

FINAL REPORT ON PILOT ACTION 4 IMPLEMENTATION BY PP5: YOUNG CRAFTSMEN IN OLD CITY

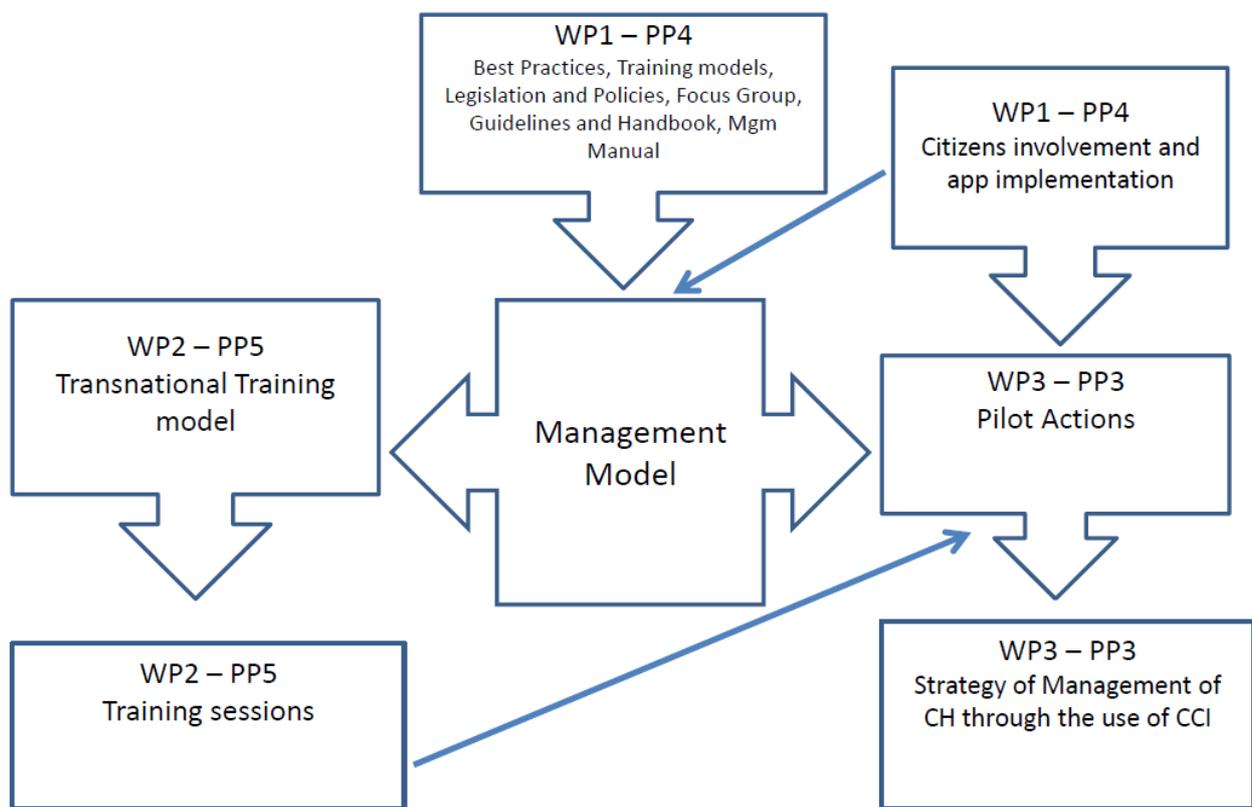
D.T3.2.8

City of Bydgoszcz, Poland, 2019





According to the Application form (AF), the main objective of the Forget Heritage project is to promote cooperation among partners' cities in order to identify innovative, replicable and sustainable Private-Public Cooperation management models of the abandoned historical sites (recognised as cultural heritage) by valorising them through setting up cultural and creative companies. As part of the project (T3) the management methodology described in the manuals previously produced (T1) will be used in 8 different pilot actions with the aim to test novel tools and methods and evaluate their efficiency. Each pilot will be implemented in a different kind of cultural heritage site with its different historical background and in a different context.



At the end of the pilot experimentation phase, the pilot managers and project partners will deliver Final reports on pilot actions (D.T3.2.5 - D.T3.2.12), which describe how innovative, replicable and sustainable Private-Public Cooperation management models of the abandoned historical sites were tested in different contexts. Based on the final reports, the transnational peer review (D.T3.3.1) and other project deliverables, the Transnational evaluation report of pilot actions (D.T3.3.2) will be prepared. Transnational Evaluation report of pilot actions will be based on Final reports on pilot actions and will analyze the experiences and lessons learned from the pilot actions, including recommendations for follow-up measures at local and transnational level.

The content of these Guidelines is to a large extent based on the Pilot Implementation Plan Guidelines and is similar to the Guidelines for your Mid-term reports. Therefore, the text



in some sections might not much differ to your mid-term report - in some cases you will only need to add any relevant new developments or insights. As with the mid-term reports, in order to fill in the tables, you will have to use also your own (Revised) Pilot implementation plan.

There are, however, also some completely new sections, included in order to gain all the necessary information for the Transnational evaluation report of pilot actions (D.T3.3.2) in-line with the AF. The Final report should be jointly produced by the pilot managers (PMs) and project partners (PPs), as both perspectives are needed for the evaluation.

1. INTRODUCTION

The Pracownia Makerspace supports the development of crafts as a form of employment for young people, but also gathers the creative community of Bydgoszcz, offering space and supporting various initiatives.

The Pracownia Association won the Tender for Pilot Action and hired the Manager of Pilotage - Konrad Kamiński. His right hand is another member of the association Jakub Czaplicki. The beginning of the pilot's action was difficult due to the lack of experience of officials as well as members of the association. It turned out that the building which was passed the city was devoid of electrical installation and it took a long time to adapt it. When the renovation was carried out by the Pilot Manager the equipment were purchased by The Project Manager. The same time lot of workshops and meetings were organized in this raw space.

The Pilot Manager tried to update the schedule of activities from the very beginning, but after 2 months this plan had to be updated also because the FH project was extended until November 2019.

A workshop is a place that has undergone renovation, the basic electrical installation has been assembled, workshop positions have been developed about safety. This year, an electronic system is to be implemented, which will enable subscribers of the Pracownia to use the space and equipment at any time.

2. RESULTS ACHIEVED

Result indicator	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations
Number of jobs created (FTE) based on project achievements	FTE	1	1	One permanent contract for PM



Number of trained persons	Persons	30	50	People taking part in workshop cycles
Amount of funds leveraged based on project achievements	EURO	1150 EUR	1820 EUR	680 EUR collected during crowdfunding campaign through FB by the pilot manager

The studio has been operating in Bydgoszcz since 15th October 2018, and for nine months it has appeared in the minds of residents as a place favoring various activities: craft, cultural and public space. The main current of activities the workshops that have been held: 95 workshops/ events, they are very popular and some are repeated at the request of the interested, eg soldering. More than 500 people have participated in project events, but more than 1500 in other events offered by the Pracownia. Apart from this, the Workshop is a friendly place for social initiatives: meetings of the zero-waste group, meetings of the flower meadow groups. The Pracownia Makerspace community joined the organization of the Museum Night and the Bydgoszcz's Picnic of NGOs. Cooperation with the University of Economics was established, 70% of their students are foreigners. Meetings with makers are planned in international groups. Cooperation was also established with IKEA, which proposed the workshop to conduct craft workshops in the zero-waste concept enabling the use of waste / residual matrices instead of utilization.

The pilot project has opened new possibilities and is undoubtedly an attraction for the residents, but not fully beneficiaries can use it. The studio is a pleasant space and well-equipped, there are numerous workshops, both handicrafts and business, but there is a lack of creative people who would bring their passion and activities to the studio and stay in it. There is a shortage of people with the courage to smile in the space of the Workshop and boldness to submit a business.

3. CRITICALITIES AND RECOMMENDATIONS

a) Vision/purpose of the pilot project

PP5 Project Manager - in my opinion, there will be a clear difference between the workshop and subsidy activities and without subsidies, which is from November 2019. On the one hand, there will be a need to introduce other business forms, for example, workshops for schools, provision of paid treatments, and on the other hand, Pilot Manager will not so heavily be burdened with keeping the documentation and sticking to the schedule. The year of activity



allowed us to examine the needs of residents, creative resources of the city and develop a style of cooperation with the office. The end of the project must bring new business ideas using the resources of the Pracownia Makerspace.

The Manager must have a clear vision and trust to create a place that is in line with his heart. You have to reckon with changes in the team of colleagues, some people are leaving, but new ones are coming. The key to success is sensitivity and openness to the needs of others because the Pracownia Makerspace has to be an answer to the real need of young people and an opportunity for their development, not a hermetic environment.

b) Objectives (goals) of the pilot project?

Analyzing the goals set by the Pracownia Association during the Tender for the pilot manager, you can see that they came from real needs. It seems that these needs have become even more pronounced after recognizing the creative community of craftsmen. We managed to open space for craftsmen, raise the competences of young people in this area, and to distribute local products during fairs. The goals that are more difficult to organize are related to specific investments in new businesses and the start of regular sales.

The Manager of FH - In my opinion, it is better at the beginning to present a schedule of activities taking into account only certain thematic areas and duration, because too detailed activities quickly become outdated and difficult to modify. It is important to arrange workshops in a logical way sticking to the general schedule by taking into account the final effect and achieving the result. The Pilot Manager - An alternative approach could be an interventional approach to the planned schedule. The duration of the project could be divided into short sections (eg 2-3 months). During the planning of the period, select and plan only those activities that are a priority. After 2-3 months, the team would analyze the past period, prepare a summary of the report, and then plan the next period taking into account the needs, problems, and resources.

c) Stakeholders

The workshop's stakeholders are mainly young people who are interested in hand-making as a hobby. It is difficult to change their perspectives and start making business using a hobby basis. Co-operation with other NGOs is good and offers significant ecological subjects. The



workshop users can use the equipment to produce zero-waste products. Cooperation with foreigners staying in the city also opens interesting cooperation. The space of The Pracownia Makerspace is a neutral place to exchange thoughts, skills in Polish and English.

Establishing cooperation with the VULCA.EU Association covers the over-local operation of the Pracownia and builds a good European platform for the exchange of experiences with other makerspaces and fab labs.

It is necessary to manage the data of people who participate in the workshops and other events on an ongoing basis and try to be encouraged to act for The Pracownia Makerspace. The participants should be permanently associated with Pracownia and achieve common goals. The Pracownia must have a free offer prepared - for activists and paid for one-off users.

d) Services/products/activities

The Pracownia Makerspace offers craft workshops, both paid and free, they are always willing for both types of classes. This shows the answer to meet the need to participate in social life and raise their craft competences. On the other hand, people are only focused on taking, not giving. Occasionally, people want to "repay" for workshops and join as volunteers. So far, none of the young people came with a ready idea for a craft business.

The Pracowania's space should be used most of all as a makerspace, but also as a meeting place for cultural and commercial events. You can establish cooperation with another entity that will use the space and participate in the cost of keeping. The variety of opportunities offered by the studio is a challenge in terms of reaching stakeholders. You must use many different communication channels to reach the right groups.

The Pracownia makerspace is open 7 days a week from 14.00-22.00 to use access primarily for young users who are studying or working.

During the weekend the Workshop is open for a long time because sometimes cultural events are organized - innovative concerts, performances, etc.

According to Facebook, as many as 44% of recipients are people aged 25-34. In second place are people aged 35-44, whose percentage is 23%. Surprisingly, there are only 19% of people aged 18-24.



e) Resources

Equipment funds were largely sufficient to purchase the materials needed. Part of the equipment was purchased by the Pracownia Association from its resources. The media tried to encourage residents and companies to provide tools and equipment but it hadn't met with much support. When purchasing specialized equipment, remember that you need thorough training in its use so that you can use it at any time. Information about available equipment along with photos and examples of use should be on the Proacownia website as an incentive to use.

The Pilot Manager should consider very well what equipment is needed for a pilot action. It turns out that sewing machines, which are popular home appliances, are used more often than CNC lasers, which cost 5 times more. It depends on this that you need training in the technical profession of the equipment, to the extent that such equipment is in widespread use.

It takes the full equipment of at least one of the makerspace departments to encourage a selected group of people to start and show their example after completing other departments.

f) Financial plan

The first year was unfeasible, because the plan was based on building recipients on the principle of organizing the first simple workshops and meetings, later preparing the space collectively, then equipping it, and only after opening Makerspace and making this place available to interested parties. Unfortunately, the funds did not come until mid-November 2018, and at the beginning of December, we had to give everything together with the settlement of the actions made.

We started using FH funds only in January 2019, after the initial preparation of the premises, for which we obtained funds from other sources. It was, therefore, necessary to extend the initial financial plan until October 2019.

We have introduced changes to the equipment budget and moved EUR 1,500 to the budget line - infrastructure. With this money an electrical installation plan will be made, then you need to finance materials and work.



It was very difficult to find an abandoned place in good condition, this one was the best and yet there was not enough money to adapt. Until the Association began to operate there, we did not see that special current was needed.

g) Project implementation

At first, The Pilot Manager made a very accurate financial plan, but he did not foresee all the events and needs. In this way, we quickly intended to cover all the costs of preparation and immediately start the planned activities, and it turned out that it is impossible to spend money in this way. In the first version of the schedule, we did not even include a category that allows for financing meetings and workshops that appear along with the subsequent ideas of people joining the Pracownia community.

To be able to respond to the needs of new customers, we needed equipment that was not there yet, a prepared space that we still struggle with (08.2019) and we organize public collections for renovation and equipment, as well as the necessary change in the cost estimate to be able to allocate money for new workshop topics - which fortunately we managed to get.

Lack of financial resources to cover renovation costs tedious and extremely time-consuming process of purchasing equipment by the city administration and maintenance management time are the main factors that affect delays in the development of the Laboratory. While renovating the premises in some way encourages the local community to help, the spaces lack the "wow" effect, which can attract young people. All the missing funds for a manager's time was a barrier to employing highly qualified people.

Project output indicators	Measurement unit	Final target (July 2019/9 months of running)	Progress achieved	Explanations
Number of visitors	Number	-	Over 500 Over 2000	First number - participants of workshops Second number- participants of all events in The Pracownia
Number of workshops conducted	Number	27	20	Some of workshops are separate into groups, we count them only ones.



Number of public events	Number	2	4	<ol style="list-style-type: none"> 1. Craft Market 2. The Easter Craft Market 3. Night of Museums 4. Open day of Pracownia - performances and music concert
Increased capacities of the target group	Percentage, Likert scale 1-5, ...	20	40	Encouraging further groups to cooperate is time-consuming, and they are not interested in certain circles
Number of different target groups reached by different communication channels	Number	5	6	<ol style="list-style-type: none"> 1. Inhabitants of tenanthouse where the Pracownia is located - posters in lobby 2. Young people interested in crafts - FB, Instagram 3. Citizens, seniors - local press, 4. Other makerspaces, Vulca.eu - private contacts, direct 5. CCI, artists, activist - events, participation in external events 6. Decision makers - press conference, official website, letters of endorsement

It is worth talking about and contacting practitioners, in a paper project a plan may be perfect, but in fact it is surprising.

4. MANAGEMENT MANUAL TOOLS

Chapter in the Management Manual	Tools - Deliverables	Used/not used	Comment
Goals	“Goals Workshop” Template	u	We decided that the application form for the
	“Goals - Added Value” Table	u	



Stakeholders	Stakeholder Map	NU	operator was prepared based on MM tools. We've also organized training for potential pilot managers explaining how use these tools. The template for tender for pilot operator was prepared in this way were in MM standards and clearly showed the idea for the project.
	Stakeholder Table	U	
Activities, content, offers	“Activities Workshop” Template	U	
	Activities-Processes-Blueprint	NU	
	Typical Site Usage	NU	
	“Activities Evaluation” Table	Nu	
Infrastructure and processes	Outcomes of filled out “Activities-Processes-Blueprint”	NU	
	Prototype Schedule	U	
	Fields of Activities	U	
	Process Planning	U	
	Responsibilities Facility Management	U	
	Management Tasks	U	
Business concept	Business Model Canvas	U	
	Basic Financial Plan	U	
Implementation planning	Project Timeline	NU	
Project Based Implementation	Best practices of heritage valorization projects	U	

5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

The project is targeted at young people starting on the labor market, which is why social media channels are mainly used. Public relations were also taken care of in the local media: press, radio, TV so that the Pracownia could appear in the minds of the inhabitants. Thanks to this, people from other age groups became interested in the offer and also gave the equipment to the workshop, e.g. a sewing machine. The most difficult communication is with institutions such as art school or university. It is easier to reach students through private contacts than to encourage management to cooperate.

6. PUBLIC-PRIVATE COOPERATION

Private partner view:

From the NGO's point of view, the whole administration machine is not conducive to the development of innovative solutions, and if the Bydgoszcz pilot wouldn't have been looked after by people who care about sustainability of the process, changes, and utilization of the potential, and not just unraveling the project, then Makerspace would probably be in its infancy. Fortunately, we found the right people who are ready to devote their private time and solve any problems that arise at any time. Unfortunately, the problems are most often caused by bureaucracy and the hierarchical model of managing municipality.

The best effect would be obtained if employees of other city departments were implemented in the Pracownia activities and their knowledge and time could be used at some points in the



development of the project. For example, legal regulations for makerspace, accounting, health and safety at work, electrical installation fitters, ongoing marketing activities. These resources are within the administration's reach, but they are not available to our friendly team from WZR (Integrated Development Department). There is no real cooperation between the departments of the city hall, the inter-faculty team appointed for interdisciplinary matters.

It would also be a good idea to free up funds for pilotage. This would work in such a way that the project operator would be able to spend the money on what is needed most and not necessarily foreseen previously. At the end of the project, it would be in the interest of the operator to report on expenses and prove that the money was spent in a way that allows the development of the project and it is in the public interest. Rigid adherence to the cost estimate and the list of eligible costs leads to distortions, delays and the inability to respond to the surrounding conditions.

Public partner view

Public-private cooperation in the field of the pilot project is an interesting experience. In the beginning, the principle of working at set times is violated, because the need for communication is continuous and you need to react regularly in some cases. Besides, it turns out that besides the project manager in the office, officials from other departments: organization, construction, culture, NGO, who are co-engaged in implementation are very important. The biggest problem was overcoming the structure of the office, which does not assume this form of public-private cooperation. The office needs a change, and training officials need to jointly and interdisciplinary implement the project for several years.

Private partner view:

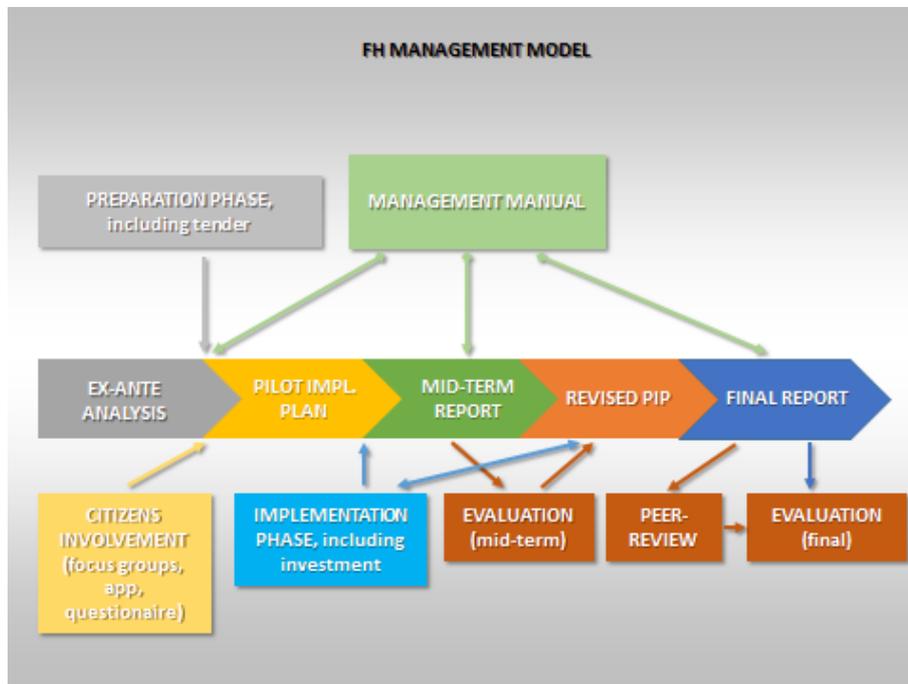
Every place, every city, every project has different laws. What works in Rijeka will not necessarily work in Ljubljana. Therefore, I encourage you to look at what is happening in Bydgoszcz, ask questions, conclude, gather experience and use knowledge for personal use, but I am far from recommending any course of action.

Public partner view:

The starting point should be to strengthen public-public cooperation, i.e. to create a strong team to manage the pilot project in various aspects: premises with water, electricity, garbage, promotion, substantive activities, external cooperation, etc. An interdisciplinary management procedure is needed.



7. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS



Because our pilot action started late due to the change of premises and we had to adapt to other project partners and "chase" them. Tender for the pilot manager took more energy than we expected, at the office during the holiday and the holiday season, the work is moving at a slower pace than usual. We regret that we had little time to prepare activities under citizens' involvement. We focused on the online survey, but we wanted to organize meetings with various local environments: art schools, and universities, labor office, etc.

In general, the FH management model helps a lot in achieving the next stages of the project and is universal for all such activities. It forces public and private cooperation, both the project manager and pilot manager are needed to write reports and knowledge is exchanged in both directions. I believe that every element of this scheme is needed to achieve the assumed results.

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:	X	<input type="checkbox"/>	<input type="checkbox"/>
Public partner view:	X	<input type="checkbox"/>	<input type="checkbox"/>

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:	X	<input type="checkbox"/>	<input type="checkbox"/>

8. EXTERNAL ENVIRONMENT

The pilot project welcomed the favor of the authorities, the deputy major Maria Wasiak visited the Pracownia in person, observing the subsequent stages of the resolution. Unfortunately, it was not possible to obtain additional financing from the city budget for electrical installations, but the city covers the costs of maintaining the premises for 3 years. Local artists and non-governmental organizations found space for action and collaboration in the Pracownia. Tech Club uses the space and resources of the studio to organize free performances and training. The local university was invited to cooperate. The Pracownia made a positive "buzz" in Bydgoszcz and has become an important place strengthening the city's creative.

Interest in the pilot project is high throughout the region. We were invited to cooperate by the Marshal's Office of the Kuyavian-Pomeranian Voivodeship as an accompanying partner to another project from the Interreg CE program - "Surface". The cooperation is to take over the current knowledge and expand the activity of the Pracownia.

It is necessary to invite officials from various departments for study visits to the lecture room and present the project results to them. This opens new relationships with the officials involved and allows you to settle matters, for example, on the organization, bypassing the FH project manager.

The pilot manager must be open to social and commercial events because the first attracts people and the second money.

9. POLICY RECOMMENDATIONS

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"/>	<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"/>	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"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	X	<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"/>	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"/>	X	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	X
Networking: events, platform, national and transnational cooperation	<input type="checkbox"/>	<input type="checkbox"/>	X

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.