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DELIVERABLE 2.2

D2.2

JUNE 2023

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Deliverable

PROJECT ACRONYM	GRANT AGREEMENT #	PROJECT TITLE	
HeritACT	101094998	Heritage Activation Through Engaging Experiences Towards Sustainable Development	

D2.2 Stakeholder requirements analysis and methodological framework

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Stakeholder requirements analysis and methodological framework

Revision: v1.0

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DISSEMINATION LEVEL

✓   **P**   **Public**

     C   Confidential, only for members of the consortium and the Commission Services

Version History

REVISION	DATE	AUTHOR	ORGANISATION	DESCRIPTION
v0.1	9.06.2023	de Sena et al.	(UCD)	1st draft
v0.2	12.06.2023	de Sena et al.	(UCD)	2nd draft
v0.3	15.06.2023	de Sena et al.	(UCD)	3rd draft
V0.3_rev[CDM]	19.06.2023	Queeny Giacone	[CDM]	3rd draft after review
v0.3_rev[ACT]	25.06.2023	Kevin Loftus & Rebecca O'Malley	[ACT]	3rd draft after review
v0.3_rev[MENTOR]	27.06.2023	Virginia Vassilakou	[MENTOR]	3rd draft after review
v0.4	27.06.2023	de Sena et al.	(UCD)	Incorporation of comments and suggestions.
v0.5	28.06.2023	Olympia Ageli, Stylianos Karatzas, Antonis Papamanolis	University of Patras	Draft ready for approval by the PC

| v1.0 | 30.06.2023 | Stylianos Karatzas | University of Patras | Draft submitted to EC by the PC |

Statement of Originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

Summary

This Deliverable 2.2 (D2.2) report documents work carried out on Task 2.2 (T2.2) Stakeholders requirements analysis and methodological framework from months 1 to 4 of the HeritACT project.

T2.2 aligns with the second objective of Work Package 2 (WP2) Ecosystem Mapping: "Analysis and definition of the preliminary requirements and stakeholder needs."

The full text for T2.2 is copied below:

T2.2 Stakeholders requirements analysis and methodological framework (M1-M4)

Leader: UCD, Support: ACT, MENTOR

The scope of this task is to identify stakeholders[1] requirements in diverse environments and develop a strategy on how to implement different best practices according to the special characteristics of the areas of interest to achieve the maximisation of stakeholders' engagement in the participatory process. This task allows the Use Cases (UCs) and scenarios development and the methodical decomposition of high-level requirements to an ever detailed and profound understanding that helps uncover underlying risks. The results derived from this analysis will be the foundation upon which participatory actions will be implemented in WP4 and WP5. The methodological framework will be defined as a group of mixed method studies and concepts used in several domains (cultural, social, environmental, and technical) and structured as a guidance tool for the consortium's needs through a sequence of distinctive but also interrelated steps. All concepts, tools, and methods as well as their interrelationships will be identified and mapped.

A guidance tool setting out a strategy/roadmap for stakeholder requirements analysis and localisation of participatory activities in the areas of interest. To include Use Cases, scenarios development and risk management.

The HeritACT project will leverage artistic and creative practices in a collaborative manner in order to create a vision for a sustainable future in 3 pilot towns and cities across Europe of different scales and representing diverse cultural heritage: Eleusis (Greece), Milano (Italy) and Ballina (Ireland).

T2.2 provides a baseline of information on the case studies as a foundation for WP4 (Co-recognition and co-envision in pilot cities) and WP5 (Co-design and co-action in pilot cities).

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[1] *Stakeholders refer to the representatives of each pilot city (Ballina, Eleusis, and Milan).*

The purpose of T2.2 is summarised in 3 parts:

- To understand what each pilot town or city wants to achieve and how.
- To understand the barriers and risks to do this.
- To set a baseline of information for WP4 and WP5.

The intended outcomes can be summarised as:

- A better and holistic understanding of each pilot town or city and what they want to achieve in HeritACT.
- Identification of challenges in delivering the vision and objectives for each.
- Sufficient information for related tasks in WP2 and other WPs to proceed efficiently.

T2.2 has therefore consisted of a number of actions, as set out in this report:

- Development and distribution of an information-gathering questionnaire/survey to each pilot town or city.
- Design and execution of workshops with each pilot town or city to explore and develop findings from the survey.
- Development of a presentation template for presentations by each pilot town or city.
- Management of a workshop for the presentations.

This report documents each action in turn.

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1/ Framework for stakeholder requirements

The main objective of Task 2.2 is to identify the requirements of the consortium partners (stakeholders) within the context of their respective pilot towns or cities. This was achieved through the utilisation of a combination of techniques and tools, which assess the challenges and potentialities and aid in defining an overall goal to be accomplished as part of the HeritACT project.

The proposed framework for collecting and engaging stakeholders in this task consists of three main phases. Firstly, an online survey was conducted to gather initial information. This was followed by two workshop sessions, with each session being conducted separately for each pilot town or city. The first session focused on individual pilot representatives, while the second session comprised a general meeting involving representatives from each municipality and other project partners (Figure 1).

The selected techniques and tools provided support during the initial workshop sessions. Each technique and tool serve a specific purpose within the framework, encompassing the identification of challenges and potentialities, exploration of possible solutions, formulation of objectives and actions, and the development of vision statements.

This report provides a comprehensive overview of the processes that led to a better understanding of stakeholder requirements and documents the experience of collaboration and discussions that took place within the workshops.

The first section of the report provides a review of the selected techniques for managing the workshops - to facilitate a meaningful discussion between the various stakeholders in each of the pilot cities, and the justification for their selection.

The second part focuses on the initial survey, which was the first activity of this task, and its role in gathering useful information about project ownership, chosen sites, strengths and opportunities, and initial stakeholder vision for the project. The survey was a useful tool in communicating the expectations around each of the pilot cities, and in designing the workshops.

The Workshops were conducted in 2 sessions and are elaborated in the subsequent parts of this report.

Session 1 was conducted separately for each of the cities and led to a more refined vision statement along with goals and tools for each of the pilot city projects.

Session 2, was a round table discussion among all pilot city stakeholders where the outcomes for each city in Session 1 was shared, allowing sharing of information and feedback. The exercises connected with each session contributed to a valuable learning experience for all those involved.

The "Discussion" section of this report provides a detailed overview of outcomes and learnings from the workshops. Furthermore, this report concludes by offering reflections on the cities and projects, providing valuable insights for future work within the HeritACT project.
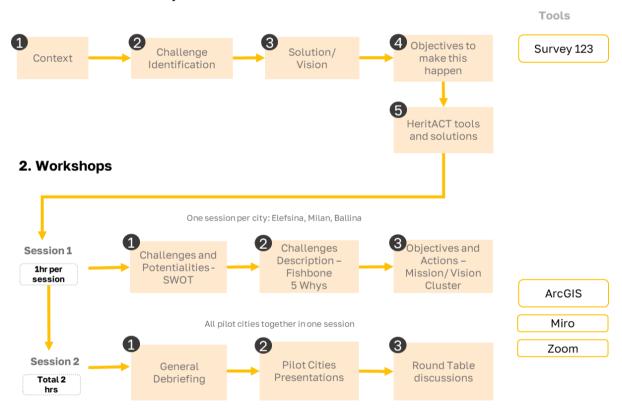
1. Questionnaire Survey

Figure 1. Scheme of framework for stakeholder requirements.

The following three techniques were employed:

- SWOT analysis
- Fishbone Diagram + 5 Whys
- Vision/Mission cluster

By employing these techniques, the project team was able to systematically analyse the various aspects of stakeholder requirements and effectively address them in a comprehensive manner.

1.1 Selected techniques and tools

SWOT Analysis

The SWOT analysis is a strategic planning technique used to evaluate the internal and external factors affecting organisations or projects' performance and its ability to achieve its objectives. It was developed by Albert S. Humphrey at the Stanford Research Institute (SRI) in the 1960s (Gurel & Tat, 2017).

The acronym SWOT stands for **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**, representing the key elements assessed during the analysis.

Strengths: These are the internal characteristics and capabilities of an organisation or project that provide it with a competitive advantage or unique value proposition.

Weaknesses: These are the internal factors that hinder an organisation's or project's performance or put it at a disadvantage compared to its competitors or internal context.

Opportunities: These are external factors in the business environment that an organisation or project can potentially leverage to its advantage.

Threats: These are external factors that pose risks or challenges to an organisation's or project's success. Threats may include competition, changing consumer preferences, economic downturns, or legal and regulatory hurdles.

During a SWOT analysis, participants identify and evaluate the strengths and weaknesses through an internal assessment. They also assess opportunities and threats by analysing the external environment, which involves monitoring industry trends, market dynamics, and competitive forces.

The analysis is supported by a diagram with four quadrants (Figure 2), where the columns can be interpreted as helpful (left-hand side) and harmful (right-hand side) aspects of the conditions.

Figure 2. SWOT Analysis diagram. Source: Wikimedia Commons (2023); Figure: Xhienne (CC A-SA 2.5).

The purpose of SWOT analysis is to provide a comprehensive understanding of an organisation's or project's current position and to inform strategic decision-making. It helps identify areas for improvement, capitalise on opportunities, mitigate risks, and formulate effective strategies that align with their strengths and objectives (Gurel & Tat, 2017).

Within the T2.2 framework proposal, the SWOT analysis diagram underwent a redesign process to begin with the vision and mission stated in the survey. This modification was implemented with the aim of guiding the identification of strengths and weaknesses within the HeritACT project, as well as exploring the opportunities and threats associated with the municipality's context and the selected buildings/sites slated for reactivation (Figure 3). To facilitate the implementation of the SWOT analysis technique within the framework, accompanying instructions were provided alongside the diagram. These instructions serve as a guide for carrying out the process effectively.

1. SWOT ANALYSIS

Figure 3. SWOT Analysis diagram designed for T2.2 workshops.

Fishbone Diagram + 5 Whys

The Fishbone Diagram, also known as the Ishikawa Diagram or Cause and Effect Diagram, is a visual tool used to identify and analyse the potential causes of a problem or an effect. It helps teams or individuals systematically explore various factors that may contribute to a particular outcome. The diagram resembles the shape of a fishbone, with the "head" representing the effect or problem and the "bones" representing different categories of potential causes. This technique was developed by Ishikawa Kaoru.

The diagram aims to visually represent the potential causes of a problem to facilitate problem-solving and root cause analysis. The diagram typically consists of a horizontal line representing the effect or problem under investigation. Connected to the main line are several diagonal lines (bones), each representing a different category of potential causes (Figure 4). The diagonal lines (bones) on the

Fishbone Diagram usually represent categories of causes that can contribute to the effect or problem being analysed.
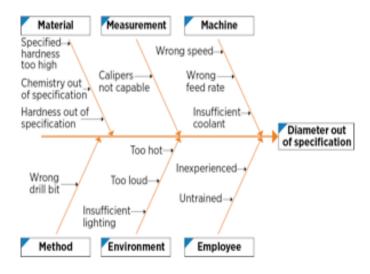
Figure 4. Fishbone Diagram example (ASQ, 2023).

Collaboratively, the team brainstorms and identifies potential causes within each category. The causes are written as branches stemming from the respective category line. This process encourages a comprehensive exploration of factors that could contribute to the problem.

The 5 Whys technique is a problem-solving approach that complements the Fishbone Diagram. After identifying potential causes on the diagram, the 5 Whys technique is applied to investigate the root causes. It involves asking "why" repeatedly to delve deeper into each identified cause. By asking "why" five times (though it can vary), the team aims to uncover the underlying reasons or contributing factors behind each cause.

Once potential causes have been identified and analysed using the Fishbone Diagram and the 5 Whys technique, the team can prioritise and focus on addressing the most critical or influential causes. This analysis can guide problem-solving efforts, help develop action plans, and lead to effective solutions that address the root causes rather than just the symptoms.

By combining the Fishbone Diagram and the 5 Whys technique, teams gain a structured approach to identify potential causes and investigate the root causes of a problem. This collaborative process promotes a deeper understanding of the problem and facilitates targeted problem-solving efforts, ultimately leading to more effective solutions.

A comprehensive and well-structured design was developed to seamlessly integrate the Fishbone Diagram and 5 Whys technique for the workshops, as illustrated in Figure 5. This design aimed to

enhance the problem-solving process by providing a visual representation of the cause-and-effect relationships and facilitating in-depth analysis of the underlying root causes.
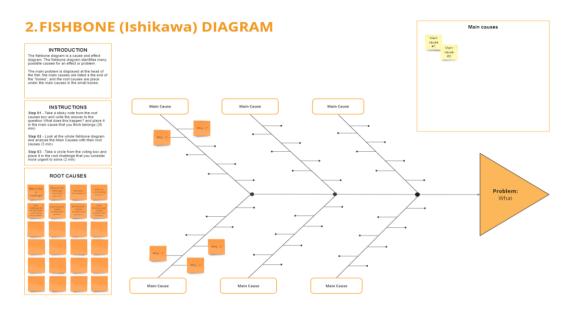
Figure 5. Combination of Fishbone Diagram and 5 Whys utilised for T2.2 activities.

Vision/Mission Cluster

The vision/mission cluster technique is a method to develop and refine the vision and mission statements of a project. It supports the development of a clear understanding of the purpose and the desired future state of a project. The vision/mission cluster technique helps project teams gather and organise ideas, aspirations, and concepts that align with the project's objectives.

To apply this technique to a project, it starts by identifying the key stakeholders involved in the project. Once the participants are identified, brainstorming sessions or workshops are organised, where stakeholders can freely express their thoughts, ideas, and aspirations for the project's future. Participants are encouraged to think beyond the immediate goals and envision the broader impact and purpose of the project.

As the ideas start flowing, they are captured and documented using any available media or tool. Then, **the ideas can be clustered and categorised based on their common themes or concepts.** Patterns and similarities among the ideas must be tracked to identify overarching goals and directions for the project.

The next step is to refine and prioritise the clustered ideas. Once the ideas are refined, the vision and mission statements for the project can be created collaboratively. The vision statement should

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articulate the desired future state or outcome of the project, serving as a beacon that guides the team towards a shared goal. The mission statement, on the other hand, should define the project's purpose, core values, and actions required to achieve the envisioned future state.

The proposed framework for T2.2 involves adapting and renaming the Vision/Mission board to the Objective/Action cluster (Figure 6). This cluster serves as a tool for participants to review and compare the outcomes from the previous techniques used in the workshop. It displays predefined objectives, values, goals, and challenges, providing a foundation for further discussion and analysis.

To support the identification of correlations between the challenges identified during the SWOT analysis and the Fishbone Diagram, a dedicated Challenges and Objectives/Actions library was developed. This library serves as a resource for participants to establish connections between the identified challenges and the corresponding actions, which were previously defined in the survey.

The Challenges and Objectives/Actions library contains a compilation of challenges, objectives, and actions derived from the survey responses. These elements are categorised and organised in a structured manner, allowing participants to easily navigate and reference them during the workshop (Figure 7).

By linking these challenges to specific objectives and actions, participants can establish a clear correlation and determine the necessary steps to address the identified challenges.

To facilitate the utilisation of the Objective/Action cluster, a set of steps has been defined:

Step 01: Reflect on Challenges and Previous Outcomes

Participants are encouraged to reflect on the challenges identified in the previous steps and consider the objectives and actions generated from those techniques.

Step 02: Negotiate Overall Objectives

Participants engage in a negotiation process to identify and agree upon five overarching objectives for the project. These objectives are then dragged into the negotiation box.

Step 03: Address Disagreements

Any points of disagreement that arise during the negotiation process can be brought to the disagreement box, allowing for open discussion and resolution of conflicting viewpoints.
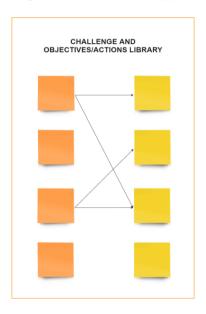
Step 04: Develop an Overall Vision Plan

Using the agreed-upon objectives, participants work together to develop an overall vision plan. This plan should encompass three to five strategic goals that align with the identified objectives.

Step 05: Assess Required Tools

Participants evaluate the tools provided for achieving the vision plan. They consider which tools are necessary and whether any additional tools are needed for the workshop. This step ensures that the appropriate resources and methodologies are identified to support the implementation of the project.

Figure 6. Example of the Challenge and Objective/Actions library.
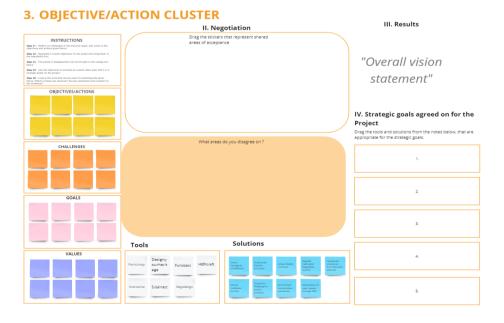
Figure 7. Objective/Action cluster model.

By following these steps, the Objective/Action cluster facilitates a structured and collaborative approach to defining objectives, aligning goals, and developing a vision plan. It encourages active participation, negotiation, and consensus-building among the workshop participants, ultimately contributing to the successful advancement of the HeritACT project.

2/ Survey

2.1 Introduction

The survey was specifically designed to gather initial information from each pilot town/city, serving two primary purposes: supporting the selected techniques and tools for the first workshop sessions and obtaining contextual information related to the local management of the buildings targeted for reactivation within the project. The questionnaire is available in Annex 1.

Only one response was anticipated from each pilot town/city. The survey was distributed to all partners associated with each pilot town/city to ensure that they could internally discuss and provide comprehensive answers for each of the questionnaire's questions. Once the partners received the survey, they were expected to coordinate internally and provide a consolidated response that represented their collective insights and perspectives. This approach ensured that the survey responses accurately reflected the consensus and perspectives of the respective pilot town/city, enhancing the reliability and relevance of the data collected.

For the implementation of the survey and collection of responses, Survey123, developed by ESRI, was chosen. This software was selected due to its user-friendly nature and its ability to streamline the process of creating, deploying, and analysing surveys. The platform operates through a three-step workflow: design, collect, and analyse.

During the design phase, a web-based form builder allows for the creation of custom surveys. Various question types, conditional logic, and multimedia elements can be incorporated to enhance the survey experience. The flexibility of the tool also enables participants to contribute visual elements, such as pictures, drop pins on a web map, and share files, thereby enriching the data collected.

Once the survey is ready, it can be easily deployed to participants, who can then provide their responses. The collected data can be visualised, analysed, and shared using ESRI's ArcGIS platform, facilitating the extraction of valuable insights, identification of trends, and informed decision-making based on the survey results. Notably, the outputs generated by Survey123 can be displayed using visualisation tools that can be embedded into websites, further enhancing the accessibility and presentation of the survey data.

2.2 Results

All the involved partners actively contributed to the survey by providing the necessary information, which was crucial for the preparation of the workshops. The survey results were compiled and organised in a table format, presented as Annex 2.

The utilisation of Survey123 facilitated the incorporation of the HeritACT Project's visual identity, as specified in Figure 8. This ensured consistency and brand alignment throughout the data collection process. The first page of the survey provided a clear explanation of the purpose of data collection. Additionally, respondents were prompted to select the specific pilot town or city to which their responses pertained. This step ensured that the data could be accurately attributed to the relevant location, allowing for a focused analysis and consideration of the unique context of each pilot town/city.

Link to the Survey here.
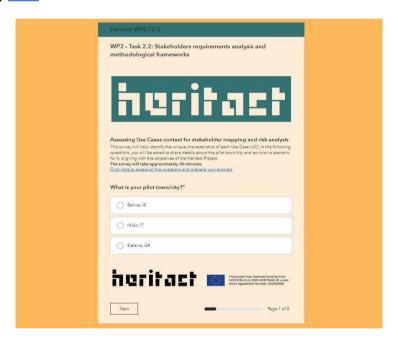
Figure 8. First page of the survey.

To facilitate the collection of building/site geolocation data, the survey incorporated a web map that was embedded within the survey interface (Figure 9). This interactive map feature enabled respondents to easily search for the specific locations of the target buildings/sites. Respondents could utilise the search functionality provided by the embedded web map to find the desired building/site and then drop a pin on the map to accurately mark its location.

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By integrating this web map functionality into the survey, the collection of geolocation data was simplified and streamlined. Respondents could visually identify and mark the precise locations of the target buildings/sites, ensuring the accuracy and consistency of the collected data. This feature not only enhanced the efficiency of data collection but also facilitated subsequent analysis and decision-making processes, as geospatial information played a crucial role within the context of the HeritACT project.
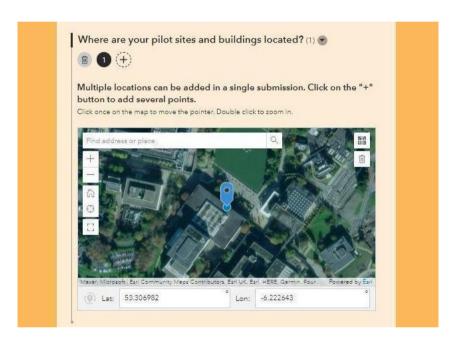
Figure 9. Questions associated with collecting building/sites geolocation data.

The collected geolocations were then linked to a web map to facilitate the visualisation of the responses during session 1 of the workshops (Figure 10). The web map was embedded in the Miro boards used for the workshops in order to guarantee that all participants could check the context of each building/site location, as well as access a summary of the related information (ownership, current situation, values, main stakeholders, etc).

WebMap

Link to the WebMap here.
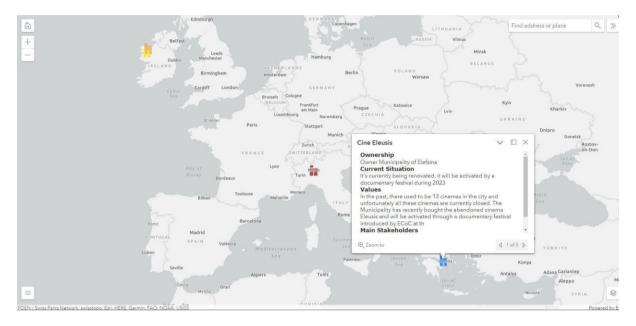
Figure 10. Webmap displaying all the buildings/sites to be re-activated in the project.

By involving all relevant partners in the survey process, a diverse perspective, and insights from different stakeholders within each pilot town/city was gathered. This collaborative approach fostered a comprehensive understanding of the local context and ensured that the survey responses captured a broad range of perspectives and considerations.

The survey responses obtained from each pilot town or city provided valuable insights into the specific requirements and perspectives of the stakeholders involved. The survey served as a crucial data collection tool, enabling the gathering of initial information, and gaining a deeper understanding of the unique characteristics and challenges faced by each location.

The responses received from the survey participants were analysed and synthesised to shape the subsequent workshop sessions and facilitated the development of tailored strategies and solutions for each location.

By incorporating the perspectives expressed through the survey responses, the project team was able to ensure that stakeholder requirements were effectively addressed and integrated into the overall goal of the HeritACT project. This inclusive approach not only fostered collaboration and engagement but also ensured that the project outcomes would align with the specific needs and aspirations of each pilot town or city.

3/ Workshops - Session 1

3.1 Introduction

The workshops were conducted in two sessions, taking place entirely online. The key tools utilised for these workshops included Doodle, Zoom, Miro board, and Google Presentations. The primary objective of the first workshop session was to review the inputs obtained from the survey by employing the selected techniques, namely SWOT analysis, Fishbone Diagram + 5 Whys, and Vision/Mission Board. The second workshop session was specifically designed to bring together all participants from each pilot town/city and facilitate the sharing of outcomes derived from the first workshop sessions. The primary focus of this session was to foster knowledge exchange, promote cross-learning, and debrief on the specific contexts of each pilot town/city.

To ensure maximum participation from each pilot town/city's project partners, a range of potential dates within a two-week time window was made available for them to indicate their availability. This approach aimed to accommodate the schedules of the participants and facilitate their active involvement in the workshops.

To facilitate the scheduling process, a Doodle poll was prepared and distributed to the partners for each session 1 of the workshops. The partners were requested to select their preferred dates from the options provided. The preferential dates primarily relied on the input of the representatives from the municipalities, given their direct involvement in the implementation of the proposed solutions within their respective local municipalities.

By utilising the Doodle poll and considering the preferences of the municipal representatives, it was possible to determine the most suitable dates for the workshops, thereby maximising the participation and engagement of the relevant stakeholders from each pilot town/city. This approach ensured that the workshops accommodated the availability and active involvement of key participants, fostering effective collaboration and facilitating the successful execution of the project.

Conducting the workshops

A sequence of carefully planned steps was implemented to guide the participants through the proposed framework. The outline of the workshop is as follows:

Introduction and Context Review (15 minutes)

- Introduce the workshop topic, introduce the team, and present the workshop agenda.
- Review the outputs of the survey conducted prior to the workshop.

SWOT Analysis (30 minutes)

- Explain the SWOT analysis tool and its purpose.
- Clearly identify the objective, which includes defining the vision and mission.
- Divide participants into groups and assign breakout rooms.
- Facilitate the identification of strengths and weaknesses.
- Encourage the exploration of opportunities.
- Consider potential threats.
- Regroup all participants and discuss the main problem identified.
- Facilitate a debriefing session to discuss the outputs of the SWOT analysis.

Fishbone Diagram and 5 Whys (30 minutes)

- Explain the Fishbone Diagram and 5 Whys tool and its relevance.
- Identify the problem statement and write it at the "mouth" of the fish.
- Allocate breakout rooms for participants to identify the main causes of the problem.
- Identify major categories of causes and create branches from the main arrow for each category.
- Brainstorm all possible causes of the problem.
- Ask "Why does this happen?" and generate additional branches for each cause.
- Repeat the process for other categories, asking "Why does this happen?" for each cause and capturing sub-causes.
- Regroup participants into one group.

Objective/Actions Cluster (30 minutes)

- Utilise Post-it to fill in the Challenge and Objectives/Actions Library.
- Establish connections between challenges and objectives/actions.
- Engage in reflection and negotiation regarding the connections between challenges and actions.
- Define the final vision statement for the project.

Debrief, Workshop Session 2 (15 minutes)

- Read out the initial and final vision/mission statements.
- Explain the purpose and content of Workshop Session 2.
- Share the presentation template for the subsequent session.

By following this structured sequence of steps, the workshop sessions were designed to effectively guide participants through the framework, facilitate collaborative discussions, and ultimately derive meaningful insights and outcomes for each of the pilot towns/cities in the HeritACT project.

Link to the miro board here.

3.2 Eleusis

The first session with Eleusis took place on May 16, 2023, and involved the participation of 13 individuals representing Eleusis ECoC 2023, MENTOR, University of Patras, and UCD. An overview of the actions carried out during the utilisation of the selected techniques can be visualised in Figures 12, 13 and 14.

During this session, the initial vision/mission statement was presented as follows:

"Our vision is to reactivate heritage buildings and public spaces as part of the ECoC's legacy projects. One of our key initiatives is the 'Ecoculture Festival,' which is dedicated to promoting environmental awareness, sustainability, and sustainable design. The festival is scheduled to take place in September 2023, and we aspire for its continuation beyond the conclusion of the ECoC year. In 2024, the pilot project in Eleusis will be the perfect complement to the second edition of the Ecoculture Festival."

The buildings selected for reactivation in Eleusis are as follows (Figure 11):

- Old Oil Mill Factory
- Iris Factory
- Oasis Former Campsite
- Cine - Eleusis
- Old Canteen

Figure 11. (Clockwise) 1. Old Oil Mill Factory, 2. IRIS Factory, 3. Oasis Former Campsite, 4. Cine-Eleusis. Src (1-4): Old Oil Mill Factory | 2023 ΕΛΕΥΣΙΣ, and 5. Old Canteen (Cocco, 2023).

1. SWOT ANALYSIS
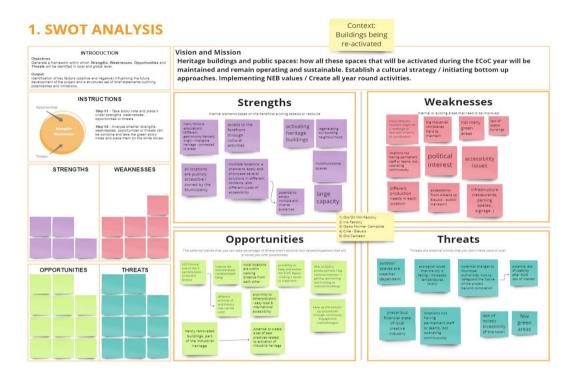
Figure 12. Overview of Eleusis's SWOT analysis.

2. FISHBONE (Ishikawa) DIAGRAM
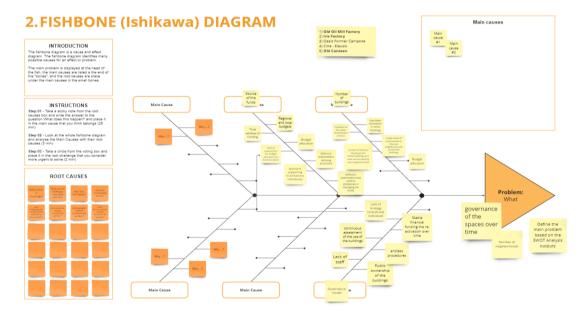
Figure 13. Overview of Eleusis's Fishbone Diagram and 5 Whys.

3. OBJECTIVE/ACTION CLUSTER
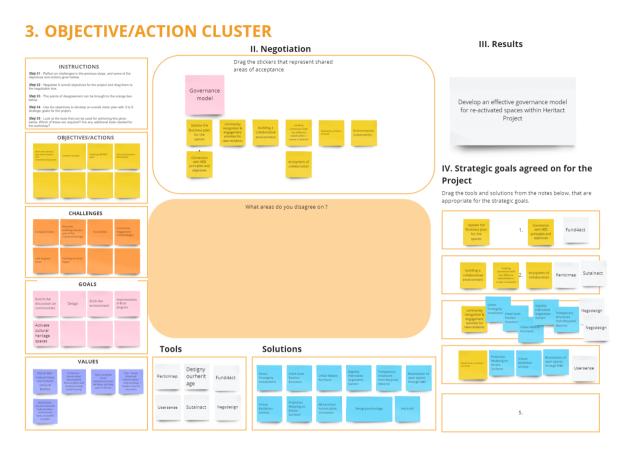
Figure 14. Overview of Eleusis's Objective/Action cluster.

Local representative's perspective on the workshop[2]

Workshop 1 acted as a means to provide various perspectives and experiences related to the city of Eleusis. During the workshop the team identified gaps and needs that needed to be addressed afterwards in order to maximise its value.

From an organisational standpoint since the participating partners are from different organisations it was acknowledged that the team should have been given time to meet and work on the above tools locally prior to the workshop. Each organisation has different visions and missions in regards to the city and the project therefore it was difficult to source commonalities in a set amount of time. Therefore, the team of Eleusis met after the workshop to revisit the points made during the workshop, rework the material, evaluate and reflect on the shared insights and address systemic issues and organisational structures. From a participant perspective the workshop proved very useful to

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[2] *This description was provided by MENTOR.*

recognise and prioritise needs, information, and more detailed insights related to the pilot city as well as to agree on a common approach and set common goals to be met.

3.3 Milan

The first session with Milan took place on May 19, 2023, and involved the participation of 12 individuals representing the Municipality of Milan, Things, Stefano Boeri Architetti, LAND, and UCD. An overview of the actions carried out during the utilisation of the selected techniques can be visualised in Figures 15, 16, 17 and 18.

During this session, the initial vision/mission statement was presented as follows:

●   From the Cascina's perspective: assets and initiatives that are of added value for them.
●   At the neighbourhood level: a proper governance model.
●   At the city level: models and lessons learned.

The buildings selected for reactivation in Milan are as follows (Figure 15):

●   Cascina Sant'Ambrogio.
●   Cascina Linterno.

Figure 15. 1. Cascina Sant'Ambrogio. Src : (https://www.milanodavedere.it/palazzi/cascina-santambrogio/), 2. Cascina Linterno. (Src : https://zero.eu/en/luoghi/58153-cascina-linterno,milano/)

1. SWOT ANALYSIS
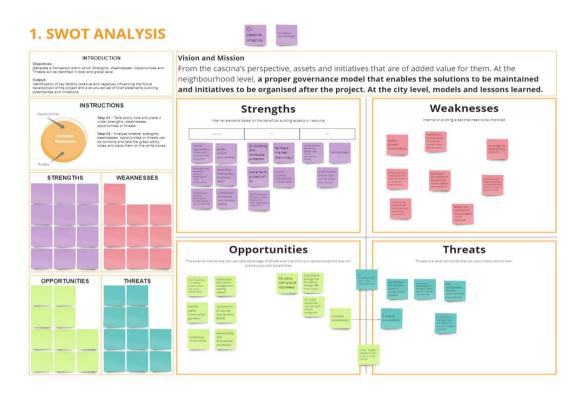
Figure 16. Overview of Milan's SWOT analysis.

2. FISHBONE (Ishikawa) DIAGRAM
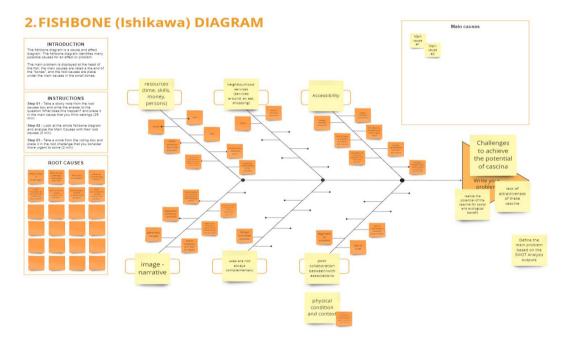
Figure 17. Overview of Milan's Fishbone Diagram and 5 Whys.

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3. OBJECTIVE/ACTION CLUSTER
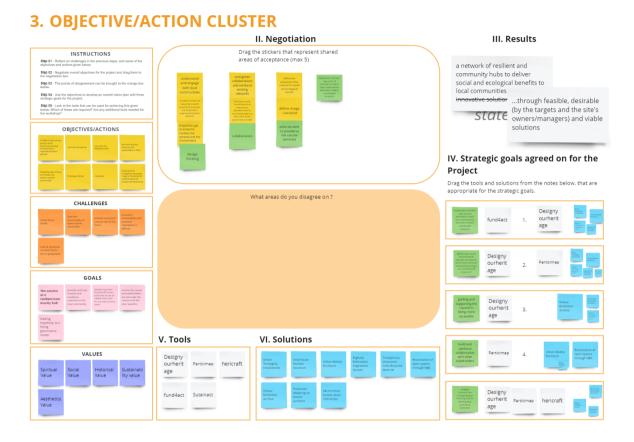
Figure 18. Overview of Milan's Objective/Actions cluster.

Local representative's perspective on the workshop[3]

'Start with the why', this is what is taught when studying project management or business modelling. As silly and simple as it might sound, it is one of the trickiest parts as it has to be shared by all the partners that will then embody that vision. That very vision will then stick to the project until the very end.

This workshop has been rich and useful in terms of content definition and team alignment, in building a common vision and agreeing on the challenges they want to tackle.

The peculiarity of Milan's team is the variety of experience and background between each partner. That richness is expressed through the diversity of perspectives and where each of them puts the focus.

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[3] *This description was provided by CDM.*

Through this activity, not only did they have the opportunity to build a common ground based on their specific expertise, but also to be precise in the wording.

Specific because through this exchange and thanks to the facilitation of the workshop by partners that are not from Milan, the team had to depict clearly what they were talking about, not just content wise but also in the wording's choice.

In a nutshell, the workshop supported the team in expressing and envisioning what they hope to achieve in the future, something catchy and tangible at the same time.

3.4 Ballina

The first session with Ballina took place on May 23, 2023, and involved the participation of 7 individuals representing Mayo City Council, ACT, and UCD. An overview of the actions carried out during the utilisation of the selected techniques can be visualised in Figures 20, 21 and 22.

During this session, the initial vision/mission statement was presented as follows:

"HeritACT projects that demonstrate the re-activation of historic religious structures & spaces."

The buildings selected for reactivation in Ballina are as follows (Figure 19):

- Jackie Clarke Collection.
- Walsh Street.
- Former Ballina Garda Síochána Station.
- Ballina Presbyterian Church.
- Former Convent of the Immaculate Conception.
- Mixed Tenure.
- Saint Michael's Church.
- Ballina Methodist Church and Associated Structures.
- Former Ballina Church of Ireland National School.
- Former Orphanage/ Children's home.
- Former Manse.
- Former National School, former Convent of the Immaculate.
- Conception/ All Hallows Convent.
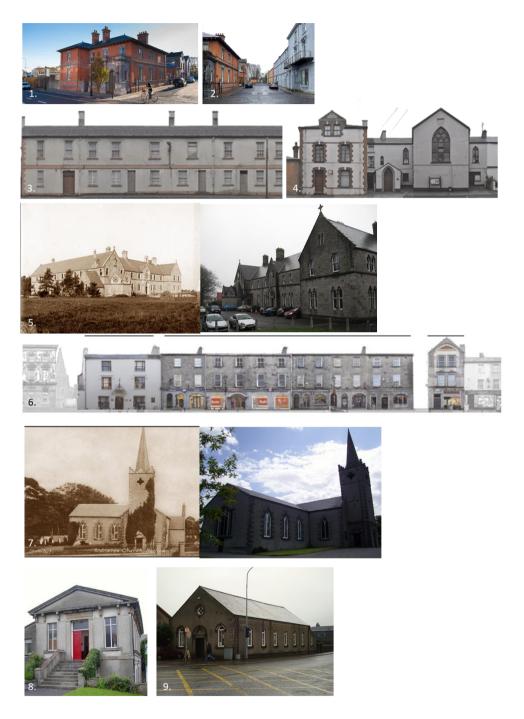
Figure 19. 1. Jackie Clarke Collection; 2. Walsh Street; 3. Former Ballina Garda Síochána Station; 4. Ballina Presbyterian Church; 5. Former Convent of the Immaculate Conception; 6. Mixed Tenure; 7. Saint Michael's Church; 8. Ballina Methodist Church and Associated Structures; 9. Former Ballina Church of Ireland National School. Src: Mayo County Council

heritact
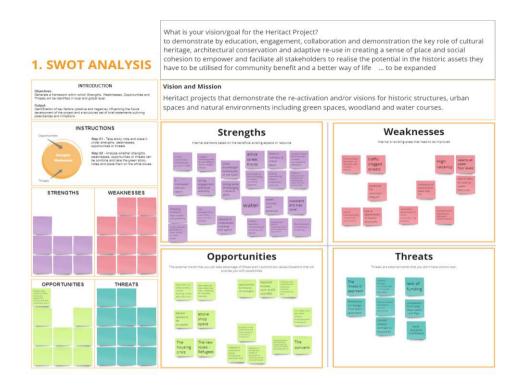
Figure 20. Overview of Ballina's SWOT analysis.
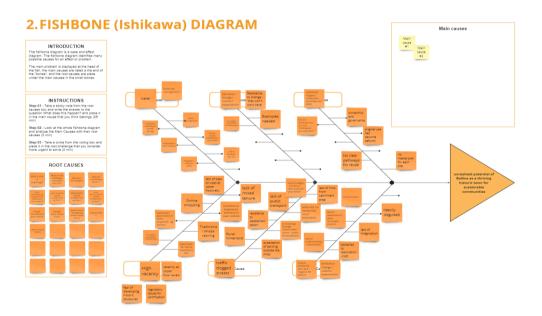
Figure 21. Overview of Ballina's Fishbone Diagram and 5 Whys.

3. OBJECTIVE/ACTION CLUSTER
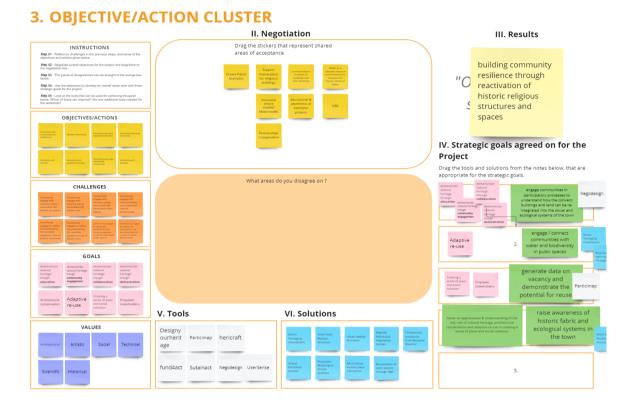
Figure 22. Overview of Ballina's Objective/Actions cluster.

Local representative's perspective on the workshop[4]

Irish town's contain religious run buildings that are a legacy of the societal role played by religious organisations, often where the state failed to provide needed services. The buildings included schools, health care facilities, orphanages etc. Ballina has a particularly rich collection of these structures from a variety of religious organisations which have now fallen out of use or are used much less frequently than before.

The workshop helped reaffirm the potential of these structures and to begin to imagine these as potential spaces to reestablish functions that might respond to the need for Green Transition. By following the steps of the SWAOT, Fishbone, and Objective/Action cluster, we were able to look at some of the wider challenges facing the town, then then establish goals that are reflective of these challenges and the wider vision/mission statement.

This process helped to align our thinking and focus our action for the rest of the project.

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[4] *This description was provided byACT.*

4/ Workshop - Session 2

4.1 Introduction

The second session of the workshops was strategically organised to provide an opportunity for all pilot towns/cities to share their unique contexts and engage in meaningful discussions regarding the specificities of each case study. To facilitate this exchange, a presentation template was designed to summarise the outcomes of the first workshop sessions and guide the discussions.

The presentation template was structured into slides, which allowed participants to set up the context of their respective pilot town/city. It included a summary of the SWOT analysis, Fishbone Diagram, and the identified challenges and corresponding solutions. The presentation concluded with a comparison between the initial vision/mission statement from the survey (first version) and the revised version developed during the first session workshop of workshops.

Each pilot town/city was allocated 10 minutes to present their findings and insights. Following the presentations, workshop facilitators provided quick comments to highlight specific aspects and particularities related to each respective first session of workshops. These facilitator comments served to provide additional context and enrich the understanding of the workshop outcomes.

Importantly, the facilitators actively encouraged discussions among all participants. The focus of these discussions was primarily on the challenges associated with each pilot town/city, particularly those related to the reactivation of the buildings/sites. The goal was to explore potential shared or unique risks and challenges faced by the pilot towns/cities, fostering an environment of collaborative learning and experience sharing.

By incentivizing discussions and focusing on the challenges specific to each pilot, participants were able to exchange valuable experiences and insights. This approach facilitated the identification of potential synergies, shared risks, and opportunities for collaboration. Ultimately, it promoted a deeper understanding of the project's objectives and a more comprehensive approach to the reactivation of buildings/sites within the HeritACT project.

4.2 Eleusis

The outcomes from Eleusis's session one of the workshops were compiled by the partners from the municipality and inserted into the presentation.

Link to the presentation: Workshop #2 Presentation

The SWOT analysis for Eleusis can be summarised as follows:

Strengths:

- Presence of multifunctional spaces.
- Ownership by the Ministry of Environment.
- Proximity of locations.
- Large capacity of spaces.
- Connection to intangible cultural heritage.
- Existence of active cultural associations.
- Ability to attract diverse audiences due to multiple locations.

Weaknesses:

- Political challenges.
- Coordination issues due to multiple locations and different needs.
- Inconsistent funding.
- Lack of continuous operation.
- Insufficient infrastructure.
- Accessibility challenges from Athens.
- Limited availability of cultural spaces.

Opportunities:

- Potential for improving environmental conditions and well-being.
- Utilisation of the intangible history associated with the spaces.
- Leveraging industrial heritage to develop best practices.
- Possibility of industries serving as funders.
- Evolution of the ECoC legacy.
- Establishment of fully operational cultural spaces.

Threats:

- Political obstacles.
- Lack of interest leading to underutilization.
- Limited accessibility to the city.
- General financing challenges for CCIs (Cultural and Creative Industries).
- Impact of the climate crisis, such as increased temperatures.
- Weather conditions affecting the usability of outdoor spaces.

In the Fishbone Diagram, the Eleusis partners identified the core problem/challenge as the "**Governance of spaces over time**." The main causes contributing to this challenge are as follows:

Source of funds:

- Time window of funding.
- Regional and local budgets.
- Budget allocation.
- Lack of assessment for budget allocation (no business plan).
- Sponsors supporting re-activations individually.
- Different stakeholders defining priorities.

Governance model:

- Public ownership of the buildings.
- Lack of staff.
- Continuous assessment of the use of the buildings.
- Endless procedures.
- Stable financial funding for the re-activation over time.
- Lack of strategy (overall and individual).

Number of buildings:

- Top-down renovation in some buildings.
- Transition of the urban development process.
- Context of historic development.
- Some buildings are now surrounded by new neighbourhoods.
- Creating a sense of community in the new neighbourhoods around the buildings.
- Budget allocation.

These causes represent key factors that contribute to the challenge of governing the spaces in Eleusis over time. By identifying and understanding these causes, the project partners can develop strategies and actions to address them and improve the governance and sustainability of the re-activated buildings.

During the discussions on solutions, the following topics were presented as potential ways to overcome the challenges identified in Eleusis:

● Community recognition and engagement activities for new residents.
● Updating the business plan for the spaces.
● Seeking European funding as an addition to national/regional funding.
● Building a collaborative environment and creating connections with different stakeholders.
● Employing new staff.
● Collaboration among different organisations to optimise efforts.
● Keeping bottom-up procedures through community engagement methodologies.
● Evolving the European Capital of Culture (ECoC) legacy.
● Utilising virtual reality (VR) and augmented reality (AR) technologies to enhance the solutions.
● Forming partnerships with businesses, underrepresented communities, youth/senior groups, event organisers, tourism providers, charities, and educational institutions.

These proposed solutions aim to address the identified challenges and leverage the strengths and opportunities within Eleusis. By focusing on community engagement, funding strategies, collaboration, and partnerships, the partners hope to create a sustainable and vibrant cultural environment in the municipality.

At the conclusion of the stakeholder requirement analysis framework, the vision/mission statement for Eleusis was redefined as follows: "**Develop an effective governance model for reactivated spaces within the HeritACT Project.**"

This revised vision/mission statement reflects the focus and objective of the Eleusis pilot, which is to establish a robust and efficient governance framework for the revitalised spaces. By emphasising the importance of governance, the partners aim to ensure the long-term sustainability and successful management of the reactivated buildings/sites. This revised vision/mission statement aligns with the overall goals of the HeritACT Project and underscores the significance of establishing a strong governance structure to support the project's objectives in Eleusis.

4.3 Milan

The outcomes from Milan's session one of the workshops were compiled by the partners from the municipality and inserted into the presentation.

Link to the presentation: Workshop #2 Presentation

The SWOT analysis for Milan can be summarised as follows:

Strengths:

- Active and running businesses.
- Diverse range of activities including education, farming, and social cohesion.

Weaknesses:

- Lack of resources in terms of time, budget, and skills.
- Accessibility challenges within the sites and neighbourhood.

Opportunities:

- Established collaborations and potential future collaborations.
- Growing interest in the role and activities of Cascine (historic agricultural estates).

Threats:

- Accessibility issues for both the sites and the neighbourhood.
- Bureaucracy and the protected status of the buildings.
- Availability and openness of potential stakeholders.

In the Fishbone Diagram, the core problem/challenge identified by the Milan partners is **"How might we realise the potential of the Cascine for social and ecological benefits (attractiveness and sustainability)**." The main causes contributing to this challenge are categorised as follows:

Resources:

- Time: Limited availability of time to dedicate to the realisation of the Cascine's potential.
- Human resources: Insufficient personnel and lack of specific skills for activities that support their core business and/or to activate and follow up on collaborations with external stakeholders (ex. Communication, event planning).
- Budget: Maintaining the Cascine entails significant expenses and challenges in organising financially viable activities.
- Bureaucracy: Administrative processes and red tape hindering progress and decision-making.

Figure and narrative:

- Fear for the digital: Apprehension or resistance towards adopting digital technologies inside the Cascine.
- Generational gap: Differences in perspectives and preferences between different age groups.

- Storytelling and communication strategy: Inadequate or ineffective communication and storytelling strategies to promote the Cascine's potential.

Accessibility:

- Onsite and to the sites: Challenges in accessing and navigating within the Cascine area.
- Parking space: Insufficient or inconvenient parking facilities for visitors.
- Pedestrian or bike paths: Limited infrastructure for pedestrian and bicycle mobility within and around the Cascine.
- Services around the Cascine: Inadequate availability of essential services, such as shops, public transport.
- Signage: Inadequate signage and wayfinding information for visitors.

Physical conditions and the context:

- Recent interest in the Cascine: Challenges in capitalising on the newfound interest and momentum surrounding the Cascine.
- Heatwaves have an impact on the use of outdoor spaces.

- Lack of coordination between entities: Limited collaboration and coordination between various stakeholders that could be involved in the Cascine's development or orbiting around the Cascine.

During the discussions on solutions, the following topics were presented as potential ways to overcome the challenges identified in Milan:

- Design thinking approach to engage communities: Utilising a design thinking methodology to actively involve and engage communities in the development and revitalization of the Cascine. This approach fosters collaboration, empathy, and co-creation to ensure that the offerings and activities provided in the Cascine are desirable, feasible, and viable.
- Defining desirable, feasible, and viable offerings: Clearly defining and understanding what the Cascine can provide in terms of amenities, services, and experiences that are desirable to the community, feasible to implement, and economically viable. This entails conducting research, gathering input from stakeholders, and identifying the specific needs and desires of the target audience.
- Reinforcing and building collaborations: Strengthening existing collaborations and establishing new partnerships among various stakeholders, including community organisations, local businesses, government entities, and non-profit organisations. These collaborations facilitate interactions, enhance stakeholder engagement, and promote a collective effort towards the development and sustainable management of the Cascine.

- Experimentation and testing activities: Adopting an experimental approach to test and evaluate different activities, initiatives, and programs in the Cascine. This allows for the assessment of their sustainability, impact, and replicability. By piloting and iterating activities, valuable insights can be gained, and successful strategies can be identified and scaled up.

By considering and implementing these potential solutions, Milan can address the challenges identified in realising the potential of the Cascine for social and ecological benefits. These approaches promote community engagement, collaboration, and experimentation, contributing to the development of a vibrant and sustainable Cascina that offers meaningful experiences to its visitors.

At the conclusion of the stakeholder requirement analysis framework, the vision/mission statement for Milan was redefined as to establish "**...a network of resilient and community hubs to deliver social and ecological benefits to local communities ...through feasible, desirable, and viable solutions***

* Both for the targets and the sites' manager"

This redefined vision/mission statement reflects the goal of creating interconnected hubs within Milan that not only provide social and ecological benefits but also prioritise the feasibility, desirability, and viability of the solutions implemented. The statement emphasises the importance of meeting the needs of both the local communities and the managers responsible for the sites, fostering a collaborative and sustainable approach to the development and management of the network of hubs.

4.4 Ballina

The outcomes from Ballina's session 1 of the workshops were compiled by the partners from the municipality and inserted into the presentation.

Link to the presentation: [Workshop #2 Presentation](#)

The SWOT analysis for Ballina can be summarised as follows:

Strengths:

- Compact authentic historic town core with built and natural heritage.
- Active street frontages with independent retailers and pedestrian permeability.
- Engaged stakeholders and voluntary inter-generational groups.

Weaknesses:

- High vacancy levels and dereliction.
- Lack of data on tenure and use of properties.
- Prevalence of car usage.

Opportunities:

- Mapping data on vacant structures to inform revitalization efforts.
- Utilising historic structures and their surroundings for events and installations.
- Leveraging shifts in work culture to promote environmental and societal benefits.
- Potential for increasing diversity and inclusivity through community engagement.

Threats:

- Continued dereliction and potential demolition of historic structures.
- Socio-economic stratification within the community.
- Increased risk of climate-related damage to the historic core.

In the Fishbone Diagram, the core problem/challenge identified by the Ballina partners is
"**Unrealized potential of Ballina as a thriving historic town with sustainable neighbourhoods**." The
main causes contributing to this challenge are categorised as follows:

High Vacancy & Dereliction:

- Demography - social characteristics & statistics.
- Tenure & Finance.
- Ownership & Governance.
- Fear of compliance with regulations.

Redundant Historic Structures:

- Demography - social characteristics & statistics.
- Tenure & Finance.
- Ownership & Governance.
- Fear of compliance with regulations.

Traffic Congestion:

- Resistance to pedestrianisation.
- Lack of links from catchment area.
- Lack of additional river crossings.

Climate Change Issues:

- Increased intensity of rainfall & associated flooding.
- Increased damage to structures.
- Increased damage to nature.

These causes highlight the factors that contribute to the unrealized potential of Ballina as a thriving historic town with sustainable neighbourhoods. The challenges include high vacancy and dereliction, redundant historic structures, traffic congestion, and climate change issues. Addressing these causes will be crucial in unlocking the potential of Ballina and creating a more vibrant and sustainable community.

During the discussions on solutions, the following topics were presented as potential ways to overcome the challenges identified in Ballina:

- Activation of structures and lands through meanwhile uses including cultural & community activation: Utilising vacant structures and lands for temporary activities and events that engage the community and promote cultural initiatives.
- Education & awareness of exemplary adaptive re-use projects in other locations & the instigation of pilot projects to demonstrate best practice: Sharing knowledge and showcasing successful examples of adaptive re-use projects in similar contexts to inspire and educate stakeholders in Ballina.
- Trial pedestrianisation on specific days: Implementing temporary pedestrianisation on selected days to test the feasibility and benefits of creating more pedestrian-friendly spaces in certain areas of Ballina.
- Adaptation for future resilience: Incorporating strategies and measures in the planning and design process to ensure that structures and neighbourhoods in Ballina are resilient to future challenges, including climate change impacts and changing community needs.

These proposed solutions aim to activate vacant spaces, promote adaptive re-use, improve pedestrian accessibility, and foster resilience in Ballina. Implementing these strategies can contribute to the realisation of Ballina's potential as a thriving historic town with sustainable neighbourhoods. At the conclusion of the stakeholder requirement analysis framework, the vision/mission statement for Ballina was redefined as follows: "**To build community resilience through the re-activation of historic structures, historically designed landscapes, and natural environments, including woodland and water courses.**"

This vision/mission statement highlights the focus on revitalising and repurposing historic assets, preserving and enhancing the natural environment, and fostering community resilience. By leveraging the rich heritage and natural resources of Ballina, the aim is to create a sustainable and vibrant community that embraces its history, promotes environmental stewardship, and enhances the overall well-being of its residents.

4.5 Discussion

The stakeholder requirements analysis conducted for Eleusis, Milan, and Ballina revealed both commonalities and differences in their SWOT analyses, Fishbone diagrams, identified challenges, proposed solutions, and revised vision/mission statements.

In terms of similarities, all three cities faced challenges related to resource limitations, such as budget constraints, lack of human resources, and bureaucratic processes. Additionally, they identified the importance of community engagement and collaboration with various stakeholders as a solution to overcome these challenges. This indicates a shared understanding of the need for active involvement and cooperation among different actors in the heritage reactivation projects.

On the other hand, the specific challenges and solutions varied across the cities. Eleusis highlighted governance issues as a core problem, including having a strategic plan, budget allocation, lack of staff, and the need for a stable financial funding model. Milan focused on realising the potential of the Cascine for social and ecological benefits, emphasising the importance of design thinking, collaboration, and testing sustainable activities. Ballina identified high vacancy rates, redundant historic structures, traffic congestion, and climate change issues as key challenges, with proposed solutions involving meanwhile uses, education, pedestrianisation, and adaptation for resilience.

The revised vision/mission statements also differed in their specific goals. Eleusis aimed to develop an effective governance model for reactivated spaces, Milan sought to create a network of resilient and community hubs, and Ballina aimed to build community resilience through the reactivation of historic structures and natural environments. These statements reflect the unique priorities and aspirations of each city in its heritage reactivation projects.

Overall, the stakeholder requirements analysis provided a platform for each pilot town/city to identify their strengths, weaknesses, opportunities, and threats, as well as the underlying causes contributing to their challenges. The proposed solutions and revised vision/mission statements were tailored to address the specific needs and contexts of each pilot town/city. While there were shared themes, the differences in challenges and solutions highlight the unique circumstances and priorities of each locality. The framework for stakeholder requirements analysis served as a valuable tool in understanding the local perspectives and requirements, enabling the development of targeted strategies and action plans for successful heritage reactivation projects.

Annex

Annex 1: Survey questions

WP2 - Task 2.2: Stakeholders requirements analysis and methodological frameworks

Assessing Use Cases context for stakeholder mapping and risk analysis

This survey will help identify the unique characteristics of each Use Case (UC). In the following questions, you will be asked to share details about the pilot town/city and envision a scenario for it, aligning with the objectives of the HeritACT Project.

What is your pilot town/city?

Context assessment

What geoportals or open geospatial data are available for your pilot town/city? (Please provide URLs)

Who are the GIS experts in the pilot town/city municipality? (Please provide email address)

Where are your pilot sites and buildings located? (Multiple locations can be added in a single submission)

What are the buildings/sites which will be the focus for engagement/reactivation in the pilot city?

What is the current situation of these buildings/sites?

What is the ownership situation of the buildings/sites which will be the focus for engagement/reactivation in the pilot city?

What are the values associated with these buildings/sites?

Who are the main stakeholders related to the buildings/sites?

What events and activities (festivals etc.) take place throughout the year in the pilot town/city that HeritACT initiatives might potentially align with?

Challenge identification

What is the challenge(s) you hope to address through HeritACT? (Please describe it considering the context of your city/town)

What is your vision/goal for the HeritACT Project?

What would success look like? (Outline the optimal scenario for your city/town)

What are the actions/objectives that you need to carry out to meet the vision/goal?

Tools and Solutions

Select the HeritACT tools that might help to achieve these objectives.

Particimap; Sutainact; NegoDesign; DesignYourHeritage; fund4act; Hericraft; Usersense

The HeritACT solutions will be tested in three selected demonstration sites according to the figure below.

HERITACT Solutions	Pilot in Greece (Eleusis)	Pilot in Italy (Milan)	Pilot in Ireland (Ballina)
Green Tensegrity Installations	●	●	
Small Scale Pavilion Structure	●		●
Urban Mobile Furniture	●	●	
Digitally Fabricated Vegetables Garden		●	●
Temporary Structures from Recycled Material	●		●
Reactivation of Open Spaces through NBS		●	●
Virtual Exhibition Archive	●	●	
Projection Mapping on Kinetic surfaces	●		●
AR enriched human-place interaction	●	●	●

Figure 23. HeritACT solutions per demonstration site.

Are there any other solutions you think might be useful to achieve the objectives?

Reviewing responses

Before submitting your answers, please ensure that you have responded to all the questions accurately. If you need to review any of your answers, you can use the 'Back' button to edit and make changes

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Annex 2: Survey responses from each pilot town/city

What is your pilot town/city?	Milan	Ballina	Eleusis (First submission)	Eleusis (Second submission)
What geoportals or open geospatial data are available for your pilot town/city?	Open Data GIS https://geoportale.comune.milano.it/sit/open-data/ Open Data, not only GIS https://dati.comune.milano.it/it/dataset geoportal https://geoportale.comune.milano.it/sit/	https://survey123.arcgis.com/ Mayo County Council ARCGIS	datasets provided by the gov may be found here, but what exactly are we looking for? http://geodata.gov.gr/en/dataset there is also this water basin data resource http://wfdver.ypeka.gr/en/geoportal-en/	http://gis.ktimanet.gr/wms/ktbasemap/default.aspx look for: ΕΛΕΥΣΙΣ https://land.copernicus.eu/local/urban-atlas/urban-atlas-2018 https://earth.google.com/web/@38.0430909,23.53963226,8.60897603a,1197.25298691d,35y,174.78555473h,45.00245732t,0r
Who are the GIS experts in the pilot town/city municipality?	Bruno Monti → let me know what will be required from him and I'll contact him first	Carmel Austin cworsfold@MayoCoCo.ie		Nikolaos Tsoulos, n.tsoulos@Eleusis.gr

| What are the buildings/sites which will be the focus for engagement/reactivation in the pilot city? | 1. Cascina Sant'Ambrogio (called Cascinet)
2. Cascina Linterno | 1. Jackie Clarke Collection, Walsh Street, Ballina
2. Walsh Street, Ballina
3. Former Ballina Garda Síochána Station, Walsh Street, Ballina
4. Ballina Presbyterian Church, Walsh Street, Ballina
5. Former Convent of the Immaculate Conception/ All Hallows Convent, Convent Hill, Ballina
6. Kathleen Lynn Square, Ballina
7. Saint Michael's Church (Kilmoremoy), Plunkett Road, Ballina
8. Ballina Methodist Church & Associated Structures, Welsley Place, James Connolly Street
9. Former Ballina Church of Ireland National School
10. Former Orphanage/ Childrens Home, Ballina Prebyterian Church, Walsh Street, Ballina
11. Former Manse, Ballina Presbyterian Church, Walsh Street, Ballina
12. Former National School, Former Convent of the Immaculate Conception/ All Hallows Convent, Convent Hill, Ballina
13. Structures & spaces within the Ballina Historic Core & the Pearse Street Architectural Conservation Area. | Areas: Pontiaka, Symiaka, Synikismos, Kalymbaki, Iris social housing, Bloko

Buildings:
IRIS factory
Old Soap Factory
Anapsyktirio
Oasis camping
Ark
Cine Eleusis | - Old Oil Mill Factory: https://2023eleusis.eu/en/anatheorontas-ta-topia-tis-eleysinas/old-oil-mill-factory/
- Iris Factory: https://2023eleusis.eu/en/anatheorontas-ta-topia-tis-eleysinas/iris/
- Oasis Former Campsite: https://2023eleusis.eu/en/anatheorontas-ta-topia-tis-eleysinas/oasis-former-camping/
- Cine - Eleusis: https://2023eleusis.eu/politistikoi-xoroi/sine-eleysis/
- Old Canteen |

What is the current situation of these buildings/sites?	1. cascina sant'ambrogio Cascina Sant'Ambrogio (run by Cascinet) is composed of fields, an L-shape building and 2 barns. The L-shape building is in the process of restoration while the 2 barns are not yet restored (nevertheless, it is planned). 2. cascina linterno Cascina Linterno is composed of fields (agriculture + beehives) and a rectangle-shape building, typical of the 'cascine'. Wing 1 has been refurbished (Steiner school) Wing 2 is to be restored and the site manager has introduced a request of restoration. Wing 3-4 is in good shape. It is built on 2 floors and hosts 2 cultural associations (CSA Petrarca and associazione Amici Cascina Linterno) + the appartment of the tenant. The ground floor is composed of a room (hosting Associazione Amici Cascina Linterno), a church and Petrarca's Summer house (Casa Petrarca) and has been restored. The first floor is the association's offices (CSA Petrarca) + the appartment of the tenant.	1. Jackie Clarke Collection, Walsh Street, Ballina 2. Walsh Street, Ballina 3. Former Ballina Garda Síochána Station, Walsh Street, Ballina 4. Ballina Presbyterian Church, Walsh Street, Ballina 5. Former Convent of the Immaculate Conception/ All Hallows Convent, Convent Hill, Ballina 6. Kathleen Lynn Square & Associated Structures, Ballina 7. Saint Michael's Church (Kilmoremoy), Plunkett Road, Ballina 8. Ballina Methodist Church, Welsley Place, James Connolly Street 9. Former Ballina Church of Ireland National School 10. Former Orphanage/Children's Home, Ballina Presbyterian Church, Walsh Street, Ballina 11. Former Manse, Ballina Presbyterian Church, Walsh Street, Ballina 12. Former National School, Former Convent of the Immaculate Conception/ All Hallows Convent, Convent Hill, Ballina Former Convent of the Immaculate Conception/ All Hallows Convent, Convent Hill, Ballina 13. Structures & spaces within the Ballina Historic Core & Pearse Street Architectural Conservation Area	- IRIS factory: the former Iris factory is in the final stage of renovation and will be handed over during the summer season for European Capital of Culture events - The Old Soap Factory. The buildings and areas of the Old Soap Factory that are to be used include the 3 warehouses in the main entrance area, the canteen, the 2000-seat theatre, the toilets (also for disabled people) and the car park which is used for hosting events. - Anapsyktirio: The Anapsyktirio is in the final phase of renovation and will be delivered in the summer months of 2023. - Oasis camping: It is a large area near the Pontian Settlement ("Pontiaka") and is used for outdoor events. - Ark: The construction of the Ark has not yet started as it is an ongoing project implemented by the Time Circus team and will be completed by the end of 2023 - Cine Eleusis: Cine Eleusis is currently undergoing renovation and is scheduled to be handed over in autumn 2023.	- Old Oil Mill Factory: it's an abandoned factory that three warehouses have recently been renovated, there is an open theatre and a small canteen inside the space. It's one of the main cultural spaces of the city that is activated with different performative, visual arts, music interventions - Iris Factory: it's currently being renovated, it will be activated by a visual arts exhibition during 2023 - Oasis Former Campsite: it was activated for the first time during the first edition of EcoCulture Festival in September 2022 and during 2023 is activated by different cultural activities as well as through the 15-days EcoCulture festival in September 2023 - Cine - Eleusis: it's currently being renovated, it will be activated by a documentary festival during 2023 - Old Canteen: it is recently being renovated and during 2023 will be activated through artistic workshops

What is the ownership situation of the buildings/sites which will be the focus for engagement/reactivation in the pilot city?	in both cases: owned by the Municipality and run and managed by the tenants that are responsible (financially and technically) of the ordinary and extraordinary upkeep and of the restoration.	1. Mayo County Council 2. Mixed tenure, Mayo County Council, community, private, commercial, office, residential, institutional 3. Mayo County Council 4. Religious 5. Religious 6. Mixed tenure, Mayo County Council, private, commercial, office 7. Religious 8. Religious 9. Religious/ Business 10. Business/ Residential/ Freemasons 11. Residential 12. Religious 13. Mixed tenure, Mayo County Council, community, private, commercial, office, residential, institutional	- IRIS factory: IRIS is owned by the Municipality of Eleusis - Old Soap Factory. The aforementioned places (theatre, warehouses, toilets, parking etc.) are granted for cultural activities to the Municipality of Eleusis. - Anapsyktirio. For the year of the Capital of Culture, the Municipality has granted a concession to the organisation of the ECOC. - Oasis Camping It is owned by the Municipality of Eleusis. - Ark? - Cine Eleusis is Owned by the Municipality of Eleusis	- Old Oil Mill Factory: Owner National Bank of Greece - Long term Lease to the Municipality o.E. - Iris Factory: Owner Labour Employment Office (OAED) - Long term Lease to the Municipality o.E. - Oasis Former Campsite: Owner National Bank of Greece / Municipality of Eleusis - Cine - Eleusis: Owner Municipality of Eleusis - Old Canteen: Owner Municipality of Eleusis

| What are the values associated with these buildings/sites? | 1. Cascina Sant'Ambrogio
Spiritual Value (the apse)
Aesthetics Value (the apse and the building)
Historical Value
Social Value (through the current activities the Cascina is doing, in particular the shared vegetable gardens, the activities with disabled persons + the kindergarten)
Sustainability (biodiversity + they are located at the entrance of the Forlanini Park)

2. Cascina Linterno can be associated with the following values:
Spiritual Value (the church)
Historical value (Casa Petrarca)
Aesthetics value (frescoes + the building and the landscape that are protected by the superintendence of cultural heritage)
Social value (historically, the cascine had a social role and still has through the current activities the Cascina is doing, in particular the educational activities)
Sustainability (biodiversity, bio-agriculture). | 1. Architectural, Artistic, Historical, Social
2. Architectural, Artistic, Historical, Social
3. Architectural, Historical, Social
4. Architectural, Artistic, Historical, Social
5. Architectural, Artistic, Historical, Social, Technical
6. Architectural, Historical
7. Architectural, Artistic, Historical, Scientific, Social
8. Architectural, Artistic, Historical, Social
9. Architectural, Historical, and Social
10. Architectural, Artistic, Historical, Social
11. Architectural, Artistic, Historical, Social
12. Architectural, Historical, and Social
13. Architectural, Artistic, Historical, Social etc. | - | - Old Oil Mill Factory: it's the main cultural venue of the city that has been used since 1997, gradually being known also outside the city as the cultural venue of Eleusis
- Iris Factory: an abandoned paint factory that is currently being renovated for ECoC projects, situated in the middle of a recent social housing block of flats.
- Oasis Former Campsite: the only free park in the city, only recently activated through ECoC activities
- Cine - Eleusis: in the past, there used to be 13 cinemas in the city and unfortunately all these cinemas are currently closed. The Municipality has recently bought the abandoned cinema Eleusis and will be activated through a documentary festival introduced by ECoC at the end of this year.
- Old Canteen: old American base building in the forefront of the city and one of the few spots in the city that are accessible to the public. |

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Who are the main stakeholders related to the buildings/sites?	1. cascina sant'ambrogio: Municipio 4 (borough 4 of Milan), the hosted kindergarten, a series of other associations that will be better define through time and surely for WP4 2. Cascina Linterno: Municipio 7 (borough 7 of Milan), the 2 hosted associations, Schools (the hosted one + the ones that come for the guided tours), a series of other associations that will be better define through time and surely for WP4	1. Jackie Clarke Collection, Mayo County Council, Communities, Schools 2. Jackie Clarke Collection, Mayo County Council, Communities, Schools, Residents, Businesses, Religious 3. Mayo County Council 4. Communities, Religious Order 5. School, Communities, Religious Order 6. Communities, Mayo County Council, Residents, Businesses 7. Communities, Religious Order 8. Communities, Religious Order, Businesses 9. Religious Order, Business 10. Religious Order, Business, Resident 11. Owner 12. School, Communities, Religious Order 13. Structures & spaces within the Ballina Historic Core & the Pearse Street Architectural Conservation Area - Multiple stakeholders	-	- Old Oil Mill Factory: the space is managed by the Municipal Cultural Organisation KEDE (https://kedEleusiss.gr) and 2023 Eleusis (https://2023eleusis.eu/en/) - Iris Factory: the space is currently being renovated and it will be activated by different 2023 Eleusis activities. - Oasis Former Campsite: the space is run by 2023 Eleusis. The folklore association "Nea Trapezounta" is based nearby. - Cine - Eleusis: the space is currently being renovated and the 2023 Eleusis will be activating the space with the documentary festival. - Old Canteen: the space is managed by 2023 Eleusis. There is also an open - air cinema that is run by the local cinema club and there is also a space that is given to the all year long swimmers club (the port's authority needs to be informed).

	design week, cascine aperte, green week, fa' la cosa giusta, digital week, scuola delle cascine aperte	Annual Architecture at the Edge Festival, Ballina Heritage Day, National Heritage Week Events, Salmon Festival, Other tourist festivals to be confirmed	-	- ELEVSIS Innovation Lab is a digital fabrication laboratory currently being created by the European Capital of Culture, that can be used for the HeritACT events & the manufacturing of the interventions.
What events and activities (festivals etc.) take place throughout the year in the pilot town/city that HeritACT initiatives might potentially align with?				- EcoCulture Festival (mid September) based in Oasis - Former Camping and held in different places of the city (https://2023eleusis.eu/en/events/2o-festival-oikopolitismoy-2023-09-18/ -). The HeritACT solutions can be held during the EcoCulture festival. - Aeschylia Festival (September) - https://aisxylia.gr/ - a local festival that includes performances, visual arts, concerts etc.

What is the challenge(s) you hope to address through HeritACT?	As described in the grant agreement, one of the challenges we hope to address is the 'urban-rural' divide and consequently, the social and cultural role of these urban farms (at this stage, we will assume that the challenge is the lack of attractiveness of these locations due to, among other things, their geographical position). A second challenge we'd like to explore is based on the NEB principles and its foundation, namely the way we perceive, live and use spaces. At this stage, we will call it 'the gap between the functionality of a space VS the space's design and its ownership'. The cherry on the top, would be to defy the difficulties related to economic sustainability and the potential replicability of the actions and solutions that will be developed in the project.	engage with communities to communicate the inherent values associated with our historic structures, historic core and associated urban spaces and natural environment engaging with communities to realise the potential for the sensitive adaptive re-use of our historic structures, historic core and associated urban spaces and natural environment to provide positive solutions to address stakeholder concerns about public spaces to engage with communities to understand the cultural capital generated by the projects agreed through HeritACT .... to be expanded	Getting the local community involve	- ecological issues that the city is facing (research, culture can help on facilitating an open dialogue) - newly renovated buildings, part of the industrial heritage (cultural & scientific activities that will keep enriching these spaces) - accessibility issues - keep up the bottom-up procedures through community engagement methodologies - precarious financial state of local creative industry - few green areas - keep and evolving the ECoC legacy

What is your vision/goal for the HeritACT Project?	'the cascina as a resilient/community hub' We will provide technical, creative and mediation expertise to the local community and the sites' tenants with the purpose of developing assets (hard) and formats (soft) that will be of added value, both for the sites and the users. 'Matching' will be the keyword: we will not only involve the tenant and stakeholders but also take the context and the sites' specifics into account leading, hopefully, to a fitting governance model.	to demonstrate by education, engagement, collaboration and demonstration the key role of cultural heritage, architectural conservation and adaptive re-use in creating a sense of place and social cohesion to empower and facilitate all stakeholders to realise the potential in the historic assets they have to be utilised for community benefit and a better way of life ... to be expanded	Empower the local community to actively participate in the commons, inspire change in the city, share knowledge and organize educational activities related to sustainable practices, enable and increase community's participation, gather data related to the use of public space, accessibility, infrastructure	Taking place right at the end of the 2023 Eleusis ECoC program design&implementation, HeritACT actions & tools offer an ideal opportunity to enrich the discussion on communities, design & the environment, all of which have been thematically & methodologically included in the ECoC Program (3 program axes:People/Society,Labour &Environment). Moreover, the ECoC has activated many spaces of cultural heritage& made way for the renovation of others, thus HeritACT allows for their further highlighting.
What would success look like?	From the cascine's perspective, assets and initiatives that are of added value for them. At the neighbourhood level, a proper governance model that enables the solutions to be maintained and initiatives to be organised after the project. At the city level, models (business models, governance models) and lessons learned.	HeritACT projects that demonstrate the re-activation and/or visions for historic structures, urban spaces and natural environments including green spaces, woodland and water courses.	-	One of the Legacy projects of the ECoC is "Ecoculture Festival", focusing on the environment, sustainability and how to design for sustainability. It happens in September 2023, and we hope it continues happening after the end of the ECoC year. The pilot in Eleusis in 2024 is for us the best match for the second edition of the Ecoculture Festival.

What are the actions/objectives that you need to carry out to meet the vision/goal?	3 levels of actions: work with the cascine, work with the neighbourhood, work with existing networks and stakeholders in Milan. For each level, actions include: Empathise: get to know the context, the persons and the environment Co-define: what are we going to build (solutions) and what are we going to organise (activation events)? Prototype and test Implement + Ongoing action throughout the project : keep on knowing and understanding the context and networking	Partnerships with communities and collaborators Educational partnerships with secondary and third level institutions Partnerships with event organiser and tourism providers Partnerships with social enterprises Partnerships with charities Partnerships with youth/ senior groups Partnerships with under represented communities Partnerships with businesses	-	Work on a scenario that will match locations with interventions/solutions in the best possible way, so that there is a coherent narrative for the pilot, achieving both the goals of HeritACT and those of the Ecoculture Festival..
Select the HeritACT tools that might help to achieve these objectives.	particimap,sutainact,designyourheritage,fund4act,hericraft	particimap,sutainact,negodesign,designyourheritage,fund4act,hericraft,usersense	particimap,designyourheritage,hericraft,usersense	particimap,designyourheritage,fund4act,usersense

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