



Best practices of heritage valorization projects

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1. Watershed

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Project structure including governance	Organizational structure: <ul style="list-style-type: none"> divisional (The employees are grouped within certain divisions to provide certain services) 		
	Management structure <ul style="list-style-type: none"> 1 creative director, 1 creative technologist, 2 producers, 1 creative programme manager, 1 network producer, 1 studio managing producer, 1 studio producer 		
Partners	Public	Private	Third sector
	<ul style="list-style-type: none"> University of Bristol University of West England 	<ul style="list-style-type: none"> Watershed Arts Trust Limited Watershed Trading Limited Watershed Ventures 	
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
	<ul style="list-style-type: none"> Programme partnership 	<ul style="list-style-type: none"> Management and administration of finances and programme of the project 	

Challenges	<p>First phase:</p> <ul style="list-style-type: none"> Initiation: balance between science, art and business
	<p>Today (on-going activities):</p> <ul style="list-style-type: none"> Planning: hold price under £5 for cinema tickets
Content	<p>Program related activities:</p> <ul style="list-style-type: none"> Cinema: Regional, national and international arthouse screenings Studio themes: cities, connected objects, food, interactive documentary, location and movement, moving image, performance and music, play, robotics, social tech, storytelling, university research
	<p>Supplementary activities:</p> <ul style="list-style-type: none"> Hiring facilities for industry, wedding, conferences, birthday parties Bar/ Café, technical support, personal service, catering Urban development, Spatial planning



Lessons learned	<p>First phase:</p> <ul style="list-style-type: none"> to understand the own role as a bridge between new ideas, talent and practice emerging from the arts and a as a host of new innovations within participatory technologies
	<p>Today:</p> <ul style="list-style-type: none"> The essence of the project has to be always clear
Key success factors	<p>First phase (design, construction / renovation of the building):</p> <ul style="list-style-type: none"> /
	<p>Today (on-going activities):</p> <ul style="list-style-type: none"> Leading role in the field of cultural innovation



2. Layer ´s House

Layerjeva hiša (Layer's house)

www.layer.si

Project structure including governance	Organisational structure:		
	<ul style="list-style-type: none"> Matrix structure (Teams of employees are gathered around specific projects on the basis of their profiles and competences) 		
	Management structure (<i>what is its management structure, for example director, artistic director, board of directors,...</i>): There is a director, a programme manager and a bar manager		
Partners	Public	Private	Third sector (civil society)
	The Municipality of Kranj		Zavod Carnica
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
	The Municipality is the owner of the building and also partially finances the programme.		Zavod Carnica is an NGO which operates in the field of culture and tourism. It manages the Layer house and runs the programme.



Challenges	<p>First phase (design, construction / renovation of the building):</p> <p>The main challenge was the acquisition of funds for renovation and later on the acquisition of appropriate management and the fulfilment of the requirement to employ 3 people.</p>
	<p>Today (on-going activities): The main challenge is to offer appropriate and feasible programme, and to coordinate the desires and expectations of the management team and the Municipality.</p>
Content	<p>Programme related activities:</p> <p>Layer House is a lively urban cultural art centre and a hub of cultural and social life . Various art/music/film events are organized here. The House is hosting a broad and colourful spectrum of exhibitions and art projects, evenings dedicated to music and theatre, cultural and tourist initiatives, workshops and courses. There are also many festivals and events that are organized throughout the year: Pleska fine arts and music festival, Živa ulica street festival, Dvocikel concert cycle, Kamen, Škarje In Pa Pir creative festival, FilmMixer independent film festival, Sobotna Specialka urban intervention and several other events.</p>
	<p>Other activities (bar, rent a desk, bookshop, ...):</p> <p>There is a coffee house with a bookshop, a souvenirs corner, and three residences for rent, which are primarily intended to host artists in Artist-in-residence programme, but are also available for tourists. The House is often also rented for special events, such as for example business events or weddings, due to the beautiful terrace and garden.</p>



Lessons learned	First phase (design, construction / renovation of the building): political commitment, it is difficult to use group of artist as the managers of the building, adequate financial and human resources are needed.
	Today (on-going activities): the building should be part of the broader approach, permanent support of the owner is the precondition
Key success factors	First phase (design, construction / renovation of the building): political commitment, EU funds (ERDF)
	<p>Today (on-going activities):</p> <p>Commitment, flexibility, positive attitude and good relationships within the competent team on one hand, and good infrastructure and regular financing on the other hand</p>



3. Utopiastadt

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Utopiastadt GmbH; <https://www.clownfisch.eu/utopia-stadt/>

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Project structure including governance	Organizational structure: <ul style="list-style-type: none"> Mainly divisional (employees are grouped into specific divisions to provide specific services.) And additional matrix structure (teams of employees are gathered around specific projects on the basis of their profiles and competences)
	Management structure <ul style="list-style-type: none"> 2 general managers 2 bookers for events, 1 technician; 2 responsible persons for bike rental, 2 for social media, 1 for district and urban development, 1 for gardening, 1 for documentation, 2 programmers



Partners	Public (<i>please, list them</i>)	Private (<i>please, list them</i>)	Third sector (civil society)
	<ul style="list-style-type: none"> City of Wuppertal 	<ul style="list-style-type: none"> Clownfisch gGmbH 	<ul style="list-style-type: none"> Utopiastadt e.V.
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
	<ul style="list-style-type: none"> Wuppertal once owned the building, gave it to Utopiastadt gGmbH in 2015 after a three years cooperation and successful launch of the project to a regional subsidies program Furthermore, Wuppertal gives 10% of required funds for renovation 	<ul style="list-style-type: none"> Management and administration of finances and program of the project 	<ul style="list-style-type: none"> Coordination of volunteers, of partners and associations like /dev/tal e.V. (hackerspace) Wider communication/ spreading of information Administration of donations
Role of the private partners	<ul style="list-style-type: none"> Public-Private Cooperation 		
	<p>Rationale for Public-Private Cooperation:</p> <ul style="list-style-type: none"> The private partner Clownfisch company put in several years of engagement, personal contribution and financial risk to get the trust of its stakeholders Furthermore it implemented and presented a convincing concept for re-use No other investors were found; but the preservation of the building was important for cultural heritage, identity, flair and face of the northern city of Wuppertal 		



Challenges	<p>First phase:</p> <ul style="list-style-type: none"> Financing: imposing a moratorium with the public partner in order to use the building for free and a 100.000 € loan to implement fundamental structure of the program and to start first crucial steps towards a long-term re-use; <p>Furthermore, the project has come a long way through subsidy regulations and conditions to get the break-through big investment of 3 Mio. € from a regional fund</p> <ul style="list-style-type: none"> Planning: identify and impart the crucial steps along with an architectural planning office and real estate agency; manage to meet the modern building regulation standards (energy saving, fire safety) <p>Today (on-going activities):</p> <ul style="list-style-type: none"> Planning: finding further partners, agencies and little companies to realize a long-term program related to urban utopia Financing: finding more subsidy programs and funds for further needed construction; invest crowdfunding money in surrounding buildings and places of the train station; to protect the face of the area around Utopiastadt for the future
Content	<p>Program related activities:</p> <ul style="list-style-type: none"> Agency (program flyers/ posters, social media, magazine) Atelier Co-working Café & catering also (concerts, exhibition) Bike rental Open knowledge lab (e.g. hacker meetings) Garden (one day a week) Garage (education projects, furniture etc. for Utopiastadt) <p>Supplementary activities:</p> <ul style="list-style-type: none"> e.g. Repair-café, Action day (cathering for work at the building and in the garden)
Employees	<ul style="list-style-type: none"> Permanent: 10 (2 full-time jobs)



Financing of the institution	Public (public subsidies: local, regional, national, EU): <ul style="list-style-type: none"> on-going structure of financing since 2015: 90% (total amount 3,5 Mio. €; local: 10%, regional: 80%)
	Own sources: <ul style="list-style-type: none"> Tickets (theater, concerts etc.) Space/equipment rental Educational programs Memberships (also sustaining memberships) Sales Loans
Lessons learned	First phase: <ul style="list-style-type: none"> structure and entrance to subsidy programs is the most important and complicated task private financial risk as an initiator was necessary
	Today: <ul style="list-style-type: none"> active spatial planning influence is required to prevent the upgrading of the surrounding area of the project that would cause gentrification effects
Key success factors	First phase (design, construction / renovation of the building): <ul style="list-style-type: none"> Trust in own project and partners: “the question is how, not if” Good Public Relation
	Today (on-going activities): <ul style="list-style-type: none"> Sustainable and consistent program and cooperation is required;



4. ExRotaprint

Initiation of the project	<p>Description of the project:</p> <ul style="list-style-type: none"> the concept of ExRotaprint is based on a the local community rooted balance of 1/3 work, 1/3 art and 1/3 social, mixture as “social plastic” (art concept from Joseph Beuys) as anti-pole against gentrification and displacement, for creating synergetic effects local small businesses and crafts, ateliers and studios for artists, musicians and creatives, social institutions for educations, carrying and integration General management as work, art and social use in equal parts Program management/ main projects: work, living and social integration through fair prices with openness to local audience and neighbors with cantina and educational program 	<ul style="list-style-type: none"> 10 industrial buildings, 1 house for living Industrial park with 10.000m² rentable space and property of 8.400m²
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Project structure including governance	Organizational structure: <ul style="list-style-type: none"> divisional (The employees are grouped within certain divisions to provide certain services) 		
	Management structure <ul style="list-style-type: none"> 2 general managers 1 administrator, 1 accountant 		
Partners	Public	Private	Third sector
	<ul style="list-style-type: none"> Renters: social local institutions for education and integration, e.g. Schulamt Mitte (education authority) 	<ul style="list-style-type: none"> ExRotaprint gGmbH Renters: e.g. Wendepunkt gGmbH, Phönix Zukunftsbau GmbH 	<ul style="list-style-type: none"> RotaClub e.V. Renters: e.g. Kwan Um Zen Schule Deutschland e.V., Menschen helfen Menschen e.V.
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
	<ul style="list-style-type: none"> Only renters, co-determination through renters association RotaClub e.V. which is one of the shareholders from ExRotaprint gGmbH 	<ul style="list-style-type: none"> Management and administration of finances and program of the project 	<ul style="list-style-type: none"> Wider communication/ spreading of information Administration of donations
Challenges	First phase: <ul style="list-style-type: none"> Initiation: at the beginning the project wasn't taken seriously by local authority; public campaign was necessary Concept: single private interests and profit orientation by some persons made it hard to implement the welfare character of the project Network: finding contacts through congresses etc. was essential 		
	Today (on-going activities): <ul style="list-style-type: none"> Planning: obstacles with heritage building plans, details 		
Lessons learned	First phase: <ul style="list-style-type: none"> essential trust and cooperation of the stakeholders isn't possible without wider public communication campaigning 		
	Today: <ul style="list-style-type: none"> Errors in building plans causes much trouble 		



Key success factors	First phase (design, construction / renovation of the building): <ul style="list-style-type: none">welfare character of the concept and unique architectural heritage of the buildings; ongoing believe in the concept
	Today (on-going activities): <ul style="list-style-type: none">professional management



5. Cascina Cuccagna

Via Cuccagna 2, ang. via Muratori

Associazione Consorzio Cantiere Cuccagna (ACCC)

T. +39 0283421007 - www.cuccagna.org

C.F 97426130155 - P. IVA 06232010964

Initiation of the project	<p>Description of the project:</p> <p>The main topics of Cascina Cuccagna are organic food, eco-friendly resources, sustainable lifestyle, and community building.</p> <p>Its mission is to build a cultural bridge between town and country; to reconnect, in people daily practices, food and agriculture, quality and sustainability, global and local, tradition and modernity, sustainable consumption and land resources.</p> <p>The farm hosts many permanent services and activities: an organic restaurant, a small hostel, a slow tourism travel agency, a weekly farmers' market, a bicycle workshop, a community garden, a community help desk, a carpentry, a flower shop, educational activities for schools, space for exhibitions and events and a rich program of leisures courses.</p>
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Stakeholders	<p>How the participatory process has been organised (<i>please, shortly describe the whole participatory process</i>):</p> <p><u>before</u>: a group of residents have founded in the late 90's a sort of collective, who has been working to bring to the attention of the city (citizens, groups, institutions..) in the case of Cascina Cuccagna. Above all, this group have taken the responsibility of elaborating an 'action-plan', involving a group of city planners, partners, architects and engineers.</p> <p><u>now</u>: many volunteers groups animate the farm and promote activities such as book crossing, ethical purchasing group, cinema festivals.</p> <p>Everyone is free to join in and propose new activities in Cascina (private people, company, associations...).</p> <p>Otherwise, one can simply enjoy the peculiarity of the place in the relaxing premises, where it is possible to find a green and quiet spot inside the noisy city.</p> <p>Which stakeholders were involved (local community, policy makers, local inhabitants, NGOs, experts, ...) in:</p> <ul style="list-style-type: none"> ▪ Designing the project: Local community, local inhabitants, architects, cultural and social groups, universities, Milan PA ▪ Renovation of the building: Team of architects, restorers and other experts. Many partners such as foundations, banks and companies. ▪ General management: The Associazione Consorzio Cantiere Cuccagna, through its assembly members and its board of directors ▪ Development and implementation of the programme: ACCC's structured staff and external collaboration <p>How were stakeholders involved (workshops, presentations, meeting, ...): meetings and ad hoc events</p>
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Project structure including governance	<p>Organisational structure:</p> <p>Divisional (The employees are grouped within certain divisions to provide certain services. ACCC staff is composed by 3 people: 1 person: marketing, communication and press office 1 person: event manager (private and public events, leisure courses) 1 person: Technical and Logistics Manager, administrative assistant</p> <p>Matrix structure (Teams of employees are gathered around specific projects on the basis of their profiles and competences) 1 person: farmer Market Manager gardening service cleaning service</p>
	<p>Management structure (<i>what is its management structure, for example director, artistic director, board of directors, ...</i>): assembly member (10 people representing the 10 groups of ACCC) board (4 people + president + 2 permanent auditors); staff (3 people); community groups desk (Gruppoverde, Cinema e teatro in Cascina, Banca del tempo, GAS, Magliando, Bookcrossing, Porte aperte, Punto d'incontro) permanent service desk (it includes s.r.l. such as the restaurant/hostel, associations such as the bicycle workshop and carpentry, and cooperatives such as the travel agency...)</p>



Content	<p>Programme related activities, please choose and describe the appropriate ones:</p> <p>an organic restaurant, a small hostel, a slow tourism travel agency, a weekly farmers' market, a bicycle workshop, a community garden, a community help desk, a carpentry, a flower shop, educational activities for schools, exhibitions and events leisures courses.</p>
	<p>Supplementary activities (bar, rent a desk, bookshop, ...):</p> <p>offices, renting spaces for private events</p>
Employees	<ul style="list-style-type: none"> ▪ Permanent: 3 people ▪ Contractual: 1 people <p>(ACCC staff)</p>
Lessons learned	<p>First phase (design, construction / renovation of the building):</p>
	<p>Today (on-going activities):</p> <ul style="list-style-type: none"> ▪ our strength is also our weakness in some way: the governance of the project is based on volunteers work.



Key success factors	<p>First phase (design, construction / renovation of the building):</p> <ul style="list-style-type: none"> ▪ combining the need of requalification of an historical old farm and the initiatives for the aggregation of citizens in the city centre ▪ the conservative restoration of the building
	<p>Today (on-going activities):</p> <ul style="list-style-type: none"> ▪ the space is open all week long, one can always find something going on, one can always find bar/restaurant services open.



6. Stara Elektrarna

Stara mestna elektrarna (Old power station)/Bunker Ljubljana

<http://www.bunker.si/eng/the-old-power-station>

info@bunker.si

Project structure including governance	Organisational structure: <ul style="list-style-type: none"> Matrix structure (Teams of employees are gathered around specific projects on the basis of their profiles and competences)
	Management structure (<i>what is its management structure, for example director, artistic director, board of directors,...</i>): There is the director of the Bunker, but she does not deal directly with the Stara elektrarna, but works on other projects. There are two people who run the office and the programme in the Stara elektrarna. There is also a technical team of 3 people working there, but not exclusively.
Content	Programme related activities: The Old Power Station is now buzzing with activities: several groups use it as their rehearsal venue and for pre-production; it is also a place for different workshops, which range from cultural management to dance techniques, while in the evening, the power station is frequently a venue for various performances and other multimedia events.
	Other activities (bar, rent a desk, bookshop, ...): A bar is open only at the time of the events, there is also a small technical museum, but the income of the bar is covering costs only.
Employees	<ul style="list-style-type: none"> Permanent: 1, but other employees involved on the project basis Contractual: 2 technicians



Partners	Public	Private	Third sector (civil society)
	Ministry of Culture (MC), Municipality of Ljubljana (MOL)	Elektro Ljubljana	Bunker
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
	MC and MOL have reached an agreement with the company Elektro Ljubljana in the past. According to the last agreement, the MC pays 20.000 euros per year to Elektro Ljubljana for the investments in the building. MC also selects the manager of Elektrarna through a public call. At the moment, a new round of negotiations between MC and Elektro is beginning. MOL and MC co-sign the contract about financing with Elektro and Bunker.	Elektro Ljubljana enables the free rental of Stara Elektrarna for the purposes of culture. It also runs the section that has been transformed into a museum. Elektro also rents the hall sometimes - for its own business purposes or sometimes even commercially (the income of the Elektro Ljubljana).	As the manager, Bunker is responsible for the programme and for renting the space out to the interested parties. Bunker also provides technical assistance to the tenants. Bunker organises their own events, but the number is limited (30 % of all events organised in the building)
Challenges	First phase (design, construction / renovation of the building): The major challenge was to reach an agreement between the private company Elektro Ljubljana, the Ministry of culture and the Municipality of Ljubljana.		
	Today (on-going activities): The main challenge is to coordinate different interests of all participating parties and to reach a sustainable agreement The key success factor today is the cooperation and coordination of different interests. Furthermore, there is a strong need for such a place, therefore the demand exceeds the capacity of Stara Elektrarna. Most important is also that neither the owners nor the financiers interfere with the program, which enables experimenting.		



7. ALDO GALLI

PROGETTO FAB LAB e Smart Digital Festival /ACCADEMIA DI BELLE ARTI ALDO GALLI/IED COMO/

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Project structure including governance	Organisational structure: <ul style="list-style-type: none"> Divisional 		
	Management structure (<i>what is its management structure, for example director, artistic director, board of directors, ...</i>): CEO, President, board of directors		
Partners	Public (<i>please, list them</i>)	Private (<i>please, list them</i>)	Third sector (civil society) (<i>please, list them</i>)
		Ilem Srl Accademia Galli	Fondazione Bonoli Onlus
	Roles & responsibilities	Roles & responsibilities	Roles & responsibilities
		Project management	Property Owner
Role of the private partners	<ul style="list-style-type: none"> Public-Private Collaboration 		
	Rationale for Public-Private Cooperation (<i>Why the PPC was chosen?</i>): Public and private sectors can benefit from pooling their financial resources, know-how and expertise to improve the delivery of basic services to all citizens		
Challenges	First phase (design, construction / renovation of the building): renovation of the property but especially implementation of educational activities related to the <i>genius loci</i>		
	Today (on-going activities): Development and increase of research		
Content	Programme related activities, please choose and describe the appropriate ones: <ul style="list-style-type: none"> Office Studio Others: Laboratorio FAB LAB 		



Employees	Permanent: 4
Lessons learned	First phase (design, construction / renovation of the building): The importance of the realization of a common goal on the indigenous reality XXXXX
	Today (on-going activities): Collaboration in partnership between public and private
Key success factors	First phase (design, construction / renovation of the building): Actually teaching known on the territory
	Today (on-going activities): Excellence in offering cultural teaching and research innovation