> <li>• Community engagement has been pushed back as a result of the pandemic, as events cannot happen.</li> </ul>
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## CHL 6: Lisbon Lab

*Please create a single SWOT, taking into account all 3 pillars (community, resource, regional integration) of the CHLs. Probably some will be stronger than the other for each CHL.*

*Step one: please elaborate generally the strengths/weaknesses/opportunities/threats*

### **STRENGTHS (internal factor)**

- Heritage value of the building;
- Central location in the neighbourhood;
- “Appropriated” by the community, due to present uses (3 de Agosto association using part of the facilities / BIP/ZIP projects that have been carried there since 2010);
- Municipal ownership of the building / juridical and administrative supervision;
- Commitment at an executive level of Lisbon Municipality.

### **WEAKNESSES (internal factor)**

- Poor condition of the building;
- Existing (illegal) houses/buildings that are dissonant elements to the building identity (either on the courtyard, or in the building itself);
- Possible need to relocate present users of those illegal houses/buildings.

### **OPPORTUNITIES (external factor)**

- Current revival of Beato and Marvila areas (such as Beato Creative Hub, trendy restaurants and craft beer factories in former industrial buildings, etc.);
- Location near the river and the city centre;
- Location in ARU “Urban Renewal Area” and in BIP/ZIP territory;
- Possibility to engage the local community, identify and bring local stakeholders into the project;
- Possibility to bring new residents/users due to Affordable Rental Housing Program.
- Mobility and accessibility – possibility to explore/improve the train connection to the city centre.

### **THREATS (external factor)**

- Lack of mobility and accessibility (physical barriers like active train lines);
- Vulnerable, aging, low-income and low-qualified populatio

*Step two: please create the combined analysis in the table below*

CHL Lisbon		
	<b>STRENGTHS (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other	<b>WEAKNESSES (Internal Factor)</b> - Human resources, - Physical resources, - Past experiences - Activities and processes, - Financial, - Other
<b>OPPORTUNITIES (External Factor)</b> - Demographics and social relations - Regulatory frameworks, policies... - Funding sources - The economy - The physical environment - Trends&events	<p>Opportunity-Strength (OS) What decisions and actions have been taken within the project that draw on the strengths to take advantage of opportunities?</p> <p>The inclusion of Marquês de Abrantes Palace in OpenHeritage Project, which called the attention not only to the site itself but also to its location (and development potential).</p>	<p>Opportunity-Weakness (OW) What decisions and actions have been taken within the project to overcome the weaknesses by taking advantage of opportunities?</p> <p>The decision to rehabilitate the building, taking advantage of its heritage value, central location, and use by the community.</p>
<b>THREATS (External Factor)</b> - 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> <p>The implementation of the Affordable Rental Housing Program on the site will bring new middle-class residents and, therefore, push the local economy forward.</p>	<p>Threat-Weakness (TW) What decisions and actions have been taken within the project that seek to minimize weaknesses and avoid threats?</p> <p>The decision to keep the site within municipal property as a way to protect the identity of the neighborhood and the community.</p>

*Step 3: General summary – what are the most important “take-aways” for you from the SWOT regarding the 3 main pillars – please elaborate with bullet points*

(please focus on issues that could be interesting from the point of view of transferability. E.g.: weak state/non-functioning/the connections of the private investor plays an exceptionally important role, or reliable institutional surrounding/transparent state mechanisms/available support for community-led initiatives supporting the CHL, etc....)

Community:

- Cohesion
- Resilient
- Empowerment

Resource:

- Municipal ownership
- Experience in co-governance and participatory processes (BIP/ZIP strategy) Regional

Integration:

- Municipal ownership of (most of) the surrounding territory, facilitating both the decision-process and the intervention in the publicspace.
- Local Development Plan for Marvila area, to be launched in the near future.
- Preparation of a protocol between Lisbon Municipality and “CP - Comboios de Portugal” (company that manages railway public transportation) to increase the number of trains stopping at Marvila, to enhance residents’ mobility

## 10. Annex 5. Short guidance & Evaluation sheet model

The evaluation is drawn on WP1, typology, OCs report (WP2), CHLs documents (WP4) and related SWOTs. Additionally, other sources of data such as previous interviews have been used to complete the analysis. The aim is to contrast weakness / strength, barrier / threat / opportunity at macro level with evidence at micro level, and vice versa.

Aim of the evaluation is to critically answer the following GRQs:

- 1) How does (a lack of) regional integration contributes to or hamper community-led adaptive reuse projects?**
- 2) How do community-led adaptive reuse projects contribute to or hamper regional integration?**

Please integrate *normative criteria* within the text to assess country/cases.

### 1) Headline > Typology context

- a) Specify which group the country is part of (see typology report);
- b) Argue on strength / weakness / opportunity / threat readable at country level regarding regional integration and that you would contrast in the following section through OCs. To do it, keep in mind regional integration's areas (multilevel governance, policy integration, tools for inclusiveness) and normative criteria.

**Please mention normative criteria in the text and/or brackets.**

**We structured the OC/Lab analysis according with the following points: 2,3,4.**

... add your text here ...

### 2) Headline > "Name of the case", city

(Length: around 200 words)

Introduce the case by specifying:

- location
- past and present uses
- name/meaning
- crucial elements/policy

... add your text here ...

### 3) Headline > Defining the regions



Defining the regions the case relates to. Importantly, please underline related themes e.g. identity, values, use, governance etc. since they will help us conclude / pull cases together into themes.

... add your text here ...

#### 4) **Headline > Evaluation analysis**

**Headline > "Title 1 by the author"; "Title 2 by the author"; ...**

- a) As introduction, specify the "score" of the case in term of regional integration (see D.2.4 Comparative analysis Report\_final WP2);
- b) Draw on SWOTs and OC reports, conveying strength / weakness / opportunity / threat of the case study and to the possible extent, connecting them critically with strength / weakness / opportunity / threat at country level. In this, bear in mind those *normative criteria* that in your opinion are crucial to add new (or not already addressed in T2.4) insights or critical reflections.

**Some questions to be answered by prioritizing those aspects that prevails (S W O T) in the addressed OC always stressing connections with regional integration:**

- what kind of **connections** are created between the case and the broad territory? > physical, non-physical, institutional, etc.;
- what mechanism allowed for assets **accessibility** whether economic, physical, cultural?
- what are **processes and narratives** which foster regional integration?
- how **community engagement** within the overall adaptive reuse process (decision making, construction, management, rearrangement, etc.) support regional integration?
- how does the adaptive reuse project create the **condition for** supporting **job and business** opportunities?

In general: Try to understand also what OCs don't do (S W O T): what are obvious connections that are missing. This is true also for the macro level.

... add your text here ...

#### 5) **For Labs we draw on report + SWOTs**

We structured the Lab analysis according with the same points 2,3,4 used for OCs:

- > **Headline: "Name of the case", city**
  - > same of OCs
- > **Headline: Describing regions**
  - > same of OCs
- > **Headline > Evaluation analysis**

**Headline > "Title 1 by the author"; "Title 2 by the author"; etc.**

<p>&gt;we have few pieces of information due to the fact that we are evaluating ongoing processes, meaning that much of the data is at “proposal level”. So, we don’t expect to have the same detail and length of OCs evaluation. Please try to underline those elements that in your opinion are important or potentially important in term of regional integration. We do this by drawing on SWOT analysis.</p>
<p>... add your text here ...</p>
<p><b>6) Concluding remarks</b> &gt; please add your notes you deem useful to write “transferability insights”.</p>
<p>... add your text here ...</p>
<p><b>7) Reference: please add references using Chicago stile (author date).</b></p>
<p>... add your text here ...</p>