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## D6.7

# Training program for professionals



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# Index

1. About the Open Heritage project	4
2. Introduction	6
3. Training modules	8
3.1. Heritage Module	9
3.2. Governance Module	10
3.3. Financial and Territorial Impacts	13
3.4. Integrated Module	14
4. References	17

# 1. About the Open Heritage project

OpenHeritage aims at creating sustainable models of heritage asset management. The project puts the idea of inclusive governance of cultural heritage sites together with development of heritage communities at its center. This means empowering the community in the processes of adaptive reuse.

OpenHeritage works with an open definition of heritage, not limited to listed assets but also involving those buildings, complexes, and spaces that have a symbolic or practical significance for local or trans-local heritage communities. It starts from the assumption that abandoned or underused official and potential cultural heritage sites not only pose a significant challenges for the public and private sectors, but also represent major opportunities.

The inclusive governance model calls for the incorporation of stakeholder coalitions (e.g. community groups, NGOs, local government representatives, small businesses and universities) into such processes, the integration of resources and the exploration of innovative financial models. In doing so, the transformation of abandoned cultural heritage sites becomes an opportunity for increased community cohesion and social integration, the appearance of innovative bottom-up economic activities and the creation of employment possibilities.

The approach of OpenHeritage is built on the notion of openness, which is one of the key project attributes and reflected in the project title. This approach has a two-fold focus:

- open knowledge: ensuring easy access to the knowledge generated by the project, both to the end products and to the process of their development;
- open space: creating platforms where different stakeholders (e.g. local actors, local administration officials, financial partners, researchers, policy makers) can meet on an equal footing, learn from each other and establish networks.

To reach its goal OpenHeritage produces a detailed overview and evaluation of current adaptive reuse policies in Europe, focuses on understanding good practices in 16 different sites (Observatory Cases), and tests novel approaches/practices in six Cooperative Heritage Labs dispersed over Europe. At the end of the project it delivers a supporting toolbox promoting the uptake of the inclusive models.

The target audience of the project include:

- Local actors: residents, civic organisations, entrepreneurs
  - Local administration officials
  - Potential financial partners
  - Professionals and researchers
  - Policymakers on all levels

## 2. Introduction

Aimed at professionals (e.g. city officials, experts and stakeholders from out of the EU, Partners from other EU projects working on cultural heritage) involved in the issues of heritage protection and adaptive reuse, a training program, developed and carried out by Eutropian and Platoniq, were held in 5 workshops and took place in October 2021, every two weeks ending in December. With such a timeframe it was possible to consider that participants developed the tasks to be done between the different meetings, synchronous and asynchronous.

Originally planned to be held in different Observatory Case locations (Budapest, Berlin, Turin, Bucharest, and Lisbon) this activity was done entirely digitally due to COVID-19 restrictions.

In each workshop, participants from different backgrounds and disciplines went through and study a number of Observatory Cases, focusing on a specific theme for the first four workshops and integrating all the knowledge in a final workshop. Approximately, each module had a duration of 2,5 hours, and app. 20 participants from a variety of countries (experts, etc., who are knowledgeable in the field). Participants were able to register to each webinar individually, hence it is likely that some participants will change during the course of the training sessions.

Promotion of the training will start before summer holidays, but registration will only open in September. The training took place in October-December 2021 firstly with a live online training and then in early 2022 by recording the modules and providing them as online open access material.



*Image 1: Banner for promoting the training module. Source (cc) Eutropian*

The open access training modules are freely accessible upon registration on the Open Heritage platform, shared with the Open Heritage Labs, in order to provide all participants with the video tutorial of the separate modules as well as the additional material on the specific case studies, including the Observatory Case Study reports, the videos and the relevant deliverables from the Open Heritage project. The goal is therefore to allow anyone willing to learn from the Open Heritage experience to be able to replicate the learning process of the Training Module also after the end of the project duration.

### 3. Training modules

Developed and carried out by Eutropian and Platoniq, the Open Heritage Training Programme was created with the aim to address urban professionals involved in issues related to heritage protection and adaptive reuse. Abandoned or underused sites pose a significant challenge to both the public and private sectors but also represent major opportunities. This is why we have developed training to help those interested in repurposing empty or underused buildings with symbolic or practical heritage significance.

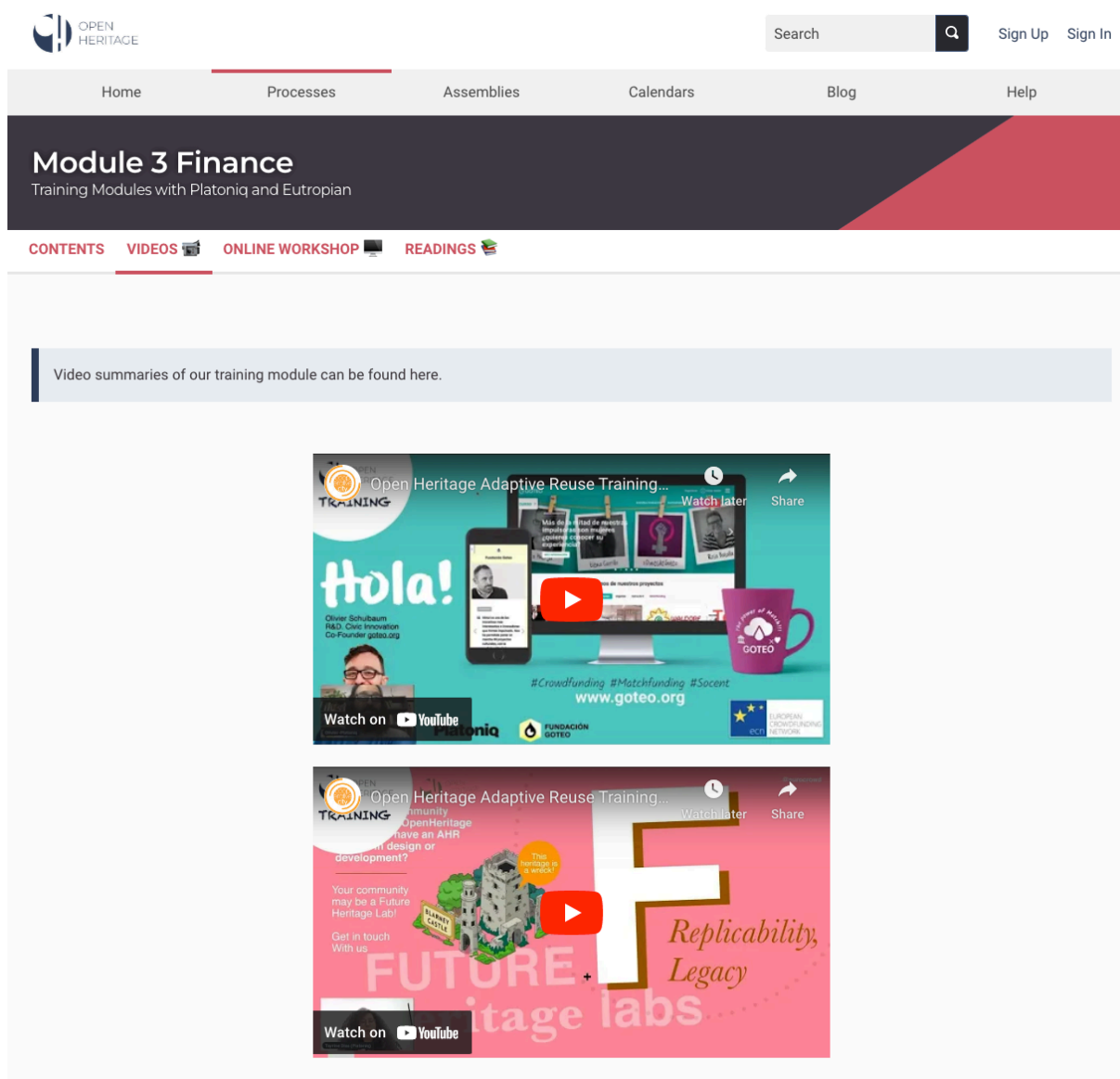


Image 2: Open access interface of the training module materials.

Developed as part of the **Open Heritage project** and funded through the Horizon 2020 grant scheme of the EU, the **OH Training** builds on the expansive



knowledge base of the project, generated since its launch in 2018, notably, capitalising on the 16 Observatory Case studies that were developed in detail at earlier stages of the project.

The Observatory Cases look at how various (e.g. financial, governance, territorial) aspects of cultural heritage reuse come together to form successful initiatives in various European local contexts.

The Open Heritage Training on Adaptive Heritage Reuse was created first, in an online classroom setting hosted on Zoom and utilising MIRO interactive boards. The training sessions were held on a bi-weekly basis, with the following modules: (1) Heritage, (2) Governance, (3) Financial and Territorial Impacts of aspects of adoptive heritage reuse. The final module brought (4) Integrate the above presented aspects into one comprehensive model. As a follow up to the online training modules.

### **3.1. Heritage Module**

Module 1 of the training looked at the Heritage aspect of adaptive heritage reuse, building on the project's conceptualisation of cultural heritage and heritage sites. The Open Heritage project works with an open definition of heritage, not limited to listed assets but referring to buildings, complexes and spaces that have a symbolic or practical significance for local or trans-local heritage communities.

The goal of this module was to provide a fundamental explanation of what we understand as cultural heritage and to lay the foundation of the training. The module introduced two Observatory Case studies, the London CLT and Convento Delle Cappuccinelle which are both notable examples of adaptive heritage reuse projects with a strong emphasis on the physical aspect of such projects.

The London CLT (Community Land Trust) is a residential area and community situated in one of the inner districts of London, in a building complex which was originally built to be a psychiatric hospital in 1848. Renovated and managed through a community land trust model, this case is a great example of how an abandoned heritage site with a lot of potential can realise that potential through it being repurposed as affordable housing, marginally easing the housing crisis experienced by residents of London. The core of the building complex remains the same to this day, yet it now serves a very different function reacting to the needs of local communities.

Convento Delle Cappuccinelle is a civic and community space where ample non-formal and formal groups of citizens operate. It initially was built as a convent in Naples in 1585, later having a number of different uses. Notably, for many decades it operated as a juvenile detention facility. The building complex was partially destroyed by an earthquake in 1980 and was abandoned for a number of years before being occupied by Scacco Matto from 2015. After the occupation started, the heritage site became, first unofficially but later recognised by the municipality, a community centre where local residents and groups benefit from the renewed purpose of the building.

Abandoned or underused heritage sites pose both opportunities and challenges for owners and potential beneficiaries. The intrinsic and financial value of cultural heritage sites significantly reduce due to abandonment or underuse, by contrast, if a building with heritage significance is used to its full potential, it provides inmensurable value to its beneficiaries which we understand to be the heritage community. There are a countless examples and good practices of adaptive heritage reuse projects across Europe only few of which have been processed as part of the Open Heritage project. It is our shared responsibility to look after the cultural heritage around us and the Observatory Case studies offer useful and practical advice on how to look after and use the full potential of these buildings to benefit local communities.

### **3.2. Governance Module**

Module 3 of the training looked at the Governance models behind community led heritage reuse, looking into organisational models, decision making processes and the impact on the heritage site themselves. It is key to understand that community-led processes require new decision model process are necessary.

The module explores the meaning of governance systems, the role of power relations and explains examples for around Europe that were part of the Observatory Case studies research line.

During the training two cases were illustrated.

LaFábrica detodalavida (The Factory of a Lifetime) is a participatory cultural space located in an abandoned cement factory in a small municipality in Extremadura, a rural region of western Spain. It is a place of experimentation with various economic, social and cultural processes that strive for inclusive

selfmanagement in the region and expanded culture and opportunities in a rural context. LaFábrica detodalavida uses the commons, cooperative production, free culture and DIY construction to develop creative dynamics and methodologies. The heritage site is the host to projects and programmes such as Cine al Fresco, Pecha Kucha, Territorio Komún and Fábrica Komún as well as other entities such as La Fundación Maimona.

The physical space of the old Asland factory is primarily regulated by an agreement, signed December 27, 2013, between the collective LaFábrica detodalavida and the Town Council of Los Santos de Maimona. The factory site is public property, but the agreement between these two parties cedes use of a portion of this public property to LaFábrica detodalavida in exchange for the renovation of the space and the subsequent management of the space itself as well as all of the activities that occur within it. This agreement calls for mutual support between parties and references the Spanish government's constitutional responsibility to promote access to and youth involvement in political, social, economic and cultural development. The space ceded to the collective includes two main buildings of the factory and the covered outdoor space that joins them, totalling 473.86 square meters. Upon signing the agreement, the relevant factory spaces were deemed unsuitable and unsafe for occupancy, and the collective had to put in a considerable amount of work to bring the buildings up to code so that they could be frequented by locals and used for the greater social mission. LaFábrica detodalavida is not required to pay anything for the use of the space, so long as they fulfill their commitment to renovation in accordance with all legal requirements and necessary permits. The initial agreement was valid through December 31, 2015 and continues to be renewed for periods of four years. Aside from the main task of refurbishing the premises, LaFábrica detodalavida is also responsible for maintaining the heritage site in good condition, promoting local tourism, culture and economy, securing insurance for the buildings, managing the programming of the factory and creating an annual report for the town council. In exchange for this, the town council provides and covers the costs of water and electricity services, support in seeking out assistance, municipal brick layers, electricians and plumbers, disposal containers and regular rubbish collection services. LaFábrica detodalavida is also given access to public materials stored in one of the factory buildings, as well as materials found nearby on the factory premises. As for the activities carried out

by LaFábrika detodalavida in the factory, all ideas and methodologies generated within the space are not subject to any intellectual property rights, and the project itself is registered under Creative Commons or Move Commons licenses. Finally, the agreement also calls for a monitoring committee, made up of members of both parties, to stay informed about the progress and needs of the parties and to address any relevant concerns in biannual meetings.

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

"We choose a non-profit limited company to exclude the possibility of individual profit and speculation, and to ensure that we will never have the same problem again with the compound being sold." Les Schliesser The structure of both the association and the non-profit company imply an inclusive, participatory decision-making structure. Even tenants who chose not to be involved in the gGmbH, can be represented through the association's membership in the company. The company partners, including the board of the association, meet once a month. Tenants who are affected by renovation are continuously consulted. The planning team, consisting of founders Daniela Brahm and Les Schliesser as well as the two architects Oliver Clemens and Bernhard Hummel, meets once a week to manage the renovation progress. Decisions on major interventions and the general direction of the company are taken within the gGmbH.

The learnings from these case studies show that the regulatory framework of the decision making power is key to the shaping of a democratic and community based governance. Despite the difference of the community identity as well as the national legislation, a basis for all is the fact that power is equally distributed towards the development of the common good.

### **3.3. Financial and Territorial Impacts**

Module 4 of the training looked at the Territorial Impact aspect of adaptive heritage reuse, looking at the socio-economic impacts heritage projects can have on a neighbourhood or a city district. It is key to understand what are the implications of such projects moving beyond simply looking at those actively involved in realising an adaptive heritage reuse project. Entire areas can be transformed by well-placed and well-timed initiatives and, hence, marginalised or disenfranchised districts and communities can be revitalised alongside heritage value being restored or created.

The goal of this module was to provide a framework through which territorial impacts of an adaptive heritage reuse project can be assessed. What aspects of social, economic, cultural, etc. can be directly affected by such a project in the building's immediate proximity or in its surrounding neighbourhood. Understanding the impacts can only be done by building on the approach of different disciplines, including but not limited to sociology, urbanism, economics, architecture, cultural anthropology, etc. The module introduced two Observatory Case studies, the Jewish District of Budapest and Largo Residencias which are both notable examples of adaptive heritage reuse projects with a strong emphasis on the territorial impact dimension.

The Jewish District of Budapest (situated in the inner part of the 7th district of the city) has been an UNESCO heritage site for a number of years now and is one of the main attractions of Budapest when it comes to tourism or the nightlife. Even though it is rather central, many of its buildings deteriorated by the 80's and 90'. The 90' signed the start of heritage activism in the area, but the early 00' brought on the real breakthrough in this regard. To understand the revitalisation of this neighbourhood we have to understand the significance of one of the venues located here, namely, Szimpla Garden. Szimpla is a ruin bar that was established in 2001 and is to be seen as a trend setter, pioneering the ruin bar model in Budapest. Ruin bars are usually established in unused or underused buildings with heritage value and potential, which, however, are often in pretty poor physical state (in ruins). Ruin bars offer a unique way to create a new atmosphere around a heritage site, bringing in art, culture and eclectic furniture to make up for the poor state of buildings. They operate as venues, night clubs and bars generating a lot of economic value to the owners as well as

the immediate and wider contexts. After its establishment, Szimpla was a real catalyst in this regard, consciously becoming a model for ruin bars in the Jewish District and beyond. This had a hugely significant impact on the area, totally transforming the neighbourhood in under a decade. There are positive and less desirable effects we can identify, however. The area was revitalised and transformed both physically (with most buildings renovated in the area) and economically (with bars, restaurants and venues generating a lot of economic value leading to the creation of jobs, etc.), but effects of over tourism and rapidly growing property prices affected the lives of locals negatively.

Largo Residencias in Lisbon also had a significant impact on the neighbourhood it is located in. Situated in an underprivileged part of the city, the building of Largo was originally developed as a ceramics factory, but operated as a brothel for many years before being abandoned. From 2011 onwards it was taken over by a cooperative that, through private and public investment, renovated the building, creating a hotel, an artist-in-residence, a cafe and a cultural venue within its confines. The building and its immediate surroundings (Square Largo do Intendente) were transformed due to its newly established function. By regular cultural events, a new, vibrant atmosphere was created, while different businesses in Largo created good quality jobs for locals. This added to the economic and social revitalisation of the entire neighbourhood, benefitting both local communities and visitors/tourists.

Abandoned or underused heritage sites pose both opportunities and challenges for owners and potential beneficiaries, but they also have direct implications on their immediate surroundings. As seen through the cases of the Jewish District and Largo Residencias, entire neighbourhoods can be affected by the adaptive reuse of cultural heritage sites. The initiators of such projects, however, must be wary of the potential negative impacts which can accompany positive ones. But if done rightly, a reuse project can set off a chain of reactions that can very well lead to the positive transformation of a city area benefiting both local communities and those merely passing by.

### **3.4. Integrated Module**

Module 5 of the training attempted to synthesise and conclude all four prior topical modules, offering an approach which integrated all of the above aspects of adaptive heritage rescue. Individual dimensions covered in details throughout

the training are important to understand the building blocks of such projects, but one must consider all aspects together when setting off on the pursuit of giving an unused or underused building (with heritage significance) a completely new purpose and use.

The aim of this module was to give an overview of the four aforementioned dimensions of adaptive reuse with a practical perspective. Observatory Case studies were briefly revisited where participants themselves had the chance to decide on the lessons learned from them.

Finally, to put all of what participants of the training programme had learned throughout the course of the 5 modules, we played a simulation game with them, which was developed by Eutropian, specifically for the purpose of better understanding different dimensions and perspectives of adaptive heritage reuse projects. In this customised virtual board game within which participants take on the role of local stakeholders. The objective of the game was to transform a fictitious empty factory building into a community space through stakeholders participation.

Utilising a MIRO board to facilitate the game board itself and give participants an easy access to the interface of the game, we went through various phases of an adaptive heritage reuse project translated to different steps of the game. Participants were called to: (1) vocalise their chosen stakeholder card representing a different kind of character involved in the heritage reuse project; (2) design their personal project for the urban void playing only two of the four cards they have been provided with, one functional and one methodological card for referring to their chosen project; (3) co-design a hypothetical solution through a common discussion of all the cards previously selected – as a result, only five cards were selected to reach the main objective; (4) share the final co-designed project in front of other players and/or a broader audience to evaluate its coherence and effectiveness.

The game concluded the training program where it became apparent that participants who have followed all prior sessions (most participants could not participate in all, but merely a number of modules), but also those whom joined for one or two modules, got a very good understanding of what adaptive heritage reuse projects are about and what considerations should an activist or urban practitioner keep in mind when going down the road of planning and realising

such an ambitious, yet hugely beneficial, pursuit. We hope that participants of the training were inspired to think in practical terms and one day be active participants in adaptive heritage reuse projects in their own communities or elsewhere.



## 4. References

“Open Heritage Adaptive Reuse Training Program – Heritage”

Trainers: Daniela Patti and Lukács Hayes

Producer: Eutropian

<https://labsa.openheritage.eu/processes/module1/f/358/>

“Open Heritage Adaptive Reuse Training Program – Governance and Community”

Trainer: Nadia Nadesan and Tayrine Dos Santos

Producer: Platoniq

<https://labs.openheritage.eu/processes/module2/f/359/>

“Open Heritage Adaptive Reuse Training Program – Territorial Impact”

Trainer: Daniela Patti and Lukács Hayes

Producer: Eutropian

<https://labs.openheritage.eu/processes/module4/f/361/>

“Open Heritage Adaptive Reuse Training Program – Integrated Module”

Trainer: Daniela Patti and Lukács Hayes

Producer: Eutropian

<https://labs.openheritage.eu/processes/module3/f/360/>