

# FINAL REPORT ON PILOT ACTION 3 IMPLEMENTATION

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D.T3.2.7

PP4, Chris Herrmann & Department for Culture and Leisure, July 2019

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## 1. INTRODUCTION

In the south of Nuremberg there is a huge area of roads, places of mass assembly and barracks from the time of the Third Reich. The historical relevance of this area for Nuremberg, Germany and Europe is not disputed by anyone, and also experiences a corresponding cultural-historical attention. But on the edge of this conglomerate are former SS barracks, which are under monument protection and were hardly considered in the culture of remembrance. Here settled a Center for Subculture - the Z-Bau. The concept of the centre has been newly developed and through extensive conversions, the building can now be fully used.

But one place was not considered - the Nordgarten. Hidden behind a wall, no regular and open long-term use could be implemented in the past. The Forget Heritage project "Z-Bau Nordgarten" was set up to overcome the destiny as wasteland. The task was to create an integrative place out of this area, where gardening, constructional, social and creative activities can take place and to create an environment of self-commitment, which will make the Z-Bau and the district attractive. As preparation of the project, a site and SWOT analysis was carried out and various participation workshops were held. On the basis of this work, a concept was developed, social and gardening activities were started and the necessary infrastructure for the voluntary operation of the area. At the end of the pilot, the area and the administration were handed over to an honorary group, which now administers, uses and coordinates the Nordgarten in communion with the Z-Bau team.

## 2. RESULTS ACHIEVED

Project output indicators	Measurement unit	Target	Delivery Date (06/2019)	Explanations
Number of active users	Active Volunteers	8-12	15-23	Active Volunteers vary with the seasons - new Volunteers arrive in Spring, others move away. But the overall number of active volunteers is about the same. Recipients of the volunteer mailing list comprise about 120 members. 10 volunteers have keys. 2 renters from Z-Bau also have keys and the former coordinators with 3 keys, 1 from the solidaric agriculture.
Number of jobs created	Full time job	1		Y1 - 1 FTE for Y1 Y2 & Y3 - volunteers under the guidance of Thomas Hartmann, Z-Bau Administrator and Facility Manager (5% of each position)
Number of Visitors	Visitors	500	appr. 520	Most visitors from house events. Turned out, area is perfect to complement overcrowded Beergarden area. Especially for groups and families. There were several big events like summer festival.



Number of actors	Actors	6-10	21	Active acting groups or people: Electronic workshop group, Urban Lab, Studio 1, Babis/Leo, Klaus, SoLaWi, Science Shop, Aleks Artist, Schleudergang, Style Scouts, Metal Work Group, Honig Bräu, Grafitti group, honey bee volunteer, KV - Kunstverein, skater group, foodsharing volunteers, N.Ort, circus artist group, aquaponics group
Number of Bookings and events	Bookings	6	33	N.ORT project presentation, Arsch voll Barden, Stadt fuer alle, Z-Bau intern summer festival, Z-Bau official summer festival, Stadt(ver)führungen, university biology workshop, topping out ceremony, Hackathon, 2x, 4x booking graffiti workshop, OstAnders Festival, construction workshop with BZ, 3x DIY instruments workshop, 4x bicycle repair workshop, party decoration workshop (“high life low budget”), Nordgarten Fantastic Workshop (role gaming), 10x official planning and working meetings, 1x brewing, 2x Forget Heritage Local Infos Day
Number of integrative activities	Integrative activities	2-3	4	with Community Sentenced Workers, integration of Refugee Volunteer Workers, refugee party (“benefizrave - intechnation”), regular volunteer work
Number of new Infrastructure elements	Structural elements	7-12	13	Coworking Trailer, Roof, Platform 1, Platform 2, Raised-bed, Timbered House, Greenhouse, Hop Bed, Storage Shelves and shed, Watering System, Electricity outlets, aquaponics, Tree house
Number of bed sponsorships	Persons	5-9	3/0	the beds are used and cared by the volunteers / no official sponsorships were implemented

Have there been any socio-economic impacts as a result of the pilot implementation, such as new knowledge and improved skills, stronger community engagement, integration of socially excluded target groups, cultural tourism ...

The following results can be determined as a consequence of the pilot activities:

- qualification of volunteers
- cultural garden activities
- collaboration skills
- self-efficacy through own projects
- organizational skills, group organization and events
- skills in timber construction, handling tools
- creative skills



- social skills - a well-trained cooperation
- responsibility for the garden
- networking
- integration of many neighborhood residents
- networking with the district management („Quartiersmanagement“)
- contacts with educational institutions in the district
- socio-economic values
- a permanent volunteer worker for the Z-Bau could be won
- integration of refugees and migrants through meaningful cooperation
- establishment of a distribution center for organic regional food - along with the creation of customers from the district and thus micro-economic activities
- place of work for two artists - one of the artists holds a grant of 5,000 Euros, the project was implemented in the Nordgarten
- experiment site for urban agriculture - these experiments have already resulted in two paid projects for those responsible; And other projects and lectures are in the planning
- one project - a mobile cultural kitchen - was built in the Nordgarten; The follow-up project received about 45.000 euros in funding
- another development project will be partly implemented in the Nordgarten in the year 2020 - here probably funds of 6.200 Euro will be used.
- the Nordgarten will be used as a construction site for a federal project in 2020, with another € 4.000 going to local activities.
- new field of work for social workers and trainees of Z-Bau
- cooperation with the Zimmerer School B11 - here a small house was designed, manufactured and built - estimated values: 4.000 Euro
- implementation site for workshops in the graffiti area, urban construction workshops, brewing workshops - place of work for commercial and non-commercial workshop donors
- additional volunteer infrastructure services: electrical installation half-timbered house
- a number of small donations: material, soil, plants

Please shortly describe if your pilot project has had any relevant impact on the attitude of stakeholders towards similar revitalisation projects in your city, including public administration. Are there significant differences between different stakeholder groups? Did you perhaps notice increased interest or dialogue, changes in relations, etc.

This point is very difficult to assess, because in general, a high level of interest and commitment to urban appropriation and design arises in Nuremberg. In general, the activities of the Urban Lab as PP and the activities of the N.Location as a socio-ecological project are strongly focused on the revitalization of unused places in the city. Above all, the experience of cooperation, the professionalisation of approaches, the strengthening of networks and the use of the Nordgarten as a construction site are the effects of the project. The Z-Bau management is currently involved in organizing the Nordgarten and its effects on the administration, thus establishing new subsidies and interests in the Nordgarten. The festival "City for All", which also took place in the



Nordgarten was prepared there, can also be performed as a concrete effect. The purpose of this festival was to network, visualize and train Nuremberg city initiatives.

### 3. CRITICALITIES AND RECOMMENDATIONS

Please describe here what are your experiences (positive, negative) with regard to the topics given below. Do you have any recommendations for other pilots based on your own experience...? There is no need to answer all the questions. Please write a short text in provided boxes about what is relevant for the implementation of your pilot project.

#### a) Vision/purpose of the pilot project

What are your (PM's and/or PP's) experiences (positive, negative) with the development of your vision/purpose?

Positive - Above all, the participation workshops and the SWOT analysis were helpful in integrating the current challenges and circumstances into a pilot concept. It makes sense, but it is practically unworkable, to have pre-existing these preliminary studies already when submitting an application. The project partner had some freedoms in the implementation, but these were also necessary to incorporate experiences from the project's course into a conceptual adjustment and strategic priorities.

Negatives - The preliminary concept and the associated vision was no longer up-to-date at the time of implementation because the framework conditions had changed. Above all, the dismantling of the surrounding refugee camps had to be taken into account in a reorientation of the project. The problem that emerged was the discrepancy between the promised vision and a new vision. The initial vision was also very crude and a pilot plan was not yet available - new potential had to be found out using the SWOT analysis. Also, the submission did not take into account that the site is not suitable for pure gardening due to its location and condition. The old vision, which was also submitted as a project proposal, was thus often an obstacle to establishing a new vision that was aligned with the current situation. An implementation partner would have had to get involved in the project submission with his expert opinion on board.

Do you (PM and/or PP) have any recommendations for other pilots regarding the development and implementation of the pilot's vision/purpose?

The most important tips we would like to give to the other pilot projects are the following:

- put clear goals and equip them with tools to implement
- describe a clear vision and best illustrate it
- hand over responsibility to volunteers and project participants as early as possible
- to get started as early as possible and not to conceptualize conceptually



- share clear and timely tasks with partners and schedule meetings for review
- integration does not work as an end in itself - there must be a functioning community that can be integrated into
- communicate a lot
- allow errors and allow for implementation adjustments
- allow trust - that is why you work with partners with whom you have already gained experience
- critical work should be done by contractors rather than volunteers
- set milestones not only according to your project plan, but also "felt" milestones that can be motivating for volunteer groups

### **b) Objectives (goals) of the pilot project?**

What are your (PM's and/or PP's) experiences (positive, negative) with setting the objectives/goals of the pilot project?

Positive - Towards the end of the pilot period, the communications department of the Z-Bau helped to drive the target groups to the forefront. Some employees and interns, who took care of integrative topics and the involvement of social workers in the project, also gave encouraging input. Z-building events such as the summer party were also helpful, as they provided an opportunity to work on important goals and milestones.

Negatives - It was not always easy to argue the goals off the owner, because some of the confidence in the experience and assessments was missing. Furthermore, it has been difficult to reconcile the security interests and concerns of the House with the goals of integrating and taking responsibility of volunteers and third party activities in the North Garden. Many homemade obstacles could not be re-thought. The role of the implementation partner as translator of the interests of the target groups could not be fully accepted.

Do you (PM and/or PP) have any recommendations for other pilots regarding the development and implementation of the pilot's objectives?

It is important to translate the project goals for volunteers into a language they can understand and are prepared to take action on.

### **c) Stakeholders**

Please shortly describe your (PM's and/or PP's) experiences (positive, negative) regarding the analysis of your stakeholders and the development of the relevant activities, networks and relationships with the stakeholders.

Positive - Many of the stakeholders listed for the project are committed to the pilot project.  
Negatives - Sometimes it was a bit difficult to explain that some of their ideas are not realizable



or otherwise. Even with the reliability of the stakeholders was not always given - often they just do not work as a service provider, but according to their own motivation and own speed.

Do you (PM and/or PP) have any recommendations for other pilots regarding the analysis and/or relationships with the stakeholders?

Put yourself in the shoes of your stakeholders and look closely at what their interests are to get involved in the project. It should always be clear what the partners have to do and what your obligations are.

**d) Services/products/activities**

Please shortly describe your (PM's and/or PP's) experiences (positive, negative) regarding the development of your major groups of services/products/activities.

Positive - The main offer - the volunteer activity and the use of the place was well advanced. It is important to focus the activity on specific dates and regularities.  
Negatives - Winter in particular is a major obstacle to joint offers in a garden project. Here you should take measures early, so as not to lose the community during the cold season. Replacement offers and weather-protected activities must be pre-planned.

Do you (PM and/or PP) have any recommendations for other pilots regarding the development of your services/products/activities?

Try to build a regularity and do not get frustrated when it sometimes takes a little longer for an offer to be accepted.

Please describe your visitors/users. Do they represent a specific group of people for example by age, activity, social status...? Can you perhaps assess the approximate percentages of specific groups of visitors? Are your main groups of visitors in line with your expectations?

The visitors and users of the garden are diverse. At little garden events or big events in whole Z-Bau, there are diverse people who spend their free-time at that day in Z-Bau. At the open garden days, there are the diverse volunteers with their own projects and caring for the garden.

Users	Group (Community, Academia, Business, Public Administration)	Classification (Partner, Direct Influencer, Affected Stakeholder)	Needs	Offers	Communication	Actions
Kunstverein	Community	DI	Communication, Common Processes, Common events	Cultural activities, open kitchen	Personal communication, e-mail	Keep informed, looking for further synergies
SoLaWi	Business	Partner	Information, Infrastructure	Activities, citizen involvement	Personal communication, e-mail	Keep informed, co-planning



				, socio-economic offers		
B11 Zimmerer	Academia	Partner	Information, Coordination, funds	Work force	Personal communication, e-mail,	Development of plans, scheduling of activities
Babis/Leo	Community	AS/P	Information, Coordination, funds	Workforce, co-design	Personal communication, e-mail	Development of plans
Scienceshop	Academia	DI	Information, communication, space	Workshops, urban agriculture	Personal communication, e-mail, advertisement of activities	scheduling
Urban Lab	Business	Partner	Space, coordination, funds, information	Project management, workshops, volunteering	Personal communication, e-mail	Jour Fixes
Volunteers	Community	DI/AS	Information, coordination	Workforce, cultural activities,	Personal communication, e-mail, volunteer meeting,	managing
Haus vom Klaus, Little Home	Community	DI/AS	Coordination, communication, project management	Social experiment	Personal communication	Replacement of structure, project responsible needed
Stylescouts	Business	DI, Partner	Coordination, infrastructure, communication	Free workshops with neighborhood	Personal communication, e-mail	Developing infrastructure plans
Schleudergang	Community	DI/AS	Coordination, Communication	Bike Repair Workshops	E-Mail, Social Media invitations	Review, Motivation and Scheduling
Local Foodsharing Group	Community	DI/AS	Communication, Coordination	Food Sharing Shed	E-Mail, Personal Meeting	Co-Planning

### e) Resources

What are your (PM's and/or PP's) experiences (positive, negative) with regarding the acquired/needed resources (infrastructure/equipment, staff)?

Positive - The infrastructure budget was sufficient.  
 Negatives - the staff budget was too small to implement the project and no funding was provided for the reports. One major difficulty was that the transfer of funds from the administration to the pilot reduced 19 percent of the budget.

Do you (PM and/or PP) have any recommendations for other pilots regarding planning and acquisition of required resources?



Already in the budget planning, an implementation partner should be present to work on an expenditure plan. This is the only way to make realistic estimates of spending.

#### **f) Financial plan**

Please shortly describe your (PM's and/or PP's) experiences (positive, negative) regarding the preparation and execution of your financial plan. Was your plan for the first year feasible? Were any major adjustments of the initial financial plan necessary? Was the Forget Heritage project funding sufficient in this period or did you need to acquire additional funding?

The financial plan functioned quite good.

Do you (PM and/or PP) have any recommendations for other pilots regarding the preparation and execution of the financial plan?

Please see the recommendation on ressources (e).

#### **g) Project implementation**

Please, shortly describe your (PM's and/or PP's) major problems/criticalities/positive and negative experiences regarding the preparation of the project implementation time-plan. Was your plan for the first year feasible? Were any major adjustments of the initial time-plan necessary?

The biggest difficulties were caused by the seasonal conditions, which did not fit the given project dates. A garden project has a different rhythm than the EU. So expenses had to prepaid so that plants could be grown and the garden could be prepared.

Please shortly describe your (PM's and/or PP's) major problems/criticalities/positive and negative experiences regarding the implementation of the project. What are the main reasons responsible for delays in the implementation of your activities (if any...).

There were also delays in the work done by volunteers - here you have to get along with the commitment, what is available or commission the work - which costs more and is not necessarily conducive to participation in the project.

Please fill in your data in a table similar to the example below. Your table should be based on your own "Project output indicators" table from the Revised pilot implementation plan.

\* Please insert the number of months passed from the start of your pilot project until the final report.

Please see table on results.

Do you have any recommendations for other pilots regarding the implementation of the project?

No.



#### 4. MANAGEMENT MANUAL TOOLS

In the table below, the tools suggested in the Management Manual are listed. Please provide information about which tools you have used. Please also provide a short comment/feedback about each tool - was it useful, is it appropriate or not, do you perhaps use/suggest some other tool...

Chapter in the Management Manual	Tools - Deliverables	Used/not used	Comment
Goals	"Goals Workshop" Template	Y	
	"Goals - Added Value" Table	Y	
Stakeholders	Stakeholder Map	Y	
	Stakeholder Table	Y	
Activities, content, offers	"Activities Workshop" Template	Y	
	Activities-Processes-Blueprint	Y	
	Typical Site Usage	Y	
	"Activities Evaluation" Table	N	It became quite clear, which projects fulfilled the demands of the project owner. We didn't need to go into further detail at this time.
Infrastructure and processes	Outcomes of filled out "Activities-Processes-Blueprint"	N	
	Prototype Schedule	N	Will be needed in next period – not yet used
	Fields of Activities	Y	
	Process Planning	Partially	Too many processes in implementation phase – and no crucial processes needed yet.
	Responsibilities Facility Management	Y	
	Management Tasks	Y	
Business concept	Business Model Canvas	N	There is not a business approach yet to the project. But considerations will be taken in February.
	Basic Financial Plan	Y	
Implementation planning	Project Timeline	Y	
Project Based Implementation	Best practices of heritage valorization projects	N	We read them and studied them, but they were only partially useful for our project (individual problems).

#### 5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS



Was the information, gathered for example with questionnaires, new focus groups and/or new workshops (if you had them), through web channels or informally useful? How was this feedback taken into account?

Above all, the contributions from the workshops were very helpful in writing the concept - but you should not take every contribution literally, but also consider what desire or need behind a post. So you can also understand the desire for a chicken coop well background, so that there is always something to see and to observe in a garden, so that it never gets boring. We would not consider surveys to be of much help as they often provide generic results.

## 6. PUBLIC-PRIVATE COOPERATION

Please shortly describe your experiences (positive, negative) with the public-private cooperation regarding your pilot action. How do you see the appropriateness of the public-private cooperation approach? How would you compare the public-private approach to traditional public approach (e.g. better use of knowledge of both partners, better management efficiency of the private sector, innovativeness of the private sector, ...). We need information from both partners (private, public).

Private partner view:

As implementation partner, we were able to operate on equal terms with the responsible office and our comments were taken seriously. It is important for us to gain common experience for future collaboration and to build trust. In a next project, we would like to further formalize the cooperation so that it can serve as an example for other co-productions of other partners. Getting to know each other personally was also important for us, as well as the collective experience from the project meetings in other pilot projects.

Public partner view:

Regarding the results, we see the need, advantage and success of PPC. But it was not easy for us as a city department to get the capacities and resources caused by the high need of communication and cooperation time. There were not only administrative and financial work, but also high level of other work to be done at the same time.

Do you have any recommendations for other cities about how to bridge the gap between the public and private sector in order to improve their cooperation in similar projects? We prefer to receive recommendations from both partners (private, public).

Private partner view:

Try to formalize your cooperation so that it can serve as a template for further coproductive projects and be practiced for the future. Get to know and appreciate yourself personally.

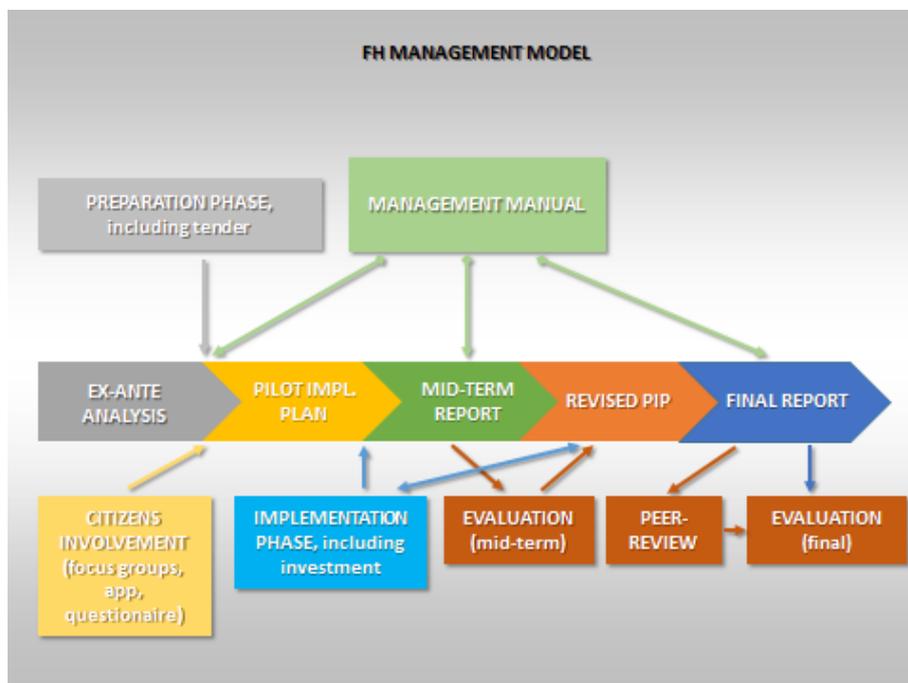
Public partner view:

It was an advantage that we had a multiple background team. We searched actively for someone from the independent scene who could be integrated in the WP1 work (best practice analysis



etc.) - it is good to have someone as an expert who is integrated in the local cultural operators community who knows the daily practice and is not only a theoretical researcher. Also the actual project manager has multiple background. In our department work many people who are involved in cultural project management and participating in their free-time or officially for the city. Our team is accepted from both sides. But what we also need are people who also try to get involved in policy making in the city council. That is a lack in the vision of PPP and PPC in general: We need to think about partnerships who actively involve also the people who decide about the destiny of projects like Forget Heritage and the results.

## 7. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS



Please explain if there were any relevant specifics (difficulties, necessary adjustments, advantages ...) regarding the usefulness of the FH management model (see figure above) for the implementation of your pilot action. Please describe here (PM and/or PP) only those specifics which you consider to be directly related to the focus of your pilot (as defined in the FH project application form in D.T3.2.5 - D.T3.2.12) and would most likely not be present if the focus of your pilot would have been on some other aspect.

As a co-author of the management manual, we would like to enlarge the range of tools in retrospect and address the problems that have arisen in dealing with the manual. In addition, we consider a joint introduction and practice of the methods to be useful.

Please also answer the questions below by selecting the appropriate answer in the table.



Do you consider the FH management model to be adequate (in general, not only for your specific focus/context)?

	YES	NO	Partially
Private partner view:	<input type="checkbox"/>	<input type="checkbox"/>	x
Public partner view:	<input type="checkbox"/>	<input type="checkbox"/>	x

Is the FH management model appropriate for your pilot's focus?

	YES	NO	Partially
Private partner view:	<input type="checkbox"/>	<input type="checkbox"/>	x
Public partner view:	<input type="checkbox"/>	<input type="checkbox"/>	x

## 8. EXTERNAL ENVIRONMENT

Please shortly describe the state and the influence of the external environment, which has had specific relevance for the implementation of your pilot project. For example favourable/unfavourable legislation, support or lack of support of the local government, favourable/unfavourable market conditions, open-minded environment, ICT infrastructure knowledge availability).

Unfavorable - the transfer of funds, since money was lost here. Heir should be worked out a model how to pass on the funds without loss. For the pilot partners, we would recommend giving a voice to the implementation partner - ie integration into the team structures and also certain rights, so that one is not caught alone in a service provider role.

Convenient - The need for open spaces in Nuremberg is great and currently the issue of co-designing the city is given a great importance.

Do you have any positive experiences or recommendations for your city or for other cities about how to improve the external environment to be more favourable to similar projects (for example...?)

The topic of co-production should become a training topic in the administration. Interfaces to civil society should be considered in a formalized way.

## 9. POLICY RECOMMENDATIONS

In the table below, please select the appropriate answers (private partner and public partner separately) about which policy recommendations regarding different topics dealing with revitalization of cultural heritage do you consider to be the most relevant.



PRIVATE PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input type="checkbox"/>	x	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	x	<input type="checkbox"/>
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	<input type="checkbox"/>	x	<input type="checkbox"/>
Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage	<input type="checkbox"/>	x	<input type="checkbox"/>
Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources	<input type="checkbox"/>	<input type="checkbox"/>	x
Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes	<input type="checkbox"/>	<input type="checkbox"/>	x
Public-private cooperation: use of the Forget Heritage project approach in other projects	x	<input type="checkbox"/>	<input type="checkbox"/>
Networking: events, platform, national and transnational cooperation	x	<input type="checkbox"/>	<input type="checkbox"/>
PUBLIC PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input type="checkbox"/>	x	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	<input type="checkbox"/>	x
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	<input type="checkbox"/>	<input type="checkbox"/>	x
Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage	<input type="checkbox"/>	<input type="checkbox"/>	x
Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources	<input type="checkbox"/>	<input type="checkbox"/>	x
Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes	<input type="checkbox"/>	x	<input type="checkbox"/>
Public-private cooperation: use of the Forget Heritage project approach in other projects	<input type="checkbox"/>	<input type="checkbox"/>	x



Networking: events, platform, national and transnational cooperation	<input type="checkbox"/>	x	<input type="checkbox"/>
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**10. OTHER COMMENTS OR RECOMMENDATIONS REGARDING THE PREPARATION OR IMPLEMENTATION OF YOUR PILOT PROJECT**

Please insert below any other comments, recommendations, etc. that you might have regarding the preparation or execution of your pilot project and were not already included in other sections of this report.

We have no further recommendations.