



People. Places. Potential.

OpenHeritage: Deliverable 7.4

A publishable summary of project results

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This deliverable is part of Project management (WP7), a work package dedicated to the efficient and transparent coordination and management of OpenHeritage. As such, it briefly summarizes the main project achievement, providing a general overview upon the project ending.

Project goals

OpenHeritage (<https://openheritage.eu/>) has addressed the need to develop more inclusive and sustainable models for the management of adaptive reuse sites, placing the idea of inclusive governance of cultural heritage sites together with the development of heritage communities at its centre, and empowering the community in the processes of adaptive reuse. The management models were developed to be applicable for marginalized areas and for not listed sites as well.

Openness was a central idea of the project, determining its operation on three levels: (1) an open definition of heritage, not limited to listed assets but also including those buildings, complexes, and spaces that have a symbolic or practical significance for local or trans-local heritage communities; (2) opening up the opportunity for interested parties to be involved in the maintenance of heritage sites; and finally (3) keeping the adaptive reuse processes open-ended with possibilities for change.

To achieve its goals the project analysed good practices of adaptive heritage from across Europe (Observatory Cases) and has tested new ways of reuse management in its six Cooperative Heritage Labs. Working together with residents, local businesses, higher education organisations and municipalities, these Labs explored diverse partnership arrangements, community engagement methods, business and finance mechanisms to help develop and sustain community engagement on heritage sites. Importantly, they worked towards enabling less represented, culturally/socially/economically marginalized groups to claim their heritage, and improve their living conditions and future prospects. In this framework the transformation of abandoned cultural heritage sites has become an opportunity for increased community cohesion and social integration, the appearance of innovative bottom-up economic initiatives and the creation of employment possibilities.

OpenHeritage had five main objectives that provided a framework for achieving its goals. The objectives built on each other progressively, connecting various project aspects and aspirations and ensuring cooperation between partners, tasks and work packages. They were the following:

- (1) Creating an in-depth evaluation of existing policies and practices;
- (2) Promoting transferability of good practices;
- (3) Developing and testing inclusive models of adaptive heritage reuse;
- (4) Creating a toolbox to support the inclusive adaptive reuse of heritage assets;
- (5) Sharing OpenHeritage's model with the wider community of stakeholders and promote its uptake.

Project structure

OpenHeritage was divided into two phases: diagnosis and innovation. The diagnosis consisted of the application of a multi-layered methodological framework

to examine and analyse how adaptive heritage reuse is regulated and practiced currently in Europe. The former meant the creation of a macro-level overview focusing on policies and institutions, while the latter was realized through an in-depth study of sixteen different adaptive reuse sites all over Europe. These Observatory Cases were varied and covered a wide range of experiences. What connected them is their emphasis on community and grass-roots initiatives.

The innovation aspect of the project was represented by its six Cooperative Heritage Labs and the connected toolbox development. The Labs operated during the entire project period despite the difficulties caused by the pandemic. These diverse sites were not only geographically diverse, but were also varied regarding their target population, the type of heritage asset they were working on, and also the challenges they faced. They followed a living lab methodology, which involved in the research not only project partners, but built on an extensive group of local stakeholders, who contributed to the Labs' development. At the heart of each Lab stood their local community, and work concentrated on building/maintaining a heritage community with their involvement around the sites. These communities were very different – as the Labs themselves were very different – thus understanding them, defining the role of heritage for them, and the role of the Lab site in this respect was a crucial element everywhere.

The most important project achievements include:

The creation of a complex policy overview and a detailed typology, which were a significant contribution to understanding the contextual conditions in which adaptive heritage reuse occurs in fifteen European countries. The work provided a compendium like overview of the existing regulatory-institutional frameworks, including legal, policy and policy practices, and financing and funding programmes per country. It explained per country how adaptive heritage reuse is facilitated and/or made complicated, and created an in-depth understanding of how current policies and policy practices vary, what the barriers to adaptive reuse of heritage are, as well as what approaches, tools, and combinations of funding, policy, and practices work most effectively. The analysis led to a provisional typology, differentiating between three groups: 1) countries where adaptive heritage reuse is common and facilitated; 2) countries where it is supported and developing, and 3) countries where it is difficult.

Parallel to this work a micro level analysis was also carried out, resulting in the creation of 16 case studies (Observatory Cases) about pioneering adaptive reuse examples across Europe. The detailed reports were complemented with short videos, making the experiences more tangible that helped partners identify models and mechanisms that could potentially be transferred to other contexts. Additionally, a comparative analysis was created that explored the similarities and differences of the cases along the issues of community involvement, resource integration, territorial integration and heritage impact.

These macro and micro perspectives were brought together by a specifically developed Database and a complex evaluation process. The Database allows to access the structured descriptions of the Observatory Cases, the Policy Reports and the Labs either via a list or via an interactive map of Europe. Numerous

keywords (“#crowdsourcing”, “#alternative funding”, etc.) and categories (“Type of site”, “Functions today”, etc) are accessible in the header of the application and can be used to filter the content and focus of certain themes. The Observatory Cases are structured as a timeline, whose items can optionally be enriched with a specific “Milestone” keyword (“Construction”, “Closed-Destroyed”, etc.). The Database is publicly available at: <https://db.openheritage.eu/>. The OpenHeritage Database was one of the first pilot projects to be deployed on a new European 100% open source and 100% European cloud / SaaS provider, Netiket (<https://netiket.eu/>), which will be commercially available early 2023.

The evaluation activities also produced a Transferability Matrix. This, with the help of the 4M model (models, mechanisms, meaning and means) explored the possibilities of transferability of adaptive heritage reuse practices and policies.

The six Labs also contributed substantially to the project achievements. Results of the research process found their way into the Lab’s daily work. In turn, the Labs influenced the way research was carried out and provided materials to study. Through the Labs the project could also achieve three different objectives: firstly, the individual Labs could contribute to development in their local contexts. All the Labs have been engaged in the development and strengthening of their local communities and NGO ecosystems while pursuing their very specific reuse objectives. Regarding their overall aims - to give back to site to the local residents and members of the heritage community – tangible progress has been made everywhere, despite the setback created by the pandemic. Engagement was further supported by progress in the physical renewal on two sites while the social fabric was palpably strengthened everywhere.

Secondly, the Labs helped the creation of inclusive management models. These models, developed and tested here, fit very different contexts and were created to be transferable across Europe. An important common denominator among these models is that they are applicable in areas outside of the main touristic centres, which need to find different income generating mechanisms as they cannot directly profit from the booming tourism or heritage industry.

Model 1 is called “Enthusiastic beginners”, and is useful for those adaptive heritage reuse projects that are initiated and carried out by a group of committed people, who for the most part lack the experience of managing such projects. Model 2 means a move from this level in the direction of professionalization. Called the “Committed intermediates” it is suitable for projects where there is a mix of experienced and inexperienced partners in the management, or they that have successfully passed the initial stage and have a well-functioning, inclusive relationship with members of the local community and other organisations. Finally, Model 3 is entitled “Experienced professionals”, where the degree of inclusivity is quite high and the management has many years of experience in adaptive heritage reuse projects.

Finally, work in the Lab has contributed substantially to the toolbox development of the project. These include guidelines for public-private-people partnerships a methodological guidance to the application of crowdsourcing, inclusive business models and a roadmap to enhance regional cooperation. Additionally, the

replicable model of Heritage Points – digital platforms to support online community involvement and decision making – was also created. Based on a Decidim platform, but recognizing the institutional context of its development and shortcomings for the specific use in heritage projects, 7 new features were developed among modules and plugins for the platform (Decidim Awesome, Alternative Landing, Social Crowdfunding, Timetracker, Notify/Conversations, Blueprint Navigator and Comparative Stats). The 6 Labs used the platform in different ways, adapting to the social-demographic profile of the communities involved, their levels of digital literacy, specific practices of participatory culture and the learning curve to use the platform.

Regarding outreach, the project’s website, Facebook and Twitter account have been actively used. The videos produced were one of the most successful dissemination materials, reaching over 35.000 views altogether. They were widely promoted on OpenHeritage, Eutropian and Cooperative City social media channels, and used to present the project on many events, like OpenHeritage Dialogues (2020-2021), *Living the City* exhibition in Berlin (2020), Mannheim Conference (2020), *urbanize!* festival (2020) Budapest Architectural Film Days (2021) and more.

To support dissemination of the OpenHeritage outputs, the project entered two official partnerships with the European Heritage Tribune and the Heritage Research Hub. It also successfully delivered a set of interactive events, both online and offline, which helped us reach out to broader audiences.

No.	Name of the event	Data & Place	Outreach
1	7th Informed Cities Forum „ <i>Who profits from heritage? Communities, capital and urban space</i> ”	15-16 Oct 2019, Warsaw	100 in-person participants
2	1st OH Dialogue “ <i>Adaptive Heritage Reuse: Policy contexts across Europe</i> ”	22 Sept 2020, online	170 online participants
3	2nd OH Dialogue “Sharing and Caring: Partnerships for Adaptive Heritage Reuse”	12 Nov 2020, online	
4	3rd OH Dialogue “ <i>Financing the Adaptive Reuse of Cultural Heritage: Tools & Strategies</i> ”	20 May 2021, online	
5	9th Informed Cities Forum „ <i>Re-purpose. Re-charge. Re-think. Heritage and e-mobility at the crossroads</i> ”	26-28 Oct 2021, Freiburg & online	173 online participants

6	OH Training on Adaptive Heritage Reuse	Autumn 2021, online	40 online participants & 100 views of the recorded modules
7	OH Policy Conference	17-18 May 2022, Ghent	60 in-person participants & 200 online participants
8	National workshops (for the six Labs)	spring, summer, fall of 2022	App. 150 participants in person