



INT-HERIT

IMPLEMENTATION NETWORK OF HERITAGE STRATEGIES IN SMALL AND MEDIUM- SIZED EUROPEAN CITIES

PEER REVIEW REPORT

Transfo



1. Peer Review Methodology

Within the frames of INT-HERIT project there will be organized Peer Reviews aiming to review the site visits performed during the transnational meetings. Outputs and conclusions will be derived to present in benchmarking format the Peer Reviews will help all partners to learn with each other. It will result in useful recommendations that will act as inputs for the project deliverables.

1.1. The Peer Review Process

Peer review is the evaluation of a task, a project, a policy by one or more people of similar competence to the producers of the task/project/policy (peers). It constitutes a form of self-regulation and self-assessment by qualified members of a profession within the relevant field. Peer review approaches are employed to maintain standards of quality, improve performance, and provide credibility.

The European Union has been using peer review in the 'Open Method of Co-ordination' of policies in the fields of active labour market policy since 1999. A peer review is a process where dedicated representatives exchange information and experiences on a specific topic for an effective policy or practice. The Peer Review process comprises a range of presentations and interactive working groups there are included visits to local sites where the policy can be seen in operation.

1.2. Peer Review Implementation

- Peer review will be organized after each site visit in all transnational meetings;
- An open innovation approach will be followed in the peer review process. That means peers as well as interviewers (host city) are put together in round tables to review the site:
- A good preparation of the “host city representative” taking part in the review is essential to ensure an effective and fruitful peer review;

- The LG should be invited for the peer review
- Presentation about the site to kick the peer review session (in attachment).
- Site visit - Visit of the Transfo site, amongst others turbine hall, boiler room, Old and New Transformator building, building of the mechanics, on site housing, tanks (diving tank). Integration of VR (VR of floors +3, +4 and +5 of New Transformator building).
- Some lessons learnt from previous peer review sessions have been taken into account:
 - make sure that partner members do not 'stick' together
 - give more data in order to frame the discussion
 - present a clear view on the scope and required deliverables to ensure a focused discussion
 - ensure that more representatives of the hosting city do participate
- Each participant received a colour card to join one of the four discussion tables with the corresponding colour. Each table had one hour of discussion time. A half hour of time was spent on group debriefing. Three tables discussed the topic of the governance framework, one table discussed storytelling.
- The peer review session had a duration of 1 hour and 15 minutes;
- In the end of the session, the host city representative makes a 5 minutes presentation about the work developed in each table;

2. The Site – Transfo

Partner	Transfo
	<p>Presentation about the site to kick the peer review session (in attachment).</p> 

3. Peer Review Session

After 15 years of investment and hard work of the municipality, Leiedal, the Province of West-Flanders and the Flemish Government, the Transfo site gains momentum: several initiatives and projects are in full development. Main challenge is to streamline and to integrate the growing number of initiatives and dynamics, without losing opportunities and to improve integration and final results. The objective is to implement an agile, collaborative, (vertically and horizontally) integrated and sustainable governance framework.

Questions:

Table 1, 2 and 3 - Governance framework

- Which conflicts could occur if the current governance framework remains in place?
- How should the new framework be designed to enable a better result?
- What should be included in the 'house rules' of the Transfo site?
- Which other deliverables / products are needed to make the new governance model work? (agreements, guidelines, ...)
- How to involve all stakeholders in the new framework?
- How to ensure vertical and horizontal integration of the new framework?
- Today there are 3 structural partners. Should the partnership be broadened?
- Are partners familiar with the issues? If yes, how to address these?
- Which knowledge to gain through measuring?
- What should be the scope of monitoring? (for instance: ambitions vs. reality?)
- Which tools and indicators can we use to measure?
- How should we translate the data into actionable insights?
- In which way should actionable insights be processed by the improved governance framework?

Table 4 - Storytelling

- How to guard the consistency of storytelling, taking into account the increasing number of partners and stakeholders?
- How to integrate the aspect of communication into the governance framework?
- How to avoid 'old stories' getting lost or forgotten?
- How to intertwine the different narratives of Transfo?
- How to cope with the concept of 'open heritage', being the field of tension between public access and making some parts private?
- How to find the balance in introducing contemporary forms of communication (Virtual & Augmented Reality)?

4. Peer Review Output

Table 1 - Governance framework

- Avoid conflicts by setting up a transparent monitoring system. It can serve as a tool to inform people. Not knowing = potential conflict. Knowing = peace of mind.
- Define intermediate finish lines, because the final finish line is not (will never be?) in view. Look for intermediate target levels and build your story from this point.
- Transfo really needs a dedicated project team (team of 'Transfo men and women'). The project is understaffed. The dedicated project team should have its office on site. Have a 'captain' for the team who can build bridges.
- Main focal points of the governance framework should be (1) the political decision-making, (2) the steering group with both public and private partners, (3) the marketing team and (4) citizens / stakeholders.
- Check the governance model of Central Tejo (https://en.wikipedia.org/wiki/Tejo_Power_Station) in Lisbon.
- Streamline decision making.
- Have a business plan that promotes the site as a whole (and not parts of it).
- Suggestion to have temporary use of buildings which are not used yet
- Suggestion on storytelling: use the energy theme. Transfo = "where you can find new energy". Can be baseline for developing storytelling. Quid 'Energy living lab'?

Table 2 - Governance framework

- The new governance model should have four layers: (1) core layer = operational and technical governance, which should be light and agile, (2) financial layer, (3) communication layer and (4) policy making layer.
- Transfo is becoming a mature project. Therefore more dedicated people are needed in order to keep the site running. The team which is working on Transfo is too 'skinny'.
- There should be a distinction between 'project development', which is a task for the partners, and 'site management', which can be externalised.
- The site is mature enough to think about external governance for non-strategic tasks like cleaning, calendar management, opening, etc. Give a fee as a % of the revenue.
- There is a need for a marketing plan, making distinction between the local community and other target groups. Make sure you have dedicated staff!
- Build bridges between the different groups of governance.
- Try to involve neighbouring municipalities by providing ('soft') services on site (f.i. educational initiatives) which solve specific regional needs, in order to alleviate the financial burden for the municipality of Zwevegem.
- The housing project and the park will bring life to the site and also a sense of community. This project will make a bridge to the town centre. A vibrant place needs people!
- Define the role of the canal. It can/should be the entrance. The way of entering the site is important. Why not provide a boat shuttle between Transfo and other sites (pool Spiere) or cities (Kortrijk), f.i. during summer months?
- Involve former workers and encourage the creation of a non-profit association 'friends of Transfo'.
- Do we know what the level of appropriation of the local people is? Try to have local ambassadors for the projects at Transfo. Why not updating masterplan in parallel with public concertation?
- Suggestion to have a hotel on the site.
- Suggestion to have a silence festival at Transfo (with headphones). Make sure you have solutions for potential conflicts in the future (housing <> festival)

Table 3 - Governance framework

- Make sure that people living and working on the site get some advantages and/or exclusives in exchange for the nuisance/annoyances they might have because of other activities on site (e.g. festival, visitors, etc.). F.i. free diving once a year, discount on parties, privileged use of certain spaces, etc.
- It is important to create a sense of community on the site, because you will have a lot of people living, working, on the site.
- There should be an interaction between the businesses in the Nieuw Transfo building. Make sure these are not 'isolated' work places.
- Within the current governance framework, partners are 'married' two times: one time in the VZW, one time in the Projectregie. Try to simplify, and make it more agile. Suggestion to use the ULG method as framework for the new governance model.
- The task forces (as used by Leiedal linked to the ULG) are a good concept. Use these for different topics like communication, quality control, etc. Some task forces can be formal; others might be more informal. Some task forces are temporary; others might be continuous/structural.
- Political representatives have to guard the strategic lines for the site and thus are not expected to be present in every task force meeting (perhaps once in a while). However, there should be a good interaction between the strategic group (vzw? steering group?) and the different task forces. There should also be a good interaction between the task forces themselves.
- Selling parts of Transfo (or have a long term lease) creates stability, which is important in order to make agreements. When it is more 'coming and going', it is more difficult to enforce some basic house rules on site and which could generate conflicts.
- Some basic house rules might include pricing, a template with technical information (f.i. 'where can I drink a beer' Here? Or not?), a list of matching activities (in order to avoid conflicting activities taking place at the same time), ...
- Operations of the site are still in red, so this means that there is an 'unsustainable' use of public funds. This cannot be continued on the long run.
- Measuring = knowing: measure the operation costs, otherwise how do you know that/when you are running break-even?
- As 'energy' is the main theme of Transfo, try to invest in renewable energy to (1) lower running costs and (2) make it an asset for the site.
- Investment decision making should not only look at the investment cost, but also to the running costs which follows the investment (f.i. investing in diving tank = more than investment cost > running costs are high!).
- Decision making should be measured against 3P (people, planet, profit).
- Measuring is also talking with the community: 'create conversation' to 'collect information'.

Table 4 - Storytelling

- Transfo definitely needs a communication plan (Who are we? Who is our target audience? What do we want to tell? ...)
- Communication is important in order to attract and to engage community, businesses, visitors, users, sponsors,
- There are so many activities at Transfo. So what is the identity? The different story lines should find common ground.
- The identity should be easy to understand. Use the attributes present on site.
- Identity of the site should be centred on 'energy'. This defines the past as well as future
- Link the brand to 'evolution'. Transfo is a good name to do so: it means 'transformation' (~ evolution).
- Why Transfo is unique compared to other power plants? Look for the transformation it caused in the municipality and broader region: these are stories to be told.
- There are also small stories on the site. F.i. what is the story behind the turbine in the turbine hall, made in Budapest? Use those small stories to create networks: make connections with other places.
- Creating a story = continuous work. There is no finish line! Stories keep evolving, so the narrative needs to be adjusted accordingly.
- Involve users, students... to create 'future' stories (f.i. what will be the story of the diving tank in 10 years from now?)
- The project is legislation transcending, so how to get buy-in from all political parties? So that the story doesn't change after elections.
- Go viral and interactive
- Be aware that the target audience also affects the story.



5. Main Findings

The Main Findings intends to highlight the strong ideas developed during the peer review activity and should be used as a working document for the city local group. The outcomes of the 3 working groups are presented below accordingly to the 5 project dimensions, namely:

Culture4Development:

MF1: Eat the elephant one bite at a time strategy: *“Define intermediate finish lines, because the final finish line is not (will never be?) in view. Look for intermediate target levels and build your story from this point”; “There are so many activities at Transfo. So what is the identity? The different story lines should find common ground”; The identity should be easy to understand. Use the attributes present on site”; “Identity of the site should be centred on ‘energy’. This defines the past as well as future;”* - Transfo is a big project that needs a large amount of human, technical and financial resources to be developed. During the past 15 years a strategy to develop step by step had been followed with success. However, there is a risk that needs to be consider when dealing with a large task, goal, or project. The real problem with taking it step by step is the risk of some people lose interest and end up quitting. Long term goals, tasks or projects needs to renovate goals, vision and mission from time to time. During the peer review session, some comments and remarks request an update if the Transfo identity.

MF2: Vision and communication: *“Creating a story = continuous work. There is no finish line! Stories keep evolving, so the narrative needs to be adjusted accordingly”; “There are also small stories on the site. F.i. what is the story behind the turbine in the turbine hall, made in Budapest?”; “Use those small stories to create networks: make connections with other places.”* – the update of Transfo identity should be drawn on exploring the following themes: How can we best use storytelling to activate next generation audiences to demonstrate preservation’s role in community design and economic development?; How can we expand perspectives and stories that might have been excluded from previous preservation-related narratives?; How can new technology and media be used to expand and give voice to those perspectives and stories that

might have been excluded from previous narratives?; How can we use storytelling to reignite the enthusiasm? Additionally, how might storytelling help to broaden funding opportunities for preservation?. So, tell more stories, of places that have been lost, even if they are not the traditional “win” stories that sometimes more comfortable telling.

MF3: PPPs for development: “Transfo is becoming a mature project. Therefore more dedicated people are needed in order to keep the site running. The team which is working on Transfo is too ‘skinny’.”; “There should be a distinction between ‘project development’, which is a task for the partners, and ‘site management’, which can be externalised.”; “The site is mature enough to think about external governance for non-strategic tasks like cleaning, calendar management, opening, etc. Give a fee as a % of the revenue.”; “The housing project and the park will bring life to the site and also a sense of community. This project will make a bridge to the town centre. A vibrant place needs people!” - Transfo, still offers a great and unexplored potential for partnerships with private investors and business. There good examples already in place but more creative partnership can be establish. Partnerships in Transfo area can bridge the funding gap of public entities, provide interesting investment opportunities for the private sector, but require environmentally and socially sound approaches that respect and benefit local communities. Such partnerships require the development of national legal, institutional, policy and administrative enabling environments, and offer opportunities to develop capacities, transfer of knowledge and excellence, and foster entrepreneurship. Transfo should have a clear strategy to offer win-win innovative, sustainable and equitable partnerships between private and public actors.

Culture4Engagement:

MF4: People at the core: “Decision making should be measured against 3P (people, planet, profit).”; “Suggestion to have a silence festival at Transfo (with headphones).”; “Make sure you have Involve former workers and encourage the creation of a non-profit association ‘friends of Transfo’”; “Involve users, students... to create ‘future’ stories (f.i. what will be the story of the diving tank in 10 years from now?)”: Make sure that people living and working on the site get

some advantages and/or exclusives in exchange for the nuisance/annoyances they might have because of other activities on site (e.g. festival, visitors, etc.). F.i. free diving once a year, discount on parties, privileged use of certain spaces, etc.” - Transfo needs a wider engagement of local stakeholders. The LG is a good basis but is necessary to bring the community to the discussion and make them feel that they will have a role in the transformation in progress. Bring the unusual suspects (students, NGOs, children, people from arts and sports, etc) that should be involved to increase multidisciplinary and diversity in the project. It is important to create a sense of community on the site, because you will have a lot of people living, working, on the site. Involve former workers and encourage the creation of a non-profit association ‘friends of Transfo’.

MF5: Clear governance structure: *“Transfo really needs a dedicated project team (team of ‘Transfo men and women’). The project is understaffed. The dedicated project team should have its office on site. Have a ‘captain’ for the team who can build bridges”; “Main focal points of the governance framework should be (1) the political decision-making, (2) the steering group with both public and private partners, (3) the marketing team and (4) citizens / stakeholders”; “The new governance model should have four layers: (1) core layer = operational and technical governance, which should be light and agile, (2) financial layer, (3) communication layer and (4) policy making layer”; “Build bridges between the different groups of governance”;* - Governance arrangements in Transfo should consider the following five aspects of effective governance: • strategic direction; • leadership and culture; • monitoring and review; • risk management; and • internal controls. Based on the peer review, there is a good level of governance in Transfo they take their governance responsibilities seriously and have fair structures, policies, and practices to help Transfo achieve its strategic direction. Nevertheless, new governance arrangements in Transfo should be considered like: • strategic direction; • leadership and culture; • monitoring and review; • risk management; and • internal controls.

Culture4Value:

MF6 – Transfo attractiveness for business and users: *“The housing project and the park will bring life to the site and also a sense of community. This project will make a bridge to the town centre. A vibrant place needs people!”*; *“Define the role of the canal. It can/should be the entrance. The way of entering the site is important. Why not provide a boat shuttle between Transfo and other sites (pool Spiere) or cities (Kortrijk), f.i. during summer months?”*; *“There should be an interaction between the businesses in the Nieuw Transfo building. Make sure these are not ‘isolated’ work places.”*; *“Investment decision making should not only look at the investment cost, but also to the running costs which follows the investment (f.i. investing in diving tank = more than investment cost > running costs are high!).”*; - Transfo attractiveness lies on top of a few arguments that some are already there but others can be improved. For example, a sense of “Order” in the place will facilitate business to move to Transfo, however is important to avoid too much rules and bureaucracy. Next, “visible life”: Transfo needs to be full of people and activity in order to be beautiful instead of bleak. Another important argument is scale to attract users outside the region. Business and users are always together, more users will bring more business and more and creative business will attract more users. Transfo needs to tackle both in an integrated strategy based on a clear communication strategy.

MF7 Ideas for new uses: *“Suggestion to have temporary use of buildings which are not used yet”*; *“Suggestion to have a hotel on the site”*. *“Suggestion to have a silence festival at Transfo (with headphones)”*. *“Make sure you have solutions for potential conflicts in the future (housing <> festival)”* – Transfo has in place several activities linked to sport, adventure, culture and leisure. New uses should reinforce the existing identity of Transfo. Some other ideas for new uses in Transfo can be Here are a dozen more ideas for filling an empty building:

- Make a space that multiple businesses can divide and share. It can be a space carefully designed for compatible small retail shops.
- Set up a business incubator.

- Try a pop-up. Set up a temporary store, restaurant, cafe, art gallery, etc., just for the busy season or even one day for a special event. The operator gets to try out an idea, learn from the experience, and maybe get started on a more permanent business. The community gets an idea of what could be possible. And maybe another new entrepreneur gets inspired.
- Create a co-working space. Give a bunch of independent professionals a space they can share whenever they need it. They'll not only reduce their costs, but they'll also benefit from the creative interaction and networking.

Culture4Measures:

MF8 Sustainability: *“Avoid conflicts by setting up a transparent monitoring system. It can serve as a tool to inform people. Not knowing = potential conflict. Knowing = peace of mind.”; “Measuring = knowing: measure the operation costs, otherwise how do you know that/when you are running break-even?”; “Decision making should be measured against 3P (people, planet, profit).”; “Measuring is also talking with the community: ‘create conversation’ to ‘collect information’.”; “Have a business plan that promotes the site as a whole (and not parts of it).”; “Selling parts of Transfo (or have a long term lease) creates stability, which is important in order to make agreements. When it is more ‘coming and going’, it is more difficult to enforce some basic house rules on site and which could generate conflicts.”; “Some basic house rules might include pricing, a template with technical information (f.i. ‘where can I drink a beer’ Here? Or not?), a list of matching activities (in order to avoid conflicting activities taking place at the same time), ...” – the investment in Transfo in the past years was considerable. Sustainability for the entire Transfo site is a demanding task. New, creative and profitable uses for the site should be considered in Transfo business model.*

Culture4Policies:

MF9: Legal framework and political engagement: *“Political representatives have to guard the strategic lines for the site and thus are not expected to be present in every task force meeting (perhaps once in a while). However, there should be a good interaction between the strategic group (vzw? steering group?) and the different task forces. There should also be a good interaction between the task forces themselves.”*; - Transfo legal framework should stimulate the creation of bridges between the diverse groups of governance, considering the politicians, at local, regional and national level, a key player in Transfo future.