

TRANSFERABLE ELEMENTS OF CULTURAL HERITAGE REVITALIZATION PILOT PROJECTS

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1. Introduction

ABOUT PILOT PROJECTS

Pilot projects (also called pilot actions) represent a practical implementation and test of developed tools. They have an experimental or demonstration character, which means that they should test, evaluate or demonstrate the feasibility and effectiveness of a novel solution, unprecedented in a comparable environment (Interreg CE, 2019¹).

In line with their definition, pilot projects are important for effective management of cultural heritage sites. They enable testing of cultural heritage revitalisation approaches that are new or present a novelty in a specific environment/context. Pilot sites allow for certain mistakes, thereby providing an excellent opportunity for learning and accumulation of first-hand experience for all the involved. Besides that, they serve for raising awareness about the new approaches within the wider professional and general public. Furthermore, pilot projects were also found to be particularly useful tools in fostering cooperation and involvement of target groups (Spatial Foresight GmbH, t33 srl, 2019²). Therefore, the application of new cultural heritage revitalisation approaches in pilot projects is most recommended.

When testing new approaches in a specific context, it is of course reasonable to learn from the experience acquired in other similar projects. In that way one can build on proven good practices and attempt to avoid potentially challenging activities and situations. However, this knowledge transfer process is hindered by the fact that specific pilot projects may differ a lot and their contexts are not necessarily comparable. An additional challenge may be presented by the publicly available project documentation, which might be of various quality and not very transparent.

¹ Interreg Central Europe, 2019. Application manual for the fourth call. Capitalisation through coordination.

² Spatial Foresight GmbH, t33 srl, 2019. Operational evaluation of the Interreg Central Europe Programme - Final evaluation report.



PURPOSE AND CONTENT OF THIS GUIDE

This document³ summarizes the experience from 12 pilot projects, carried out within two Interreg Central Europe projects, dealing with cultural heritage revitalisation - Forget Heritage and Restaura. The purpose of this document is to provide a more transparent overview of good practices and recommendations which are applicable to a wider or to a clearly specified context and organised according to main stages of the project life cycle. Thereby, we aim to make the testing process easier for anyone dealing with similar pilot projects in future, help them avoid certain mistakes and enable more successful and effective implementation of their pilots.

However, it should by no means be forgotten that each pilot project is a story of its own. Therefore, also an overview of the analysed pilots and their main characteristics is provided at the end. This enables the interested readers to search for more detailed information themselves and to further assess the transferability of a specific pilot context to their own case. This document should serve merely as a starting point for their own further work on pilot projects and their knowledge development. The accumulation of one's own first-hand experience is of course irreplaceable and presents the main advantage as well as the main argument for the application of pilot projects.

³ This document was developed within the Interreg Central Europe project ForHeritage: Excellence for integrated heritage management in Central Europe. The project aims to promote excellence in heritage management by capitalizing on existing knowledge from previous projects related to integrated approaches for the effective management of cultural heritage sites and buildings through a complete and integrated set of tools for cultural heritage management.



2. Recommendations on how to approach the testing of new cultural heritage revitalisation approaches with pilots

Based on the review of 12 pilot projects in the field of cultural heritage revitalisation (see the Attachment), we recommend the partners, involved in cultural heritage revitalisation projects, to take into account the following good practices and general rules.

GENERAL PRINCIPLES

→ TEST NEW APPROACHES IN PILOT PROJECTS

When attempting to revitalise cultural heritage by employing approaches or models which are new or present a novelty in your region/specific context, it is most advisable to use a pilot projects as a testing site. Pilot projects enable invaluable accumulation of knowledge and first-hand experience, while at the same time, they also allow certain mistakes. Therefore, pilot sites can present an excellent practice site for future (larger scale) activities and investments. The accumulated knowledge is beneficial not only to all the involved partners, but also other stakeholders, interested in similar projects within the region. Furthermore, pilot projects present a good means for awareness raising and promotion of new or less known heritage revitalisation models.

→ PILOT SITES SHOULD BE SMALL-SCALE

For testing new approaches, smaller scale testing sites seem to be more appropriate, as they are easier to handle. Larger sites require a lot of knowledge, large investments, more time and political will, making the planning more difficult and prone to substantial changes, especially if private sector is involved in the preparation and implementation of the project (PPP). This all makes them not a very good practice site, since mistakes are not affordable.

In case of large scale pilot sites, it is a good practice to divide them into smaller, more manageable spatial and operational units or phases. The revitalisation process should then be approached step-by-step, in line with different constraints (financial, human resources, time, ...). Of course, the sight of the whole site's development vision cannot be lost. After testing and accumulation of experience on a small-scale, the acquired knowledge can be applied to a larger scale site.



Based on the experiences with the Forget Heritage project pilot projects, the time planned for the implementation of even small pilot projects should be at least one and a half year (e.g. 3 – 6 months for the preparation phase, 1 year for the implementation and 2-3 months for the follow up).

→ BE FLEXIBLE IN PLANNING AND IMPLEMENTATION

While it is important to prepare detailed project implementation plans, it is just as important to retain a certain flexibility of plans and be prepared for different scenarios. In reality, things rarely go according to plans. For example, the required bureaucratic procedures can result in substantial delays. Furthermore, their outcomes are often unpredictable and subject to electoral cycles, which can shift plans and priorities completely. On top of that, there are also several other factors and/or stakeholders which can influence the plans significantly. Last but not least, the fragility of plans was witnessed also in the recent epidemics.

→ GOOD AND OPEN COMMUNICATION IS KEY

Throughout the whole process of heritage revitalisation, good communication with different stakeholders is key. Not only does regular communication enable better cooperation it also has the power to bridge gaps (e.g. between the public and private sector, between the public sector and citizens ...). To build the mutual trust, honest relationships and open communication on all sides are needed also (or even more so) when encountering unpredicted challenges or difficulties.

→ EACH PILOT HAS ITS OWN SPECIFICS

Despite some transferrable elements and experience, each pilot project is a story of its own. While recommendations and good practices are useful as a starting point, extensive knowledge needs to be developed through a process of first-hand experience accumulation in a specific context.

STAGE 1: PROJECT INITIATION

→ FORM A GOOD PROJECT TEAM

To initiate the pilot project, you first need to form a good project team. Since with pilot projects, you are entering a new field, you will of course be faced with a lack of professionals with experience in the same topic. This should be compensated with accumulation of experts from different departments/fields in your team. On the side of the public partner, an interdepartmental



team is needed. Officials from different departments (e.g. investment, economic, cultural, social, PR ...) who are co-engaged in implementation are very important.

The biggest challenge is overcoming the rigid organizational structure of the city administration. Public officials need to jointly and interdisciplinary implement the project for several years. This requires training, agile city administration and political support. Therefore, also when selecting the project team leader, it is not only important that an experienced project leader is assigned, but also that he/she is enjoying a strong political support.

Past pilot experience shows, that the enthusiasm and agility of the project team members is an important project success factor. Enthusiastic and agile members of the team find creative ways to overcome many different challenges that pilot projects in a new, unfamiliar field bring along. They are always ready to learn and bridge many gaps with their positive “can-do” approach and open communication.

The experience from past pilots suggests that a smart formulation of the project team may decrease the dependency of the project on the electoral cycles, which is one of the biggest threats for such projects.

You should also ensure that the project team has access to professional advice and needed support from the start. This may include mentor support, workshops or trainings in the fields where the lack of project team’s skills is recognised.

See more about the organisation of trainings in the field of Cultural Heritage in the ForHeritage document **YOUR STRENGTH LIES IN KNOWLEDGE – HOW TO ORGANISE A SUCCESSFUL TRAINING FOR BETTER MANAGEMENT IN THE CULTURAL HERITAGE SECTOR** (<https://www.interreg-central.eu/Content.Node/04.-Your-strength-lies-in-knowledge.pdf>).

- ✓ Experts from different departments/fields (e.g. investment, economic, cultural, social, PR ...)
- ✓ Agile and enthusiastic members of the team
- ✓ Experienced project leader with political support
- ✓ Access to professional advice and support from the start

➔ **BUILD A COOPERATIVE APPROACH FROM THE START**

It is very important to acquire strong support for the project from the start. The respective roles of the public, private and community sectors need to be recognised. The public sector should provide leadership, but the work should be carried out in partnership. The most important stakeholders should be included at an early stage of the project. Informal consultations should be carried out



with different authorities, such as cultural heritage protection authorities, development agencies, regional/national authorities

Past pilots have proven that the involvement of different stakeholders from the start, their informal meetings and personal connections bring good cooperation, different synergies and also help with early resolution of possible conflicts. Regular personal meetings of the stakeholder group contribute to bridging of different cultures, transfer of knowledge and constructive and efficient problem solving atmosphere.

At later stages of the project, there will be many occasions on which the initial circle of the major stakeholders should be widened according to the needs and specifics of the project, and citizens should be involved as well.

It is good practice to involve all the key stakeholders in the whole process from the very beginning and permanently build the community during the implementation.

See more about the stakeholder mapping and involvement in the ForHeritage document **CULTURAL HERITAGE PARTICIPATRY GOVERNANCE TOOLKIT** (<https://www.interreg-central.eu/Content.Node/01.-How-to-engage-communities.pdf>).

A good and long-term partnership between the local authorities (different departments), project and pilot managers is crucial. Firstly, this can prove more than helpful when facing certain existing unfavourable conditions. Secondly, a good relationship with different authorities and their personal involvement can also help to achieve certain positive changes in the external environment (e.g. change of legislation, preparation of strategies ...).

- ✓ Consultation with major stakeholders
- ✓ Consultation with the authorities (cultural heritage protection authorities, development agencies, regional/national authorities ...)
- ✓ Work in partnerships
- ✓ Further expand the stakeholder network during the project development and implementation

➔ DEVELOP THE PROJECT CONCEPT AND CARRY OUT AN EX-ANTE ASSESMENT

In relation to revitalization of the cultural heritage buildings, the main challenge is always to identify a feasible and sustainable use for the building under consideration. Ex-ante assessment (pre-feasibility) is the decision point that concludes the development of an initial project concept.



It involves a decision on whether to proceed to more in-depth appraisal and project planning (Stage 2).

The ex-ante assessment should include:

- ✓ Description of the site: physical condition, history, restoration and potential for change, ownership and current management ...
- ✓ Input from other decision makers/stakeholders/citizens, links to the neighbourhood, existing content/users
- ✓ SWOT analysis of the site
- ✓ Future use and project concept development: define main objectives, aims and programme/activities orientation, which derive from the analysis of the state.
- ✓ Needs related to desired future use: required improvements of the site, financial aspect

See more about the stakeholder mapping and involvement in the ForHeritage document **CULTURAL HERITAGE PARTICIPATRY GOVERNANCE TOOLKIT** (<https://www.interreg-central.eu/Content.Node/01.-How-to-engage-communities.pdf>)

The heritage revitalisation projects should not stop with renovation. In order to revitalise cultural heritage buildings or even regenerate a whole urban area, it is just as important to develop the content and valorise the site. For that purpose, the Forget Heritage project pilots involved the cultural and creative industries (CCIs) from the early stages of the process. CCIs have a high demand for working space and heritage sites present a very inspiring working environment for them. At the same time, CCIs are one of the most important players in terms of revitalization. Making the revitalised heritage buildings available to the creatives can result in various positive externalities (from social to economic), thereby improving the quality of life of the citizens. However, CCIs are often not self-financing in the short term, (and often also not in the long term), especially if they provide services that are in public interest. Therefore, the support of the local (city) government should continue after the renovation.

If the decision is positive, additional assessment is needed (feasibility study).

➔ FEASIBILITY STUDY

A feasibility study provides a generic assessment of the project and an essential part of every project. In case of larger projects (especially PPP), preparation of a feasibility study could present a pilot of its own.



A feasibility study should provide all data necessary for an investment decision. The commercial, technical, financial, economic and environmental prerequisites for an investment project should thus be defined and critically examined based on alternative solutions already reviewed in an ex-ante assessment (pre-feasibility study). The content, the form and detail depend on the nature and scale of the project and investment. In case of larger investments, several supporting studies need to be carried out before the feasibility study is conducted. Their main results are then included in the feasibility study, which should generally contain:

- ✓ Description of the site: physical condition, history, restoration and potential for change, ownership and current management ...
- ✓ Planning context: legislation, strategic documents, support programmes at national/regional/local levels...
- ✓ Input from other decision-makers/stakeholders/citizens, links to the neighbourhood, existing content/users
- ✓ SWOT analysis of the site
- ✓ Future use options and project concept development: define main objectives, aims and programme/activities orientation, which derive from the analysis of the state.
- ✓ Definition of the type of investment, estimation of (investment) costs
 - ✓ Select the most appropriate future use and define the needs related to desired future use: required improvements of the site, financial aspect
 - ✓ Cost-benefit analysis (financial and non-financial benefits): all expected costs and benefits of a given measure are expressed in monetary terms (with future flows discounted to their present value) and set them off against each other, thus attributing a clearly defined monetary “value” to the investment project.
 - ✓ Analysis of the possibility of public-private co-operation (PPC) (initial screen). Analysis of the potential forms of PPC options, among others, public-private partnership (PPP) as one of possibilities for implementing a revitalization project must be evaluated and compared with at least one of the other implementation models.
- ✓ Conclusions and recommendations: next steps.

See more about the stakeholder mapping and involvement in the ForHeritage document **GOOD GOVERNANCE AND PARTICIPATORY GOVERNANCE TOOLS IN CULTURAL HERITAGE** (<https://www.interreg-central.eu/Content.Node/01.-How-to-engage-communities.pdf>)

In case that you decide for the PPP, please see the ForHeritage document **THE USE OF PUBLIC-PRIVATE COOPERATION APPROACH IN CULTURAL HERITAGE REVITALISATION** (<https://www.interreg-central.eu/Content.Node/03.-PPP-approach.pdf>).

Experience from pilot projects in the field of cultural heritage shows that finding private partners, interested in cultural heritage revitalization investments in the form of PPP, is not an easy task.



In many regions, this presents a key obstacle for the implementation of PPP on cultural heritage sites. In lack of the interest from private investors, different forms of PPC should be explored. For example, there are many good practices of involving NGOs or other interest groups in managing of the pilot sites. Their interests are often more in line with the preservation of cultural heritage and they are not so much profit-oriented. While this can of course not solve the question of large public investments in renovation, it can nevertheless still enable at least partial financial independency of the site. This does not only mean smaller public expenditures, but can also simultaneously add value to the site, the image of the city, cultural tourism, social integration, sustainability, etc.

STAGE 2: PROJECT PLANNING

When preparing the project planning documentation, keep the recommendations from the past stages in mind. Above all, continue to:

- ✓ Be flexible
- ✓ Work in partnership with major stakeholders
- ✓ Maintain regular and open communication
- ✓ Include additional stakeholders and citizens/potential users in line with progress in your project development

➔ **PREPARE THE PROJECT MANAGEMENT PLAN**

The basic structure of the project management plan, which we use here as the generic term for the strategic and implementation document for small-scale pilot sites, consists of 5 key areas:

- ✓ **Why?** Your objectives, the vision/purpose of the site operator with regard to the CH building. This refers to long-term strategic decisions.
- ✓ **With Whom?** Your stakeholders. This refers to the four basic groups of stakeholders for non-profit cultural organisations: community, academia, business, public administration.
- ✓ **What?** Your services/products. This refers to the services and products that the organisation delivers, how they are delivered, what key activities are necessary and what their costs are.
- ✓ **How?** Your revenue model. This refers to the sources that the organisation uses to capture value and attract resources. It is divided into earned income (mission-related and mission non-related) and contributed income (monetary contributions and non-monetary contributions).
- ✓ **When?** Project implementation plan.

Depending on the project specifics, some of the above mentioned sections should be given greater/smaller attention.



For more information about different possible funding sources and financial instruments, see ForHeritage document **FINANCIAL INSTRUMENTS AND INNOVATIVE FINANCIAL SCHEMES FOR CULTURAL HERITAGE** (<https://www.interreg-central.eu/Content.Node/02.-Financial-schemes.pdf>).

See more about the stakeholder mapping and involvement in the ForHeritage document **GOOD GOVERNANCE AND PARTICIPATORY GOVERNANCE TOOLS IN CULTURAL HERITAGE** (<https://www.interreg-central.eu/Content.Node/01.-How-to-engage-communities.pdf>)

Involving the community and key stakeholders in decision making at different stages of the planning process will enable adequate project development.

A joint vision and objectives should always serve as guidance for all the involved. Pilot project experience shows, that If the vision and objectives are not developed well and in cooperation with all major stakeholders at the beginning, this will cause problems at later stages.

It is equally important, that the stakeholders have a good understanding of other elements of the planned project (project activities, time-schedule, revenue model, ...)

Public administration and project managers should take into account that different processes and bureaucratic procedures required for the revitalization of the place could take longer than expected, which should be taken into account in the planning process.

At the initial development stages, even the visions can be subject to significant changes. While this can cause many difficulties, it is very important throughout the whole process to stay open and sensitive to the environment changes, citizens' needs, and different stakeholders, and revise the purpose/vision from time to time accordingly, while making sure that it is clearly communicated. Project objectives should be in line with the business model, but also regularly checked and changed if needed.

As stated above, the suggested Project management plan is appropriate as a strategic and implementation document for smaller sites (one building), which is in line with our recommendation about the small-scale of the pilot sites. In case that you are dealing with a larger scale pilot project (a whole urban area) an integrated built heritage revitalisation plan is needed.

See more about the integrated built heritage revitalisation plan in the Restaura project document **GUIDEBOOK FOR LOCAL AUTHORITIES ON PPP IN HERITAGE REVITALISATION STRATEGIES** (<https://www.interreg-central.eu/Content.Node/O.T2.2.pdf>).



STAGE 3: PROJECT IMPLEMENTATION

→ PILOT MANAGER SELECTION

In case that you will have an external pilot manager (public-private collaboration), you should appoint one at this stage, if it was not appointed before

It is very important whom you choose as the pilot manager. The pilot manager should be an experienced professional with a flexible and creative team with a very good network of stakeholders/various target groups.

It is very helpful if pilot managers have experiences in collaboration with the public administration and knowledge of legislation and public policies and strategies (local/regional/national), relevant for the pilot project. If not, we recommend that they improve their own knowledge on this topic and/or assign someone who is able to carry out a mediation role.

→ PROGRAMME MANAGEMENT

Management of the CH building in line with the management plan and implementation of the foreseen pilot activities.

Narrow the diversity of the offered services/products/activities down at least at the beginning and pay big attention to the quality of the initially offered program. Regularly acquire feedback on the offer, and revise the activities from time to time. Public administration should support the activities of the pilot managers.

The organization of open events and exhibitions is very useful to attract new stakeholders and increase the interest of citizens. Use the events to further build the community and enlarge the stakeholders' network.

→ REGULAR MONITORING AND EVALUATION OF THE PROJECT

Monitoring and evaluation of the pilot projects is an essential process which is being left out too often. Mid-term evaluations are a most useful tool, since they enable necessary in-time adaptations and improvements of pilot projects.



To be able to evaluate the progress of the project, the system of regular monitoring (each half a year or each year) needs to be established first. Monitoring provides stakeholders with relevant data and information about the progress or delays related to planned project activities, outputs, deliverables....

The data, gathered in the monitoring process, provide input for (internal) mid-term evaluation. It is important, that information, provided in the process of monitoring is realistic, so that adequate actions can be suggested and taken to correct any deficiencies as quickly as possible.

You should consider also peer review as an additional method, providing that you can find adequate “peers”, which are prepared to participate in the peer review.

The transnational peer review process, carried out within the Forget Heritage pilot projects, proved to contribute to the transfer of knowledge and exchange of ideas between partners, pilot managers and other members, included in the peer review teams. The peer review teams were able to find several common issues (e.g. communication, financial, managerial) on which they could share their valuable insights and felt encouraged by discovering that other pilot projects had to overcome similar challenges and difficulties.

However, the peer review process, presented also some challenges. First of all, the “peers” are not familiar with the peer review process and need detailed guidelines. Furthermore, it is quite difficult to find adequate “peers” with experience in similar contexts. Last but not least, on-sight visits, which are needed for a quality peer review, are connected with high costs.

- ✓ Regular monitoring system establishment
- ✓ Realistic reporting
- ✓ Mid-term evaluation (internal)
- ✓ In-time adaptations and improvements
- ✓ Peer review consideration

STAGE 4: PROJECT CLOSING

➔ FINAL REPORT AND FINAL EVALUATION

After the pilot project closure a final report needs to be prepared, which also provides input for the final evaluation. Final evaluation can be internal or external, and assesses on one hand the



process implementation, and on the other hand the content – outcomes, results and also longer term impact (economic, social and environmental) of the project.

As with mid-term reporting and evaluation, it is again of key importance, that the final report and final evaluation are realistic.

- ✓ Final report
- ✓ Realistic reporting
- ✓ Final evaluation

See more about the impact assessment in the ForHeritage document **IMPACT ASSESMENT AS AN OPPORTUNITY** [\(link\)](#).

➔ FOSTER THE TRANSFER OF ACCUMULATED KNOWLEDGE AND FACED CHALLENGES

The accumulation of new knowledge and experience and its transfer to other future projects within the region is one of the main arguments for the implementation of pilot projects. For that reason, it is most important, that not only good practices, but also not so good practices and challenges are being transferred. Sometimes, difficulties and problems encountered can be an even more important lesson for future projects than good practices. Therefore, presentations of project experience and knowledge transfer should by no means be mistaken with promotional activities and should remain realistic. This is being hindered by the fact, that the reluctance to admit certain failures or weak points is in human nature. The reasons for that might be of personal or business nature and are a result of fear from consequences. For that reasons, sharing of challenges, problems and/or bad decisions made should be fostered constantly. The involved project team should be made aware, that unless “the weaknesses” have been transferred as well and the process of learning from mistakes of others has been enabled, in this aspect, the pilot project has failed.

- ✓ Transfer the accumulated knowledge
- ✓ Foster the sharing of challenges, problems and/or bad decisions made
- ✓ Failure is only not sharing the pilot project weaknesses

The analysed pilot projects had a very important impact as an experimental site for future similar projects. On one hand, new personal relationships, cooperations and processes were established within different departments of public administration which will be very useful in future projects. On the other hand, also the relationship between the involved partners and public administration has been improved in terms of more communication, mutual understanding and personal involvement. In cases, where there was distrust towards the public administration present on the side of the private (CCI) partners and/or community, the trust was



slowly but substantially rebuilt.

The improved knowledge, awareness, relationships, networking, as well as the success of the pilot projects itself, was reflected also in increased ideas and interest of different parties to be involved in similar projects. In several cities, new similar projects are already in the planning phase. Besides that, the pilots inspired also several other bottom-up integrated projects or cooperation initiatives.





APPENDIX - The overview of analysed pilot projects

CITY, COUNTRY	PILOT ACTION NAME	CE PROJECT	TIMEFRAME	BUILDING	LOCATION	OWNER	FOCUS/TOPIC	LINK
Genova, Italy	Auditorium of Strada Nuova	Forget Heritage	2018 - 2019	Historic public hall, in process of renovation, major works finished	Heart of the historical and cultural heritage in the city center	Municipality	Quadruple helix: to increase liveability of the area by introducing comic content to revitalised theatre	https://www.interreg-central.eu/Content.Node/genova.html
Ljubljana, Slovenia	Writer's hub for Vodnik's heritage preservation	Forget Heritage	2018 - 2019	Micro-location were 2 rooms in the 2 nd floor of the main building; partial renovation and refurbishment was needed	Residential area not far from the city centre	Municipality	Creativity for historical identity preservation: development of the Writer's Hub programme (workshops, mentorship, co-working, events ...)	https://www.interreg-central.eu/Content.Node/Ljubljana1.html
Nürnberg, Germany	Intercultural garden in Z-Bau North garden	Forget Heritage	2018 - 2019	An abandoned area behind a wall outside Z-Bau - a former military casern, now a socio cultural center for subculture	The south of Nürnberg	Municipality	Social innovation and integration: establishment of intercultural community garden, including social and creative activities, workshops ...	https://www.interreg-central.eu/Content.Node/Nuernberg.html
Bydgoszcz, Poland	Young craftsmen in old city	Forget Heritage	2018 - 2019	Ground floor of a tenant house, 100m ² , in need of partial renovation	City Center, heart of the Old town	Municipality	Young generation job access support: Makerspace laboratory - an open, equipped workshop to support development of practical skills	https://www.interreg-central.eu/Content.Node/Bydgoszcz.html



Usti nad Labem, Czech Republic	Integrated tourism offer in Hraničář area	Forget Heritage	2018 - 2019	Historical street, used as parking, lacking urban furniture ...	City center	Municipality	Integrated tourism services: modern artistic forms of town history presentation, including large-scale projection	https://www.interreg-central.eu/Content.Node/Usti-Nad-Labem.html
Rijeka, Croatia	Re-use center	Forget Heritage	2018 - 2019	Basement and ground floor of a central historic building and an industrial building	City center and industrial area near harbour	Municipality	Promotion of environmental sustainability and green economy: development of an innovative green entrepreneurial center with educational activities in the field of ecology and recycling/upcycling practices	https://www.interreg-central.eu/Content.Node/Rijeka2.html
Milan, Italy	Marketing and promotion in Fabrica del vapore	Forget Heritage	2018 - 2019	Part of the larger former industrial complex	Central area	Municipality	CCIs marketing, promotion and networking: offering spaces and opportunity for creativity and networking for young creatives and other CCIs	https://www.interreg-central.eu/Content.Node/Milano.html
Warsaw, Poland	Innovation in North Praga district	Forget Heritage	2018 - 2019	Two large buildings in need of complete renovation (8-tier building abandoned, 4-tier building burnt down), therefore the programme, which will later be applied there, was developed in a small outbuilding, located in the same square, which needed only partial renovation.	North Praga, central but less popular area	Municipality	New technologies and innovation (technological and social): the developed Centre of Creativity will involve local community in the process of changing their neighbourhood	https://www.interreg-central.eu/Content.Node/Warsaw.html
Branik,	Rihemberg castle	Restaura	2016 - 2019	A big abandoned castle,	Countryside	Municipality	Promotion and testing of	https://www.in



				badly damaged, closed for public, in need of extensive investment in renovation.			possibilities for PPP implementation, preparation process for castle renovation and revitalization	terreg-central.eu/Content.Node/Pilot-leaflet-(ENG.-ver.).pdf
Bratislava, Slovakia	Konventna Residence	Restaura	2016 - 2019	A two storey building with basement and attic, 2542 m2 in need of revitalisation and modification for further use	Center of the old town	University of Economics, Bratislava	Preparation of analyses and documentation needed for reconstruction and revitalisation by application of PPP, with an aim to create a space that encourages entrepreneurship and innovation.	https://www.interreg-central.eu/Content.Node/Pilot-leaflet-(ENG.-ver.).pdf
Buzet, Croatia	Biggato palace	Restaura	2016 - 2019	Main building (Bigatto Palace) and 4 scattered empty and decaying facilities (future apartments); 1.099 m ² of indoor, 62 m ² of outdoor surfaces	The historical center of the Old Town	Municipality	Establishment of a PPP model which will enable revitalisation with private capital; promotion of PPP, analyses, technical documentation, ...	https://www.interreg-central.eu/Content.Node/Pilot-leaflet-(ENG.-ver.).pdf
Nowy Dwór Mazowiecki, Poland	Historic Solny square and the Narew embankments	Restaura	2016 - 2019	A vast part of the city including a historic square, waterfront areas and infrastructure for a new residential area. In need of modernisation, expansion of buildings, demolition, construction buildings, pavements ...), development of green areas, ...	Area spreading from old town to residential area on north-eastern outskirts	Municipality and other (complete information not available)	Preparation of analyses and documentation for revitalisation and new functionalities, discussion on future development.	https://www.interreg-central.eu/Content.Node/Pilot-leaflet-(ENG.-ver.).pdf

