CULTUUR&CAMPUS PUTSELAAN
Periodic Lessons Learned #1
Deliverable D7.3

General Information

Project Description

Acronym	C&CP
Title	Cultuur&Campus Putselaan: A sustainable hub of arts, research, learning and community as catalyst
Coordinator	Erasmus University Rotterdam
Project Number	1010799729
Type of Action	HORIZON Coordination and Support Action
Topic	HORIZON-MISS-2021-NEB-01-01
Project Start Date	01.10.2022
Project End Date	31.12.2025
Project Duration	39 months
Website	www.putselaan.nl
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Deliverable Description

Number	D7.3
Title	Periodic Lessons Learned Report #1
Lead Beneficiary	Erasmus University Rotterdam
Work Package	WP7
Dissemination Level	Public
Type	Report
Due Date	30 June 2024
Submission Date	26-06-2024
Resubmission Date	

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Resubmission Edits	

Acronyms and Definitions

Acronym	Meaning
AWC	Afrikaanderwijk Cooperatie
BUZ	Stichting Buzinezzclub Foundation
C&CP	Cultuur&Campus Putselaan
CA	Consortium Agreement
COD	Stichting Codarts voor de Kunsten
EC	European Commission
ELIA	European League of Institutes of the Arts
EUR	Erasmus University Rotterdam
HR	Stichting Hogeschool Rotterdam
ICLEI	ICLEI - Local Governments for Sustainability
RDAM	Gemeente Rotterdam
TU Delft	Technische Universiteit Delft
WDKA	Willem de Kooning Academy Rotterdam
WP(s)	Work Package(s)

Acknowledgement

Contents

1. Abstract

As described in the Grant Agreement the periodic lessons learned deliverable (D7.3) provides a first report on the challenges and lessons learned, narrating the journey of C&CP up until this stage. This deliverable will be followed up by three additional lessons learned reports (D7.4, D7.5, and D7.6). The lessons learned reports will be targeted towards a broader, public audience. The purpose of these is to build a community around the C&CP and to inspire other partnerships across Europe to initiate their own C&CP.

There is much left to learn concerning the process of engaging in territorial transformation without resulting in displacement (excessive gentrification). The consortium will learn valuable lessons throughout this project and intends to record this knowledge in a way that the learnings may be transferred across the European Union. At various intervals during the project period, the consortium will take stock of its learnings and publish a series of analysis reports. These reports will map the stakeholder landscape engaged and outline the utilised collaborative (co-design) processes. It will also detail the challenges that the project and its different stakeholders encounter. Lessons learned recorded so far go beyond this goal and cover all aspects of the project; this is in addition to what is described in the GA.

2. About the Cultuur&Campus Putselaan Project

Cultuur&Campus Putselaan (C&CP) pilots a new approach to city making through education, research, policy and culture at the heart of Rotterdam South. The C&CP will be located on the Putselaan. In our approach, we facilitate the coming together of different types of knowledge - theoretical, practical, from the arts and sciences - with the lived experiences of citizens. We do so in three ways.

First, by co-creating a vibrant site of encounter, dialogue and shared learning. The C&CP will be housed in a historical building, the refurbishment of which unites a sustainable re-design vision of students of architecture and built environment, with the wishes and needs of local stakeholders, in a part of town where education and cultural institutions are scarce. This will be a hub for students, residents, social enterprise start-ups, lecturers and researchers – a place for learning, studying, community, art and culture. C&CP will connect to existing initiatives and spaces, while also providing a unique hub for higher education in the area.

Second, we will facilitate empowering the co-design of impact-oriented learning curricula that can make the area more sustainable, inclusive, and enriching. From sustainable crafts and repair workshops open to all, to lifelong learning formats and Master level courses, we will test innovative didactic approaches geared towards activating and inspiring citizens, students, and lecturers in shaping a better future for Rotterdam South.

Third, we will ground our approach to research in participatory research and citizen science, that empowers residents to take part in the processes that shape their city and delivers a sound understanding of the area, its challenges and opportunities, based on shared ownership.

With C&CP, we aim to create a positive and lasting impact, working together towards a thriving future for Rotterdam Zuid.

3. Introduction to the Periodic Lessons Learned Report #1

This deliverable captures valuable insights and lessons gleaned over the initial 18 months of our project journey. Rather than being organised by work packages (WPs), this report adopts a thematic approach to reflect the cross-cutting nature of our project's challenges and achievements. Our aim is to distil comprehensive observations across various facets of project implementation, emphasising broader themes that transcend individual WPs.

Key themes addressed in this report include General Observations & Project Management, Research & Education, Placemaking & Programming, Stakeholder Management & Network Engagement, Building Renovation, and External Communication & Dissemination. Each section delves into specific lessons learned, drawing from the collective experiences of our WP leaders, consortium members and stakeholders. These insights are pivotal for refining strategies, enhancing collaboration, and optimising project outcomes moving forward. In the following Periodic Lessons Learned reports we will also include input from local stakeholders and the Core Group.

This report serves not only as a retrospective analysis but also as a forward-looking tool to inform strategic decisions, inspire best practices, and promote continuous learning within our consortium and beyond. By sharing our journey and lessons learned, we aim to contribute to broader discourse on sustainable urban development and community-driven initiatives across diverse European contexts.

4. General Observations and Project Management

4.1   Consortium Agreement

The drafting and signing of the Consortium Agreement required more time than initially anticipated due to the pioneering nature of the collaboration and the diverse stakeholders involved. The complexity of coordinating multiple parties, each with their own interests and requirements, contributed to the extended timeline.

To mitigate such delays in the future, it is imperative that the Consortium Agreement be initiated concurrently with the preparation of the grant agreement. This simultaneous approach ensures that both documents are aligned and that any potential conflicts or issues can be addressed early in the process.

Moreover, meticulous planning is crucial. Clear deadlines must be established and communicated to all project partners from the outset. These deadlines should be realistic yet firm, ensuring that all parties are aware of their responsibilities and the timeframes within which they must operate. Adherence to these deadlines by all partners is essential to maintaining the project's timeline and ensuring its success.

4.2   Team Formation

The formation of a team comprising members from numerous organisations requires more time than initially anticipated. When collaborating with large institutions on a broad project, there is a tendency to distribute the workload among a vast group of individuals, each with distinct responsibilities. However, this approach risks diluting the time and effort each person can dedicate to the project, potentially undermining their sense of ownership and commitment.

Moreover, truly forming an inter-organizational, interdisciplinary team has necessitated more time investment than initially planned, partly due to the complex interlinking of our work packages. This complexity, more pronounced than in other Horizon projects, requires substantial knowledge exchange among team members, further contributing to the delay.

The need to share tasks among many individuals due to limited time availability and resources can quickly lead to team fragmentation. To address this, it is advisable to maintain a smaller, more focused team. For instance, a team size of 4 full-time equivalents (FTE) should ideally consist of 4 dedicated individuals, rather than 40 part-time contributors. This ensures that each team member can invest sufficient time and effort into the project, thereby enhancing their sense of ownership and the overall effectiveness of the team.

4.3   Team Cohesion

To support teamwork and cohesion, the project secured a shared working space in Rotterdam South, initially on the Pretorialaan (M4-11) and subsequently at the Hillevliet (from M14). The latter space is accessible to the wider C&CP community interested in contributing to Rotterdam South and connecting with a community of local entrepreneurs, organisations, and makers.The dedicated space not only fosters collaboration within the project and with external stakeholders but also strengthens the project's connection to and visibility within the local neighbourhood, prior to the opening of the Putselaan building.

4.4   Understanding HORIZON Rules and Regulations

It requires more time than anticipated for all partners to familiarise themselves with HORIZON rules and regulations. This challenge is particularly pronounced when working with a large consortium that has limited prior experience with European Commission or HORIZON projects. The complexity and specificity of these regulations can be daunting for partners who are new to this framework.

Despite the coordinator's efforts to provide necessary documents, links, and ad-hoc presentations or explanations, these measures alone are insufficient to fully resolve the issue. The coordinator can facilitate understanding by offering resources and guidance, but the ownership ultimately lies on each partner to invest the time and effort needed to thoroughly familiarise themselves with the relevant rules and regulations. This individual responsibility is crucial for ensuring compliance and smooth project execution.

Moreover, fostering a proactive approach among partners is essential. Encouraging regular review and discussion of HORIZON guidelines can help mitigate misunderstandings and enhance overall project efficiency. While the coordinator plays a pivotal role in guiding this process, the active engagement and commitment of each partner are indispensable for successful collaboration.

4.5   Co-Design Taskforce

Initial plans for a separate Co-Design Taskforce failed to take into account practical aspects of the collaboration, such as: the team meets frequently and in various constellations; tasks at hand require flexibility among the team. One Co-Design Taskforce cannot attend to the diversity of tasks and activities - a more flexible approach is warranted.

4.6   Roles and Responsibilities

The governance structure and reporting responsibilities, as well as the project's integration into a broader urban development initiative, have presented several challenges.

From the outset, the tasks and role of the project manager were somewhat underdefined —whether their responsibilities were limited to coordination or also included fostering a collaborative atmosphere and facilitating connections. Additionally, the role and purpose of the Core Group (consisting of the managerial layer above the WP leads of each institution) has been somewhat ambiguous. On the one hand, they have supported the project team with important decisions such as the extended renting contract of the C&CP building for seven years which the project team could have not decided itself. On the other hand, there has been some uncertainty regarding the necessity of reporting to this group about ongoing activities on a WP level and the relevance of their discussions to our project.

These challenges are particularly pronounced when a smaller project operates independently but maintains strong ties to a larger urban development initiative that is not directly included in the pilot project. This dual relationship complicates the project's governance and reporting mechanisms, necessitating a clearer delineation of roles and responsibilities to ensure effective management and integration with the overarching development goals.

4.7   Communication

Apart from the scheduled and structured formal communication, informal communication has proven to be equally important for fostering a collaborative and cohesive team environment. Encouraging regular informal interactions can help build stronger relationships between team members. These interactions can lead to more spontaneous sharing of ideas and solutions, fostering synergies between WPs, ultimately benefiting the project as a whole.

By enhancing both formal and informal communication channels (for example through regular co-working days, or a group app), the working team can achieve greater synergy, ensuring that all WPs are working harmoniously towards the project's goals.

4.8   Partner Collaboration

Even when partnerships are local or regional, as in our case, one should not underestimate the political complexities and resource differentials that can arise. These factors can create challenges in decision-making processes and project alignment and significantly impact the efficiency and cohesion of collaborative efforts. Aligning expectations and resources towards a common goal requires considerable time. By dedicating time to nurture these relationships, the partnership can develop a strong foundation, ensuring more cohesive and productive collaboration in the long term.

4.9 Balancing Engagement with Local Stakeholders and Preferred Suppliers

The project aims to collaborate with local initiatives as extensively as possible. However, regulations regarding preferred suppliers can pose significant challenges to engaging with these local entities. Organisations with stringent preferred supplier policies often find it difficult to work with local initiatives, which may not be on their approved list.

In contrast, smaller organisations with more flexible procurement rules are better positioned to collaborate with non-preferred suppliers. This flexibility is advantageous for fostering partnerships with local stakeholders, promoting community involvement, and supporting local economies.

If the project team or the project itself operated as an official legal entity, it would potentially bypass these restrictions. However, given that we are utilising public funds, it is imperative to adhere to principles of fairness and transparency. This requires providing equal opportunities for all potential suppliers to apply for funding, ensuring an equitable distribution of resources and compliance with public procurement regulations.

4.10 Involving and Engaging Institutions Effectively

Temporary projects can be vulnerable to disruptions caused by staffing changes. Enhancing a wider sense of shared ownership across the institutions is essential to achieving this goal. When individuals depart, the project should not experience immediate delays or find itself in a precarious position. Building a strong sense of collective responsibility ensures continuity and resilience.

Correspondingly, maintaining enthusiasm and engagement among personnel at institutions is crucial for the project's success. Establishing the project with its own legal identity would mitigate some of the challenges associated with this issue. It would foster greater commitment and contribute to a more sustained momentum.

By reinforcing commitment and creating a structure that encourages active participation and ownership among institutional stakeholders, the project can navigate personnel changes more effectively. This approach not only strengthens the project's foundation but also enhances its capacity to achieve long-term objectives.

5. Research and Education

5.1 Stakeholder Mapping

There is a recognized need for enough time to effectively establish contact with local residents, foster connections, and gain a comprehensive understanding of their motivations and preferences for community engagement.

Building meaningful relationships and comprehending the specific dynamics of community cohesion demands an extended period of time. This entails not only identifying stakeholders but also engaging with them to ascertain their perspectives and needs. A thorough approach is essential to ensure that the stakeholder mapping process is inclusive and reflective of the diverse interests within the neighbourhood.

By allowing sufficient time for these activities, the project can cultivate stronger community ties and gather valuable insights that will inform subsequent stages of development. This strategic approach promotes a more accurate stakeholder mapping process, enhancing the project's overall effectiveness and community impact.

5.2 Addressing Research Fatigue and Participant Compensation

To address the issue of research fatigue effectively, additional resources and funding are necessary to support new approaches and alleviate the strain of past practices. There is an increased awareness that continuing with top-down, extractive research methods is unsustainable for sound, comprehensive academic research. It is ethically imperative to compensate participants in stakeholder engagements, acknowledging their contributions appropriately.

The urgency to compensate co-creation contributions and participation adds financial pressure to the project requiring us to secure additional funding. This funding is crucial to ensure fairness and respect for stakeholders' time, effort and expertise. Moreover, it underscores the importance of upholding ethical standards in research practices.

In addition to financial compensation, C&CP aims to diminish commonly perceived hierarchies between researchers and community-members. This requires mid- to long term trust-building and sustained engagement with local communities valuing different kinds of knowledge, skills and experiences.

By allocating adequate resources for participant remuneration, and building sustained relations, the project can mitigate research fatigue and uphold ethical principles. This approach not only enhances stakeholder engagement but also fosters trust and cooperation, laying a solid foundation for meaningful research outcomes.

5.3   Planning Collaboration for Development Education with Multiple Institutions

Collaborating with various educational institutions presents challenges, particularly concerning differences in credit awarding practices and academic planning. Educational institutions typically plan curricula well in advance, often a year ahead, making a three-year timeframe tight for implementing new initiatives. Testing and iterating ideas within such constraints pose significant difficulties, especially compared to integrating innovations into existing courses rather than developing entirely new ones.

Ideally, an initial exploration phase would be added to the process, to assess feasibility and alignment with educators' and potential participants' realities. This phase should identify realistic options and formats, considering complexities such as microcredentials and minors, which may pose accessibility barriers due to associated costs. It's essential to ensure that educational offerings are accessible to the intended target group, but also that they meet their needs and requirements.

Considering these challenges, collaborating on alternative educational programs with institutions could prove beneficial. Alternative formats, like summer schools or winter schools, might offer potential avenues for joint development that accommodate the timeframe and logistical considerations of both educators and participants. Such collaborative efforts could lead to more effective and inclusive educational opportunities aligned with the needs and capabilities of all stakeholders involved.

5.4   Balancing Top-Down and Bottom-Up Approaches in Collaboration

In fostering collaboration across different institutes, it is essential to prioritise connecting specific lecturers and stakeholders from the start. This approach ensures alignment of needs, interests and expertise before formulating ideas for a minor, rather than starting with the idea and then seeking suitable contributors and participants. Emphasising a bottom-up approach is crucial for cultivating a collaborative environment where ideas and initiatives originate from those directly involved and knowledgeable in the field.

5.5   Time and Financial Pressures in the Educational Sector

The educational sector faces significant time constraints exacerbated by general funding reductions at the national level. These challenges intensify the urgency to develop new educational initiatives or rely on volunteers to contribute additional time towards educational development. Securing increased funding is essential to engage more personnel and adequately compensate them for their contributions.

5.6   Collaboration amongst Research Initiatives

Collaborating with other research initiatives focused on the same target area during the foundational stage is crucial for fostering comprehensive knowledge and leveraging collective expertise. It allows for the own research design to be adjusted to become complementary rather than duplicating. However, embarking on an exploratory phase concurrently with these initiatives necessitates substantial time allocation and introduces heightened demands on the research timeline. This dual commitment underscores the complexity of managing interdisciplinary collaborations while maintaining the integrity and pace of the research plan.

6. Placemaking and Programming

6.1   Alignment

It is of critical importance to initiate programming and creative placemaking activities as soon as communication begins. These activities are integral to shaping the project's content and overall direction from its inception. Starting organisation of activities early in the project plan ensures that they effectively contribute to the project's development, network and relationships with stakeholders, and enhances its relevance and impact over time. This proactive approach underscores the strategic alignment of creative efforts with the project's objectives right from the outset, fostering a cohesive and well-integrated implementation process.

6.2   Resource Allocation

The funding allocated for programming is narrowly focused on specific events, which imposes constraints on the breadth and depth of activities that can be pursued. However, there exists a broader vision encompassing ambitions in education, research, and related fields, which currently surpass the financial resources available for implementation. This disparity underscores the need for strategic resource allocation and potentially seeking additional funding avenues to fully realise these multifaceted goals.

6.3   Sustainability of the Initiative

The sustainability of the initiative hinges upon transitioning from a three-year pilot project to a longer-term endeavour, with commitment from all partners. It is imperative to evolve beyond a temporary project status and establish ourselves as a durable, ongoing initiative. Committing to this approach not only ensures continuity if the project proves successful but also demonstrates a steadfast dedication to long-term processes and sustained collaboration with local stakeholders.

6.4   Integration

The integration of the concept of creative placemaking within the context of the project involves aligning with similar initiatives within organisations, emphasising the addition of economic and social value over both short-term and long-term horizons within a specific area. While short-term economic gains are typically associated with gentrification, our approach aims for a reflective placemaking strategy that collaborates with existing communities and initiatives. For this approach to succeed and be sustainable within the project, it is crucial that institutions recognize its value and provide support.

6.5   Additional: Lessons learned from Dialogue on Urban Development Practices

On March 24th 2024, an event convened by Peer Protocol in partnership with C&CP provided valuable insights into urban development strategies, emphasising community empowerment, collaboration, and sustainable growth.

6.5.1   Best Practices Identified

Implementing several activities and services in the neighbourhood, such as provision of free food and beverages during BBQs and installing accessible washing machines (free to use) in communal spaces, have proven highly effective in fostering connections with local communities and residents, encouraging regular interaction and providing valuable insights from external participants. They promote community interaction and open avenues for feedback and critical perspectives from a broader audience. Furthermore, supporting existing citizen initiatives by offering space and resources ensures that the project remains relevant and adaptable, benefiting from the continuous input and evaluation from external contributors. This emphasises the importance of maintaining a regular and critical exchange with people external to the project for inputs, critical perspectives, and space for reflection and evaluation.

6.5.2   Participatory Planning and its Importance

Participatory planning plays a crucial role in project success, as rigid end-results often neglect crucial invisible processes, leading to potential project failures. It emphasises learning through exchange and coaching, fostering inclusive collaboration among artists, as demonstrated in the Timewindow case. (https://timewindow.nl/index.html), Timewindow is a talent development platform rooted in the performing arts and branching out to connecting disciplines, creating collective solutions for individual artist's needs.) Moreover, achieving significant social change necessitates systemic transformation. Thus, embracing participatory approaches is essential for addressing complex societal challenges effectively.

6.5.3   Addressing Gentrification and Community Stability

While neighbourhood improvement through gentrification can be beneficial, it should not displace existing communities. Instances of de-gentrification, such as Communa's initiative (https://communa.be/en/home/) to repurpose empty residential buildings for homeless housing, demonstrate efforts to reintegrate marginalised populations into revitalised areas.

Effective mitigation of gentrification requires governmental intervention to maintain affordable housing and stabilise rental prices, thereby preserving social housing initiatives. These measures are pivotal in fostering inclusive urban development while safeguarding community cohesion and equity. These were insights from the Dialogue that can inspire our further navigation of this topic.

6.5.4   Learnings for Policy

The Right-to-Challenge policy (https://www.rotterdam.nl/right-to-challenge) in Rotterdam illustrates significant potential for organising public services in a socially equitable manner. Rather than focusing solely on cost reduction, this policy prioritises enhancing social impact. Facilitated by the R2C team within the municipality, it supports the development of plans and mediates disputes to ensure effective implementation.

Additionally, municipalities can bolster communal housing initiatives by offering long-term leases and loan guarantees. These measures provide both physical and psychological space for initiative leaders, fostering sustainable community development.

To address the challenge of transient locations, acquiring property emerges as the most viable solution. This approach breaks the cycle of temporary arrangements, ensuring stability and continuity for community initiatives.

These insights underscore the critical role of supportive policies and strategic interventions in promoting sustainable urban development and strengthening community resilience.

6.5.5   Enhancing Partnerships

To become a more effective partner, it's required that the organisations demonstrate greater flexibility in budget administration. Currently, some organisation's budgets are typically organised in silos, restricting the ability to allocate funds across different projects. This rigid structure hinders the successful implementation of many multifaceted initiatives.

Additionally, overcoming the challenge of temporary locations necessitates property acquisition. Owning property is the only viable solution to ensure the stability and continuity of NGO operations, breaking the cycle of reliance on short-term arrangements.

By addressing these needs, organisations and institutes can significantly improve their collaboration with smaller organisations or NGO's, fostering more sustainable and impactful community projects.

7. Stakeholder Engagement, Network Engagement & Relationship Management

7.1 Establishing the Stakeholder Group

It is crucial that stakeholders are well-informed about the project's goals and expectations for their involvement in the group. Building a successful collaboration requires sufficient time to carefully select suitable representatives, understand their perspectives and interests, and lay the groundwork for their active participation.

To achieve these objectives, it is essential to invest time in fostering relationships with stakeholders and ensuring they feel engaged and valued within the group. This extended preparation period not only enhances the quality of collaboration but also increases the likelihood of sustained commitment and meaningful contributions from all involved parties. Therefore, C&CP emphasises the necessity of dedicating at least six months to this foundational phase of stakeholder engagement and group establishment.

7.2 Connecting with NEB

Establishing a connection with the New European Bauhaus (NEB) involves addressing numerous fragmented initiatives, which present challenges in maintaining a cohesive approach across all organisations involved. As a partner situated distant from the project's focal area, it becomes more challenging to engage with the practical and spatial dimensions of the initiative effectively.

7.3 Phased Connection with Stakeholders

The phased approach to connecting with stakeholders involves: Phase 1, focusing on establishing connections within the local area and networks. Phase 2 centres on leveraging these connections to implement and integrate C&CP within broader communities, thereby enhancing its impact. We recognize the importance of adopting such a phased approach, in order to build trust and develop a strong mutual understanding over time. This strategy also allows time to strengthen connections among work packages, aligning with the aforementioned points.

8. Building Renovation

8.1   Budget Management

During the preparation of the application and the development of the building plan, there has been a notable increase in prices, which has impacted the project's budget and feasibility. To mitigate such risks in future applications, it is imperative to conduct a comprehensive risk analysis for the building transformation. This analysis should account for potential cost fluctuations, identify financial uncertainties, and develop strategies to address these challenges effectively, ensuring the project's viability and success.

8.2   Statement of Building Requirements

The statement of building requirements from the partners was initially unclear and lacked the necessary flexibility. To effectively develop these requirements, it is crucial to have a clear vision and a comprehensive plan. This process necessitates adequate time and careful consideration to ensure that all aspects are thoroughly addressed.

Integrating the preparation phase of the building renovation into the work package (WP) plan from the outset is essential. This integration should allow for flexibility and the consideration of multiple scenarios to accommodate potential changes and unforeseen challenges. Such an approach will ensure that the requirements are not only well-defined but also adaptable, facilitating a smoother and more efficient renovation process that aligns with the partners' needs and expectations.

8.3   Renovation Time

The initial planning for the renovation was overly optimistic. Given that the project involves the renovation of a historical monument, a more realistic timeline is essential. The complexity and sensitivity associated with preserving and updating a monument necessitate extended time for careful planning, thorough research, and meticulous execution. This includes obtaining necessary permits, ensuring compliance with heritage preservation standards, and addressing unforeseen structural issues that may arise. Therefore, future plans should incorporate a more generous timeline to accommodate these factors and ensure the renovation is conducted to quality standards.

8.4   Renovation Process

The process plan for the building has undergone a significant revision, with the design and construction stages now divided into two distinct phases: the Casco (shell) design and construction phase, and the interior design and construction phase. This separation allows for more focused and specialised attention to each aspect of the project.

To further enhance the redevelopment process, it is recommended to develop multiple scenarios for the building's transformation and integrate these scenarios into the work packages. By proactively identifying and analysing potential risks associated with each scenario, more informed and strategic decisions can be made. This approach not only helps mitigate unforeseen challenges but also enables a more flexible and adaptive project management strategy, ensuring a smoother and more efficient progression of the redevelopment.

8.5   Design Competition

The concept of the design competition has evolved, due to the emerging needs of the renovation but also timing of educational programmes. Through this experience, we learn that it is essential to maintain flexibility in developing the design competition to accommodate changes as they arise. This adaptability is also pertinent to the development of educational curricula, highlighting the need for responsiveness and flexibility in both areas.

8.6   Rental Agreement

The rental agreement process took longer than anticipated. It is crucial to ensure that the rental agreement or commitment is secured promptly, as it is essential for proceeding with the next steps of the project.

8.7   Facility Management and Interior

Facility management and interior design are crucial components necessary for the optimal functioning and aesthetics of a building. They play pivotal roles in creating an inclusive and sustainable built environment that meets the needs and expectations of its occupants and of wider stakeholder communities.

8.8   Budget vs. Timeline Expectations

The alignment between budget and time expectations proved unrealistic given the project's specific requirements and available funding. This discrepancy was particularly pronounced due to the nature of the building being a monument, which typically involves complex restoration or adaptation processes.

It is crucial that the starting point and budget are grounded in reality and aligned with the project's planning and ambitions. Rushing the project to meet tight timelines can be achievable but often requires a higher budget to accommodate expedited processes and potential unforeseen challenges inherent in historic or monumental buildings. Therefore, a realistic assessment of both time and financial resources is essential for achieving successful outcomes without compromising quality or project goals.

8.9   Monumental Building

Transforming a monumental building to enhance sustainability and accessibility involves primarily technical considerations rather than purely design-oriented tasks. It is imperative to involve individuals with substantial expertise in renovations and design during the proposal writing phase to establish realistic timelines.

Implementing co-creative processes more rigorously, as opposed to the current pragmatic approach, requires a longer timeframe than the three-year duration of the project. This extended period is necessary to ensure thorough engagement and collaboration with stakeholders, fostering a comprehensive and inclusive approach to achieving project objectives.

8.10   Social Return Expectations

The social return expectations emphasise that while the building is integral to the program, it is not the central or primary focus. This implies that while the building's development or renovation contributes significantly to the program's goals, the broader objectives and impacts beyond the physical structure itself are of equal or greater importance. This perspective underscores the holistic approach to achieving social benefits and outcomes through the program, where the building serves as a catalyst or component rather than the sole determinant of success.

9. Communication and Dissemination

9.1   Lexicon

The Lexicon, a comprehensive list of central terms compiled with input from all stakeholders, emerged as a crucial tool during our project. However, due to personnel changes significant challenges were encountered due to which we weren't capable to maintain it consistently from the project's outset. A pivotal takeaway from this experience is the imperative of maintaining an updated Lexicon. Moving forward, it is essential to promptly incorporate new terms arising from discussions or project activities. Regular data collection should be established by consistently gathering input from all project partners. Moreover, stakeholders must be educated about the Lexicon's significance and how it supports project objectives and communication.

9.2   Cyber Attack

The website for Putselaan experienced a cyber hack, highlighting vulnerabilities exacerbated by the transition to a new project leader, which caused delays in the Communication & Dissemination plan's timeline, impacting project execution. This incident underscores the critical lesson that leadership changes can introduce risks that must be managed carefully. Moving forward, it is essential to establish robust transition protocols and enhance security measures to safeguard against potential threats such as cyberattacks. By implementing these measures, future projects can mitigate disruptions and maintain operational integrity during leadership transitions.

9.3   Communication & Dissemination Plan

A significant lesson learned pertains to the Communication & Dissemination Plan, where content can diminish in relevance over time for readers. Team inputs may become outdated, and substantial updates are typically provided closer to new submission deadlines. Additionally, the plan may include a process for more frequent review and evaluation of the effectiveness of plans (and communication strategies).

Improvements are required in the implementation mechanism of the communication plan to facilitate structured input from other WPs. Enhancing this process ensures consistent and timely contributions from all WPs, thereby enhancing the overall effectiveness and alignment of the communication efforts within the organisation.

9.4   Visual Input

Another important lesson learned pertains to the significant value of visual input contributed by the team. It was recognized that engaging partners in the creative process yields valuable insights and ideas. Moving forward, there's an aim to enhance collaboration and foster open communication to ensure that all partners feel actively involved and valued throughout the creative process. This approach will promote a more inclusive and productive environment for generating innovative solutions and achieving project goals.

9.5   NEB Communication and Community

The New European Bauhaus (NEB) initiative, despite its fragmented communication, successfully disseminates its messages across various channels. As a partner of C&CP, NEB contributes additional perspectives, resources, and networks which enhance the reach and effectiveness of C&CPs communication efforts.

Among the NEB projects, a sense of community has emerged that fosters mutual learning and inspiration. Consortium partners ICLEI and ELIA have been vital in connecting C&CP to other European projects and sharing best practices and tools.

9.6   Communication vs. placemaking

Placemaking, which involves creating spaces that resonate with community needs, and communication strategies should be coordinated in parallel. Both processes rely on a deep understanding of these needs and the ability to express insights effectively. Effective communication not only disseminates information but also fosters collaboration and shared values, which are essential in placemaking. This parallel coordination is crucial for creating engaging, socially significant spaces that foster a sense of community. Furthermore, the synergy between placemaking and communication strategies promotes cross-fertilization of ideas and practices, enhancing the overall impact and coherence of these efforts.

10. Closing Words

This document has outlined the Lessons Learned for Month 1-18 working on the C&CP project, at the time of delivery on 26 of June 2024. It will be updated 3 times, every 6 months, as required, throughout the project period.