# GREEN BUILDINGS

## BeCom innovative Vision

March 2026
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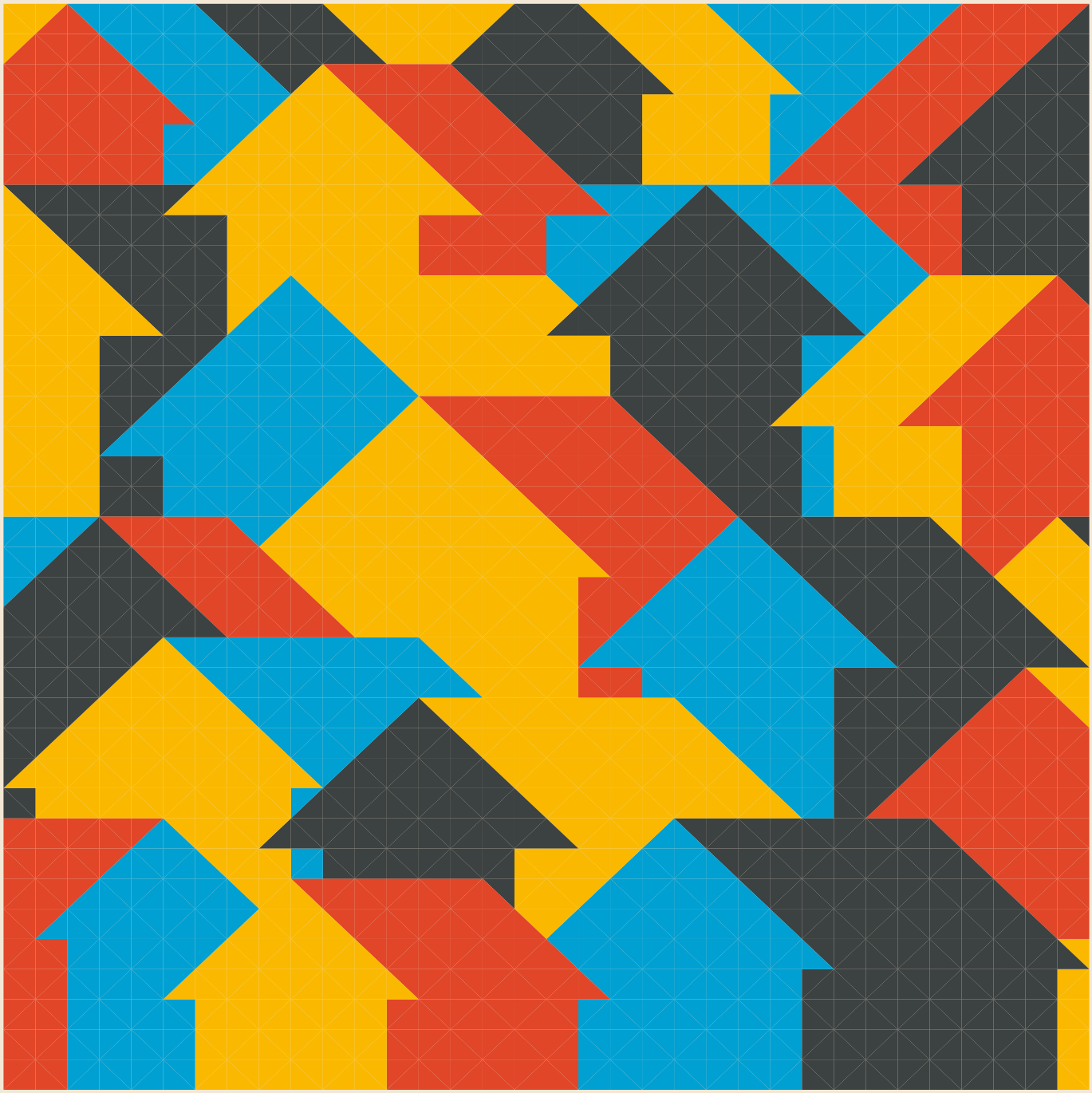

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# PART 1. Purpose

What we’re trying to achieve with this study



## 1.1. What is BeCom

The purpose of our Project

This study emerges from the BeCom Project (Beautiful Communities – Enriching, Sustainable, Inclusive), an EU-funded initiative dedicated to the transformation of historic rural buildings

The project is firmly grounded in the principles of the New European Bauhaus (NEB), focusing on three core values: Sustainability (through energy efficiency and circularity), Aesthetics (restoring authenticity and functional harmony), and Inclusion (ensuring accessibility and social cohesion)

By operationalizing the Quintuple Helix Model, BeCom ensures that the renovation process integrates five vital societal sectors: Education, Politics, Economy, Society, and the Natural Environment

The project’s primary mission is to to empower citizens and educators with the skills, knowledge, and attitudes needed to drive innovation in their communities, particularly in response to climate change and social challenges.

## 1.2. Vision study

What we are trying to achieve through this study and publication

This study is an attempt to provide a method of reviving a once integral part of a thriving community, a public building.

The publication of this comprehensive vision and study serves several critical purposes:

Validation through a Primary Case Study: The building serves as the study’s “validation anchor”

This study documents how a dormant heritage asset can be transformed into a vibrant, self-sustaining economic engine that drives local prosperity without compromising ecological integrity

A Policy and Narrative Engine: Beyond construction, this publication acts as a narrative engine to move Băiuț from a story of post-mining “decline” to one of “regeneration”. It serves as a demonstrator for how democratic rural communities can manage green transitions and attract external funding through transparent, multistakeholder governance.

A Practical Toolkit for Replication: While centered on Băiuț, the methodologies, checklists, and strategies presented here are designed for adaptability. The publication provides a “Learning Portfolio” and a Practical Toolkit intended to empower other teams across Europe to lead their own heritage renovations with rigor and cultural sensitivity while considering the changing climate and social factors of the present and future.

## 1.3. A real-world example

Why we chose to illustrate our study through a reeal-world example

A Validation Anchor and Primary Case Study: The ANIMA building serves as a “validation anchor” for the structural and methodological frameworks developed within the BeCom Toolkit. It moves the vision from a purely theoretical plane into a tangible test case for regenerative renovation and renewable energy integration.

A Living Laboratory: The building acts as a “living laboratory” where residents and experts gain practical skills in green building techniques and local heritage preservation. It allows stakeholders to test building validation tools and energy renovation ideas on-site before applying them more broadly.

Adaptability and Replication: A central goal is to demonstrate that the structures and methodologies used for ANIMA are not exclusive to one structure or town. By documenting the process—from naming and heritage assessment to financial planning—the building serves as a replicable model that empowers other teams to lead their own renovations in different geographic and cultural contexts.

The Institutional Heart of the Community: Beyond its physical walls, using the building as an example demonstrates how restored infrastructure can become the “institutional heart of democratic life”.  It provides a physical and institutional anchor for the skills, partnerships, and governance models required for environmental and economic transitions.

Narrative Transformation: The building functions as a “narrative engine”. By transforming a dormant, underused asset reflecting a mining past into a vibrant community hub, it helps shift the village’s story from one of “decline” to “regeneration”.

Refinement of Tools: Using a real building allows for the testing and refining of checklists, matrices, and engagement formats. This ensures that the final toolkit is clear for non-experts and effective in resource-constrained rural settings.

Scaling through Comparison: Once the baseline and performance data for ANIMA are established, the building serves as a template to compare performance and impact across other mining buildings and community facilities in the region.

photo: The village of Băiuț, spring 2026

photo: Music Ensemble Within the School, Băiuț | image courtesy of Băiuț Town Hall

# PART 2. Our case study building and its context - the “House of Life”

## 2.1. The case study building in its environment, the village of Băiuț

### 2.1.1. A History of Names and Ambition

The settlement of Băiuț is located in the North-West of Romania less than 100km far from the border to Ukraine. It has been a significant mining landmark for centuries, known by various names such as Lápos-Bánya in 1630 and Erzsebetbanya after 1913, in memory of properties held there by Elizabeth Szilágyi, the mother of King Matthias Corvinus. Mining in Băiuț was a central economic activity for centuries, primarily focused on the extraction of gold, silver, copper, and iron. While documented mining activities date back to 1315, archaeological finds suggest human presence in the area as far back as the Upper Paleolithic. By the late 19th century, the village’s musical culture reached a level of high artistic ambition. Records from 1876 describe a funeral procession for a mine director led by a local choir and brass band performing opera pieces with remarkable precision. By 1886, the local brass band wore elegant uniforms comparable to major orchestras in Germany and Italy, symbolizing the village’s high artistic status.



### 2.1.2. The Building: A Symbol of Multiculturalism

The physical anchor for this cultural legacy is a prominent structure constructed in 1906 to host the choir and instrumental music school. The architecture of this facility serves as a testament to the multicultural fabric of the community, incorporating Romanian, Hungarian, German, and Jewish influences. Notably, the façade and entrance feature motifs reportedly inspired by sketches of Solomon’s Temple. Specific architectural features still visible today testify to its original purpose, including remarkable neoclassical bas-reliefs on the rear façade and a prominent harp symbol. During its tenure as a school, the institution gained regional renown, attracting students from other mining centers to study instrumental music.

### 2.1.3. A Century of Functional Evolution

Throughout the 20th century, the structure physically embodied the community’s changing needs, serving multiple vital functions across the human life cycle. After its time as a music school, it became a hospital, hosting both a maternity ward where many residents were born and a morgue for those at the end of their journey. It later functioned as a pharmacy, a commercial space, and a craft workshop. Despite these many transitions, the structure remains registered in official records as a music school.

photo: The Băiuț Brass Band, 1886 | image courtesy of Băiuț Town Hall

## 2.1.4. Resilience Through Transition

Music and culture remained constants in the village across different political regimes. Between 1960 and 1980, dance bands flourished, making tango and waltz essential at local balls, while during the communist period, the youth embraced rock music as a subtle form of protest and artistic freedom. Following the closure of the mines, around 2006, the brass band tradition suffered a decline but was revived in 2021. This effort led to the recovery of old trilingual sheet music in Romanian, Hungarian, and German, providing clear evidence of the locality's resilient multicultural identity and its potential for a cultural rebirth. Today, the building stands as more than just an abandoned facility; it is a repository of collective memory that encompasses nearly two centuries of community soul.



# 2.2. Branding the "House of Life": Identity and Symbolism of the ANIMA Building

## 2.2.1. The Vision: A Space of Collective Memory

The historic 19th-century building in Băiuț is more than just a physical structure; it is a repository of the community's lived experiences. Because it has historically functioned as a maternity ward (birth), a music school and pharmacy (life), and a morgue (death), it physically encompasses the complete cycle of human existence. The branding vision aims to turn this structure into an "experience space" and a "Life Cycle Center" where the architecture itself reflects the symbolism of "birth–life–death".

## 2.2.2. Proposed Naming Concepts

During the planning and visioning process, four primary naming concepts emerged, each capturing a distinct facet of the building's legacy and future potential:

**ANIMA:** Derived from the Latin for "soul," this name emphasizes that the building has preserved the spirit and soul of the community through centuries of transition.

**The House of Life:** A direct and powerful name centering on the building's history of hosting vital human and community functions "from beginning to end".

**Trinitas:** This name highlights the triad of birth–life–death, offering an elegant and internationally accessible identity that reflects the building's historical roles.

**Via Memoriae:** Meaning "The Road of Memory," this poetic option positions the structure as a cultural center and a repository for collective stories and local heritage.

## 2.2.3. The Choice of "ANIMA"

For the purposes of the BeCom project and its validation toolkit, ANIMA was selected as the primary reference. This choice reflects the soulful, resilient, and adaptive spirit of the Băiuț community and the collective imperative to sustain this spirit for new generations. However, the branding framework is designed for flexibility; all four naming concepts remain relevant and could be integrated into the final branding of specific interior zones or annual festivals.

PART 3.

# The Five Sector Visions (Detailed Strategies)

## 3.1. The Economic Sector:

The Two-Stream Business Model: The “Affluent Stream” (high-value retreats) vs. the “Mass Stream” (eco-tourism hub).



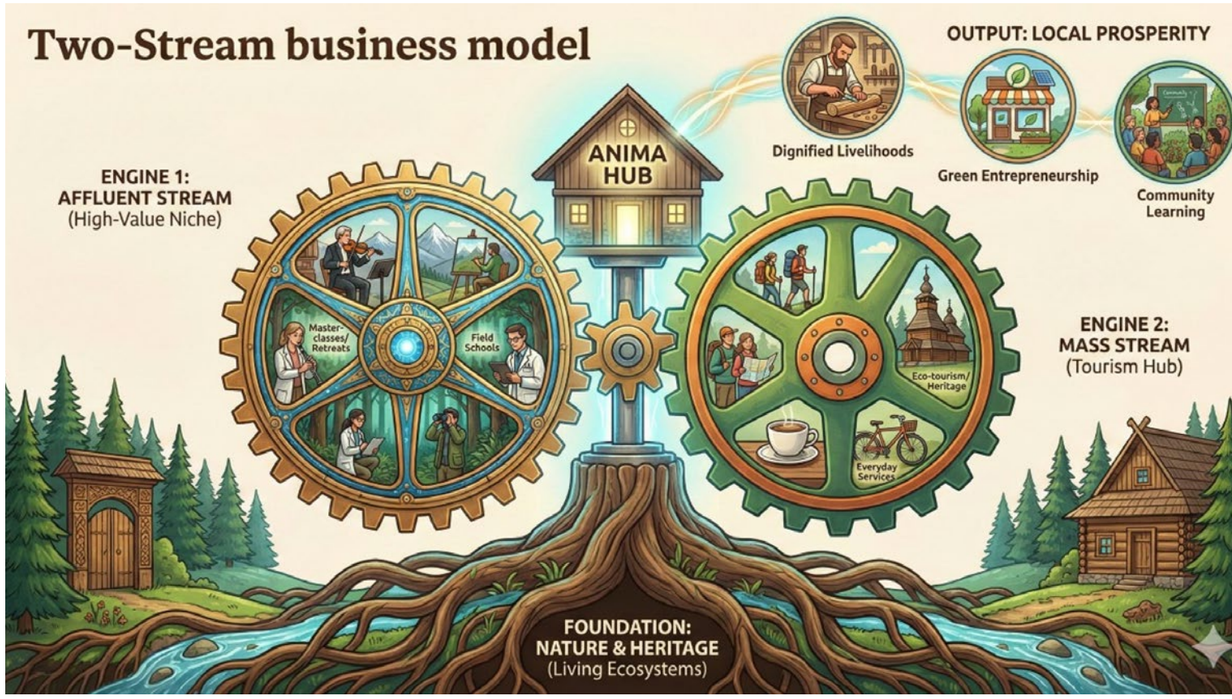
### 3.1.1. Sector Vision Statement

ANIMA: Where Heritage Meets Opportunity – A Dual Engine for Sustainable Rural Prosperity

The economic vision for ANIMA is to transform a dormant heritage asset into a vibrant, self-sustaining economic engine that drives local prosperity without compromising the region’s ecological or cultural integrity.

Adopting a Two-Stream business model will allow ANIMA to simultaneously cater to two distinct markets: a high-value niche market of experts and creatives seeking immersive retreats and field schools in a unique Carpathian setting rich in forests, mineral springs, and wooden heritage (“the Affluent Stream”), and a broader market of eco-tourists seeking authentic nature, wellness, and cultural experiences in Maramureș (“the Mass Stream”).

This hybrid approach ensures financial resilience, enabling the cross-subsidization of community and educational programs while creating diverse local employment and fostering a new ecosystem of green entrepreneurship in Băiuț.

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## 3.1.2. Current Challenges and Needs

### Needs:

- Need for sustainable livelihoods. Creating year-round income opportunities beyond traditional extraction or seasonal agriculture, by activating assets such as forests, wooden villages, wellness routes, and cultural heritage.
- Need for financial autonomy. Reducing dependence on municipal budgets or sporadic grants for heritage maintenance by generating stable own revenues through educational programs, masterclasses, guided tours, and eco tourism services hosted in ANIMA.
- Need for market visibility. Placing Băiuț on the map as a destination for high-quality cultural, scientific, and nature-based tourism linked to Maramureș' wooden churches, mining and geology heritage, and Carpathian wellness resources.

### Challenges:

- **Low purchasing power.** The local market alone cannot sustain high maintenance heritage infrastructure or pay for specialized programs, making it essential to attract visitors and learners from outside the immediate area.
- **Seasonality.** Tourism in mountain regions is often limited to peak seasons, leading to unstable income and underused infrastructure for much of the year, unless combined with educational retreats, offseason wellness stays, and year-round training.
- **Skill gaps.** There is a lack of local expertise in high end hospitality, cultural management, guiding, green entrepreneurship, and eco tourism services, as well as limited access to training that could turn natural and cultural capital into quality economic offers.



## 3.1.3. Proposed Functions of the Restored Building

From the economic perspective, ANIMA operates as a dual-engine hub with two main revenue streams plus shared support functions.

### A. "Affluent Stream" – High-Value Retreats, Masterclasses, and Field Schools

**Main activities and services**

- Expert masterclasses and retreats in:
  - Classical music, chamber music, composition, and voice.
  - Creative writing, storytelling, acting, and performance labs.
  - Visual arts and crafts: plein-air painting, woodcarving, textile arts, pottery, restoration of wooden elements.
  - Ecology, environmental protection, and green building: deep ecology seminars, field courses on forests, rivers, mineral springs, and bioconstruction using ANIMA as a living lab.
  - Geology and mining heritage: field schools exploring the metalliferous mountains and mining history of Baia Mare–Băiuț.
- Residency programs: Medium-term residencies for artists, writers, scientists, and social innovators who use the Carpathian landscape and local communities as inspiration and research field.
- Professional and "congress" retreats
  - Work meetings, team retreats and strategic seminars for companies, NGOs, municipalities and universities who want an intensive working atmosphere in a quiet Carpathian setting.
  - Trainings and workshops on business, leadership, project management and innovation, designed for small groups that combine focused indoor work sessions with curated local experiences (heritage tours, wooden churches and villages, forest walks, local gastronomy).
  - EU and international and Romanian donor-funded programmes for rural businesses, youth and start-ups (e.g., entrepreneurship bootcamps, green business acceleration, digitalisation of rural SMEs), where ANIMA serves as the training venue and gateway to the wider Maramureș territory.

In all these formats, what makes the offer "affluent" is not only the content and expert trainers but the all-inclusive experience: high-quality facilitation and hosting, carefully designed encounters with local heritage and nature, and tailored programmes that cannot be replicated in a standard conference hotel.

**Target groups**

- International and Romanian professionals, advanced students, and enthusiasts in arts, ecology, geology, architecture, and heritage.
- Universities, academies, conservatories, and research institutes seeking intensive field-based modules and off campus schools.
- Companies, NGOs, public institutions, rural business networks and startup communities looking for high-quality retreats, trainings or project meetings in a distinctive environment, often financed through EU, Romanian or global development funds.

**Frequency of use**

- Seasonal (peak): 1–2 week retreats and summer schools (spring–autumn).
- Periodic (year-round): Long weekend or week-long meetings, masterclasses, thematic residencies.

## B. “Mass Stream” – Tourism Hub, Visitor Services, and Everyday Economy

**Main activities and services**

- Tourist Guidance Centre and Info Point
    - Central orientation hub for Maramureș visitors: maps, curated routes, interpretation of mining and wooden heritage.
    - Booking desk for tours, accommodation, and local experiences.
- Guided tours and nature-based experiences
    - Heritage tours: Wooden churches circuits, traditional wooden villages, monumental gates, and village life.
    - Mining & geology tours: “Gold Mine & Minerals Trail” linking former mines, geology sites, and the mineralogy museum.
    - Wellness & forest walks: Routes focused on clean mountain air, spruce forests, mineral springs, and “sleep better in the Carpathians” packages.
- Services and micro-economy
    - Rental of bikes/e-bikes, hiking gear, and audio guides.
    - Small café / bistro and local products corner (honey, jams, crafts).
    - Short “taster workshops” for tourists: 2–3 hour introductions to crafts, music, or nature interpretation.

**Target groups**

- Day-trippers and multi-day tourists in Maramureș.
- Families, small groups, organized tours (domestic and international).
- Visitors from Baia Mare and the wider region seeking weekend nature and culture escapes.

**Frequency of use**

- Daily (in season): Info point, café, rentals, short tours.
- Weekly / weekend-based: Longer guided tours, workshops.



## C. Shared Economic Support Functions

Across both streams, ANIMA also provides:

- Co-working and micro-business incubation spaces for guides, artisans, digital workers, and eco-tourism operators.
- Market and fair events (craft fairs, local product markets, festival-related activities) activating the courtyard and surroundings.
- Training and mentoring programs in hospitality, guiding, small business development, and digital marketing (in tight collaboration with the Educational sector).

These functions ensure that economic activity at ANIMA directly reinforces environmental stewardship and continuous learning, rather than competing with them.

# 3.1.4. Key Stakeholders and Partnerships

From the economic perspective, ANIMA’s success depends on a networked ecosystem rather than a single operator. Key actors include:

**Local Businesses and Producers**

- Guesthouses and small hotels in Băiuț, Baia Mare, and wider Maramureș providing accommodation packages for retreats and tours.
- Local food producers and artisans (farmers, beekeepers, cheese makers, woodcarvers, textile makers) supplying the café, local products corner, and markets.
- Tour guides and transport providers (local guides, minibus/taxi operators) partnering on heritage, geology, and wellness tours.

**Educational and Cultural Institutions**

- Schools and vocational centres whose students can train as guides, hospitality workers, or cultural operators.
- Universities and research institutes (e.g. Baia Mare university centre, Technical University of Cluj-Napoca, art and music academies) using ANIMA as a base for field schools, residencies, and study programs.
- Cultural organisations, arts councils, and conservatories co-organising masterclasses, residencies, and festivals.

**Environmental and Heritage Organisations**

- Environmental NGOs and forestry / nature agencies co-designing eco-tours, wellness routes, and educational content about forests, biodiversity, and mineral waters.
- Heritage and church authorities involved in wooden churches and village heritage circuits, ensuring respectful and well-managed visitor flows.

**Public Authorities and Development Agencies**

- Municipality of Băiuț and Maramureș County authorities supporting infrastructure, permitting, promotion, and co-financing.
- Regional and national tourism boards / destination management organisations integrating ANIMA into broader Maramureș and Carpathian tourism strategies.

**Civil Society and Community Groups**

- Rogepa as the leading regional NGO
- Local associations and informal groups (youth, elders, craftspeople) co-creating events, fairs, and storytelling components of tours.
- Diaspora networks helping to promote ANIMA's offers abroad and attract participants to retreats and masterclasses.

These stakeholders collectively anchor ANIMA in the local economy while linking it to regional, national, and international circuits of education, culture, and eco-tourism.

### 3.1.5. Expected Impact

## Short-term impact (1–2 years)

In the first years after ANIMA's reopening, the economic vision translates into visible, concrete changes in the daily life of Băiuț.

A first curated annual calendar of 3–5 high-value retreats and masterclasses is established, bringing small groups of musicians, writers, artists, ecologists, and students to work intensely in and around the building.

At the same time, 2–3 pilot guided tour products are launched - such as wooden churches and village circuits, mining and geology excursions, and forest-and-springs wellness walks - using ANIMA as their main departure and arrival point.

These activities generate the first 3–5 full-time equivalent local jobs in coordination, guiding, visitor services, and café/visitor centre roles, plus part-time and seasonal opportunities for drivers, hosts, and craftspeople.

Within this period, ANIMA begins to cover a substantial share of its own operating costs (utilities, basic staff, minor repairs) from direct revenues, and a first network of at least 10 local partners - guesthouses, food producers, artisans, and guides - can clearly associate part of their income with ANIMA-driven visitors.

## Long-term impact (5–10 years)

Over a longer horizon, ANIMA evolves into a financially self-sustaining hub whose diversified income streams not only maintain the building but also fund an expanding portfolio of community and educational programmes.

Băiuț gains a distinct reputation within Maramureș as a niche destination for cultural, scientific, and wellness-oriented tourism that complements the region's more famous attractions such as UNESCO wooden churches, traditional villages, and the Merry Cemetery.

By this stage, a local ecosystem of green entrepreneurs has emerged: certified guides, homestay hosts, craft producers, outdoor activity providers, and micro enterprises in creative and digital fields who use ANIMA as their professional base or showcase. For young people, this ecosystem offers a realistic alternative to permanent migration, providing meaningful, future oriented work connected to the landscape and culture they know best.

The economic model tested in ANIMA is documented and adapted to at least one other heritage building in the wider region, showing how a single successful pilot can inspire broader rural regeneration.



### 3.1.6. Sustainability and Resilience

The economic vision for ANIMA is deliberately designed so that the building, the local economy, and the surrounding environment reinforce each other over decades, rather than create a short boom-and-bust cycle.

At its core is the Two Stream business model. The Affluent Stream of high value retreats, masterclasses, and field schools, generates relatively stable, higher-margin income from small groups of visitors who come specifically for intensive learning and creative work in a unique Carpathian setting. These guests are attracted precisely because ANIMA is embedded in an authentic landscape of forests, mineral springs, wooden villages, and intact rural life, not in a mass-tourism resort.

The Mass Stream of eco  and heritage tourism, guided tours, rentals, café and local product sales - brings a broader flow of visitors and smaller, more frequent transactions, tied to the region's existing tourism circuits and day trip patterns.

Together, the two streams balance each other: when one is weaker (for example, fewer international guests in a given year), the other can be strengthened (domestic tourism, local training programs, seasonal events), ensuring financial resilience across seasons and shocks.

Crucially, economic sustainability is inseparable from environmental sustainability in this model. Every major revenue source depends on the long term quality of local ecosystems and heritage: clean, oxygen rich mountain air and conifer forests for wellness retreats and forest walks; the integrity of wooden churches and village architecture for heritage tours; the health of springs, rivers, and soils for eco education and outdoor learning; and the preserved character of ANIMA itself as a bioconstruction showcase. This means that over exploitation - clear cutting forests, uncontrolled construction, or polluting activities - would directly undermine ANIMA's economic base.

By making conservation the foundation of income generation, the economic vision creates strong local incentives to protect rather than deplete natural and cultural assets.

Resilience is also built through a diversified skills and knowledge base, closely linked to the Educational sector. Training in guiding, hospitality, digital marketing, small business management, and green building ensures that multiple people - not just one operator - can run and renew ANIMA's activities over time.

Partnerships with schools, vocational centres, and universities mean that new cohorts of young people and professionals' cycle through ANIMA each year, bringing fresh ideas and keeping offers up to date with shifting markets and technologies.

If external conditions change - new regulations, climate impacts, or tourism trends - this constant learning loop allows ANIMA to adapt its programmes: for example, pivoting from international masterclasses to more domestic health retreats, or from classic mining tours to broader "regeneration and restoration" curricula.

Finally, the model includes practical financial buffers and governance mechanisms. Part of the surplus from the Affluent Stream is earmarked for a dedicated maintenance and renewal fund, covering long term upkeep of the building, gradual upgrades (e.g. new energy technologies), and emergency repairs. Clear agreements with the municipality and partners define how revenues are allocated between operating costs, community programmes, and reserves, reducing the risk of ad hoc decisions or political swings undermining ANIMA's stability.

A multistakeholder governance body - bringing together economic, educational, environmental, social, and political actors - reviews financial performance annually and can adjust prices, offers, and investment priorities in a transparent way, ensuring that economic choices remain aligned with social equity and environmental limits over the long run.

## 3.1.7. Connection with Other Helices

The economic vision for ANIMA only works if it is deeply interwoven with the other helices; income is not an isolated goal but the engine that powers education, social cohesion, good governance, and environmental care.

### Economy ⇄ Environment

The economic model depends on living ecosystems rather than on extraction: forest walks, wellness retreats, eco-tours, and field schools all require healthy spruce forests, clean mountain air, unpolluted mineral springs, and well-managed wooden landscapes. By turning these natural qualities into the core value proposition of both the Affluent and Mass Streams, ANIMA creates a direct financial incentive to protect forests, water, soil, and biodiversity, and to adopt bioconstruction and energy-efficient renovation in the building itself as a permanent learning exhibit. In this way, every euro earned through nature-based activities becomes an argument for long-term environmental stewardship rather than short-term exploitation.

### Economy ⇄ Education

The Affluent Stream is intentionally designed as an extension of the educational helix: masterclasses, retreats, and field courses in arts, ecology, geology, green building, and crafts are all educational products first, and economic products second. Universities, conservatories, schools, and vocational centres use ANIMA as a temporary campus or laboratory, paying fees that sustain the building while giving students and professionals access to real-world learning in a post-mining, rural context.

At the same time, the Mass Stream offers continuous on-the-job learning for local guides, hosts, and entrepreneurs, who improve their language skills, digital skills, and service quality as part of their daily economic activity.

This mutual reinforcement ensures that economic growth goes hand in hand with raising the community's knowledge and skills base.

### Economy ⇄ Society

Economically, ANIMA is designed to spread benefits widely: by prioritising local hiring, supplier contracts with nearby producers, and collaboration with village artisans, it channels visitor spending into many households rather than a single operator.

The revenue surplus from higher-end activities is explicitly used to subsidise inclusive community uses - free or low-cost events, youth programmes or elderly gatherings, so that residents who cannot pay full prices still access the building, its services, and its symbolic value.

This helps rebuild trust, pride, and a sense of shared ownership over the building, countering the social fragmentation and loss of confidence that followed the decline of mining.

### Economy ⇄ Politics / Governance

From the governance side, a financially robust ANIMA strengthens the case for public–community–private partnerships and for policies that see heritage and environment as development assets, not as burdens.

Stable own revenues reduce long-term pressure on municipal budgets while offering co-financing capacity for future grants (PNRR, PNDR, Horizon Europe, etc.), making it easier for local authorities to back ambitious regeneration projects. In return, supportive governance - through clear rules, transparent management, and long-term agreements on ownership and roles - gives entrepreneurs and educators the confidence to invest time, reputation, and resources into ANIMA's programmes.

Thus, the economic vision both depends on and reinforces a democratic, transparent governance culture in Băiuț.

### Economy ⇄ Natural Environment (feedback loop)

Finally, by explicitly measuring and communicating how many jobs, enterprises, and learning opportunities are created because the environment is protected (not despite it), ANIMA becomes a persuasive local example of how the green transition can produce tangible economic benefits.

Monitoring indicators and case stories are shared back into regional and national debates, influencing wider policies on rural regeneration, mining transitions, and landscape management.

## 3.1.8. One Key Message

ANIMA transforms a once-abandoned heritage building into a self-sustaining rural engine where nature, culture, and learning generate dignified local livelihoods through a dual model of high-value retreats and inclusive eco tourism.


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## 3.2. The Educational Sector:

The Learning Hub: Transforming the building into a “Living Laboratory” for green building and heritage.

Core Programs: Traditional crafts training, digital literacy for seniors, and the “School of Life.”



### 3.2.1. Sector vision statement

Our vision for the ANIMA building is that it will become a transformative learning hub that honors its historical role as a music school while pioneering innovative educational approaches for all generations.

Through hands-on workshops in green building renovation, and local heritage preservation, ANIMA will serve as a “living laboratory” where citizens gain practical skills for sustainable community development.

By connecting formal education and community-based learning, our aim is to empower residents to actively participate in Băiuț’s regeneration, and for them to have attachment and affection for their community.

### 3.2.2. Current challenges and needs

#### Educational Challenges in Băiuț:

- **Youth out migration:** Young people leave for urban areas due to lack of local educational and career pathways.
- **Disconnection from heritage:** Younger generations have limited engagement with local history and traditional crafts.
- **Digital skills gap:** Rural communities face barriers in accessing digital skills training and online learning resources.
- **Lack of learning spaces:** No community facility is suitable for hands-on workshops, maker activities, or collaborative learning.

#### How the building’s current state reflects these challenges:

The abandoned ANIMA building which was once a functioning music school mirrors the loss of intergenerational knowledge transfer and the absence of accessible spaces where residents can develop skills relevant to their challenges.

## 3.2.3. Proposed functions of the restored building

Primary Educational Functions:

### A. Skills Development

- Construction and renovation skills: Practical training in traditional crafts (masonry, carpentry, plastering) combined with modern green building techniques
- Circular economy and resource management: Training on material reuse, waste reduction, and sustainable design as there is already strong basis in the community for recycling activities.
- Digital literacy workshops: Especially for the older generation, courses that will show basic computer skills, online tools that will touch their daily lives.

### B. Heritage Education

- Local history programs: Interactive exhibitions and storytelling sessions about Băiuț's mining heritage and the building's life cycle (miners' community →school →abandonment →repurpose)
- Intergenerational learning: Programs pairing elders (who share memories and traditional knowledge) with youth (who document and digitize stories)
- School partnerships: Field trips and project-based learning for local primary and secondary schools

### C. Lifelong Learning and Community Education

- "School of Life" workshops: Personal development, health and wellness courses, financial literacy, parenting, mindfulness courses
- Language and cultural exchange: Romanian classes for refugees, English classes; intercultural dialogue programs with all members of the community.
- University partnerships: Research projects, student internships, thesis fieldwork on rural sustainability and the mining heritage

## Target Groups:

- Primary: School-age children, youth ages 16-30. Adults and seniors of Băiuț and nearby communities. (vocational training, digital skills), adults (green building skills, lifelong learning)
- Secondary: Municipalities, NGOs etc.

## Frequency of Use:

- Daily: After-school programs, co-working/study spaces, informal learning, ……
- Weekly: Evening workshops, weekend training sessions, language classes, …..
- Seasonal: Summer camps, Annual festivals etc.



## 3.2.4. Key stakeholders and partnerships

## Core Education Partners:

**Local Schools (Primary and Secondary)**

**Vocational Training Providers**

- Construction and trades schools offering green building certifications
- Traditional Crafts training programs

**Universities and Research Institutions**

- Partnership with technical Centrul Universitar Nord din Baia Mare
- Architecture and heritage conservation programs using ANIMA as case study (Technical University of Cluj-Napoca)

**NGOs and Civil Society**

- Rogepa for youth development and leadership programs
- Heritage preservation associations

**Municipality of Băiuț**

- They can formally recognize the training in the ANIMA building
- The municipality can also integrate ANIMA programs into local development strategies

## 3.2.5. Expected impact

**Short-Term Impact (1-2 years):**

Immediate benefits after restoration:

- 20+ local residents over the age of 50 trained in digital skills.
- 10-15 youth employed or volunteering in ANIMA's operations and programs.
- After-school programs serving 20-30 children weekly.
- Partnership agreements signed with schools and universities.
- Creation of an exhibition documenting the building's history with 100 visitors every year

**Long-Term Impact (5-10 years):**

- Sustainable changes for the community:
- Replication of the ANIMA educational model in other former mining communities across Romania and Europe

### 3.2.6. Sustainability and resilience

- Fee-based training programs: Courses and and professional development with affordable fees to generate income
- Equipment rental: Training tools and spaces, music band rental to external organizations

### 3.2.7. Connection with other helices

#### Education ⇄ Economy

Educational activities support economic development by training a skilled workforce in emerging economy sectors, reducing skills gaps and supporting local entrepreneurship while boosting local tourism.

#### Education ⇄ Society

Educational programs strengthen social cohesion by creating inclusive learning spaces accessible to all ages, abilities, and backgrounds.

#### Education ⇄ Politics/Governance

#### Education ⇄ Environment

### 3.2.8. One key message

ANIMA transforms a forgotten school building into a vibrant living place where every generation gains the knowledge and skills to build a sustainable, resilient, and proud community. Let’s build together.

### 3.2.9. Visual or symbolic element

Symbol: The Tree of Knowledge

(generated with Google Gemini with some changes on Canva)

image created with the use of an AI image generator

## 3.3. The Media and Culture Sector:

The Narrative Engine: Moving from a story of “decline” to one of “regeneration.”

Cultural Production: Artist residencies, community theatre, and the digital storytelling lab.



### 3.3.1. Sector vision statement

**ANIMa–Building:** Where Story, Identity and Imagination Shape a Regenerative Future

**The media** - and culture-based vision for ANIMa–Building is to transform a restored heritage building into a visible cultural lighthouse and narrative engine that shapes how Băiuț sees itself — and how it is seen by others.

**ANIMa–Building** becomes a space where cultural expression, public dialogue, and media storytelling converge to create shared meaning around heritage, ecology, and rural regeneration.

By integrating social capital (trust, participation, networks) and human capital (creativity, artistic skill, communication competence), ANIMA strengthens local identity while positioning Băiuț within regional, national, and European cultural conversations — including initiatives such as the New European Bauhaus.

Rather than being only an economic or educational hub, **ANIMa–Building** becomes a platform of imagination and public visibility, turning rural transformation into a cultural movement.

### 3.3.2. Current challenges and needs

## Social and medial challenges in Băiuț:

**Needs**

**Need for a positive narrative.**

- Post-mining rural areas often carry external labels of decline. Băiuț needs a new story — one that highlights creativity, ecological intelligence, craftsmanship, and innovation.

**Need for cultural activation.**

- Heritage buildings risk becoming static monuments unless activated by exhibitions, performances, storytelling, and artistic production.

**Need for public visibility.**

- Without strong media presence — digital platforms, documentation, storytelling — local transformation remains invisible beyond the village.

**Need for intergenerational dialogue.**

- Local memory, traditions, and identity must be translated into formats accessible to younger generations and international audiences.

**Challenges**

**Low media capacity:** Limited local expertise in communication, digital storytelling, branding, and cultural programming.

**Fragmented public discourse:** Declining trust in institutions and limited spaces for structured civic dialogue.

**Outmigration of creatives.**

- Young artists, designers, and communicators often leave rural areas due to lack of opportunities.

**Cultural marginalization.**

Rural culture is often perceived as peripheral rather than innovative or forward-looking.

## How the building's current state reflects these challenges:

In its current underused and partially deteriorated state, **ANIMa–Building** reflects the broader challenges of limited cultural activation, weak media visibility, fragmented public dialogue, and the absence of a strong, forward-looking narrative for Băiuț — symbolising not only physical neglect but also the unrealised social and creative capital of the community.

Restored and reactivated, however, the building has the potential to become a vibrant cultural and media beacon that amplifies local voices, rebuilds shared identity, and positions Băiuț as an inspiring example of rural regeneration aligned with the values of the New European Bauhaus.

## 3.3.3. Proposed functions of the restored building

From the media and cultural perspective, ANIMA Building operates as a Cultural-Narrative Hub with three interconnected dimensions:

### A. Cultural Production and Artistic Programming

**Main activities and services**

- Exhibitions on mining heritage, forest ecology, wooden architecture, and rural futures
- Artist residencies focused on landscape, memory, sustainability, and bioconstruction
- Community theatre, storytelling evenings, music performances
- Film screenings and documentary festivals related to environment and regeneration
- Craft demonstrations and contemporary reinterpretations of traditional skills
- ANIMa–Building acts as a stage and laboratory, where culture is not preserved passively but continuously reinterpreted.

**Target groups**

- Local residents (youth, elders, families)
- Regional artists and cultural practitioners
- Visiting creatives connected to educational and economic stream
- National and international cultural networks

**Frequency of use**

- Monthly exhibitions or events
- Seasonal festivals
- Ongoing residency cycles

### B. Media, Communication and Public Storytelling

**Main activities and services**

- Digital storytelling lab documenting local regeneration processes
- Podcast or video series on "Life After Mining"
- Social media campaigns linking Băiuț to wider European conversations
- Documentation of field schools, retreats, and eco-tours
- Public communication training for local youth
- ANIMa–Building becomes a content generator, ensuring that transformation is visible and replicable.

**Target groups**

- Diaspora networks
- European partners
- Journalists and researchers
- Rural youth interested in digital media

**Frequency of use**

- Continuous online presence
- Quarterly thematic campaigns
- Annual impact storytelling reports

### C. Public Dialogue and Civic Culture

**Main activities and services**

- Town-hall discussions on forest management, heritage protection, rural futures
- Intergenerational dialogue events ("memory meets future")
- Participatory design workshops aligned with sustainability principles
- Public debates connected to regional and European initiatives
- ANIMa–Building functions as a safe civic space where different perspectives meet constructively.

**Target Groups:**

- **Primary:** School-age children, youth ages 16-30. Adults and seniors of Băiuț and nearby communities. (vocational training, digital skills), adults (exchange of experiences and skills, lifelong learning)
- **Secondary:** Municipalities, NGOs, ….

**Frequency of Use:**

- **Daily:** After-school / evening programs, co-working/study spaces, discussion events, ……
- **Weekly:** Evening workshops, weekend training sessions, topic based communities, …..
- **Seasonal:** Summer camps, Annual festivals etc.

### 3.3.4. Key stakeholders and partnerships

**Cultural and Artistic Actors:**

- Regional artists, musicians, writers
- Cultural NGOs and arts councils
- Romanian and European creative networks
- Please add which specific schools can help disseminate the vision

**Media Partners:**

- Regional press and online platforms
- Documentary filmmakers
- Communication departments of universities

**Educational Institutions**

- Schools contributing to youth storytelling projects
- Universities integrating cultural documentation into curricula

**Civil Society**

- e.g., Rogepa as regional NGO anchor
- Local associations and informal cultural groups
- Diaspora ambassadors promoting ANIMA abroad

### 3.3.5. Expected impact

**Short-Term Impact (1-2 years):**

Immediate benefits after restoration:

- Establishment of a visible cultural calendar
- Launch of a digital storytelling platform
- 3–4 public debates annually
- Youth involvement in media production
- Improved perception of ANIMa–Building as a shared civic space
- Local pride increases as residents see their stories professionally documented and publicly valued.

**Long-Term Impact (5-10 years):**

Changes for the community:

- Băiuț becomes known as a cultural regeneration village within Maramureș
- Stable artist residency programme
- Recognised contribution to European rural innovation debates
- Strong digital archive documenting ecological and social transition
- Emergence of local creative professionals (guides, designers, media creators)
- ANIMa–Building evolves into a regional narrative lighthouse.

### 3.3.6. Sustainability and resilience

- Cultural sustainability at ANIMa Building rests on:
- Continuous integration with economic and educational streams
- Hybrid funding (ticketed events, cultural grants, partnerships)
- Youth capacity building in communication and event management
- Annual public evaluation of cultural relevance and inclusivity

By constantly producing and sharing stories of ecological protection, heritage restoration, and learning, ANIMa–Building reinforces the long-term legitimacy of its entire regeneration model.

### 3.3.7. Connection with other helices

#### Media & Culture ⇄ Environment

Environmental stewardship becomes culturally meaningful through exhibitions, storytelling, and artistic interpretation of forests, mineral springs, and wooden architecture. Nature is not only protected — it is narrated and emotionally valued.

#### Media & Culture ⇄ Education

Educational programs generate content, research, and creative output. Students document their fieldwork, exhibitions interpret research findings, and artistic practice becomes a learning method.

#### Media & Culture ⇄ Economy

Cultural visibility strengthens tourism, retreat attractiveness, and brand identity. High-quality storytelling increases perceived value and international reach.

#### Media & Culture ⇄ Politics/Governance

Transparent communication, public debates, and documented decision-making strengthen democratic trust. ANIMa–Building becomes a mediator between institutions and citizens.

### 3.3.8. One key message

ANIMa–Building transforms a restored heritage building into a cultural and narrative engine where creativity, dialogue, and media visibility turn rural regeneration into a shared public story — locally rooted and European in resonance. Let’s build together.

### 3.3.9. Visual or symbolic element

## 3.4. The Natural Environment Sector:

Gateway to Landscapes: Reconnecting the community with forests, mushrooms, and mineral springs.

Innovation: Sustainable wood use, bioconstruction, and pellet-based heating education.



### 3.4.1. Sector vision statement

Our vision for the ANIMa building is that it becomes a reference point for reconnecting the community of Băiuț with its surrounding natural environment, positioning the restored building as a gateway to local landscapes, ecological knowledge, and sustainable resource management. Rooted in bioconstruction principles, the rehabilitation of the building itself will act as a tangible demonstration of how traditional materials and contemporary environmental practices can coexist.

ANIMa is imagined as a place where the natural elements of the territory are made visible, understood, and valued. Through interpretive resources, territorial mapping, and shared knowledge, the building will help residents and visitors discover local forests, landscapes, mushrooms, and other natural assets, strengthening collective awareness of the ecological richness of the area. This knowledge will be activated through seasonal activities and community-led initiatives, such as mushroom walks, forest interpretation days, and nature observation workshops, allowing environmental learning to be closely linked to lived experience.

The restored building will also function as a starting point for healthy and nature-based routes, encouraging outdoor activities and everyday contact with the landscape. These routes will be designed as inclusive and accessible experiences that connect ANIMa with key natural sites, reinforcing the role of the building as a connector between the built environment and the surrounding ecosystems while promoting well-being, slow mobility, and care for the territory.

Special emphasis will be placed on wood as a central material and cultural resource. By fostering collaboration with local craftsmen and traditional artisans, ANIMa will highlight the links between sustainable forest management, traditional woodworking practices, and contemporary uses of timber. Hands-on activities and demonstrations will explore the full cycle of wood, from responsible forest stewardship to construction and craft, reinforcing the value of local resources and skills.

Beyond the building itself, the vision includes the recovery and ecological enhancement of its immediate surroundings. Outdoor spaces will be restored as learning and gathering areas, supporting biodiversity and offering opportunities for environmental education, informal encounters, and community-led stewardship. Through partnerships with local schools, environmental organizations, and civic groups, ANIMa will promote long-term territorial care initiatives, positioning the building as a catalyst for collective responsibility towards the natural environment.

Ultimately, this vision benefits the entire community by transforming ANIMa into a shared space where nature, culture, and sustainability intersect. By restoring both the building and its landscape context, the project contributes to environmental regeneration, strengthens local identity, and reinforces residents' sense of attachment, affection, and active engagement with their territory.

## 3.4.2. Current challenges and needs

- Băiuț is facing important environmental challenges linked to its mining past and to a gradual loss of connection between the community and the natural environment. Contaminated soils and degraded areas are still present in the region, affecting ecosystems and limiting the potential of the landscape. At the same time, many of the area's natural values remain under-recognized and underused.

- The region has significant environmental assets, such as mature forests, diverse landscapes, medicinal waters, clean air, and rich biodiversity. However, these resources are not sufficiently valued or communicated, and there are few spaces where people can learn about them or engage with nature in an active way. This lack of awareness reduces opportunities for environmental education, local pride, and sustainable development.

- Another key challenge is the strong historical dependence on mining. As mining activity declines, there is a need to develop new economic models that are not extractive and that can create local opportunities. Responsible tourism and nature-based activities could play an important role, but they require shared spaces for coordination, learning, and experimentation.

- There is also a growing need to reconnect people with nature, especially younger generations. Without accessible places for environmental learning, outdoor activities, and intergenerational exchange, nature risks being perceived as distant or irrelevant to everyday life.

### How the building's current state reflects these challenges:

The rehabilitation of the ANIMa building offers an opportunity to respond directly to these environmental needs. Through bioconstruction and energy-efficient renovation, the building can become a practical example of sustainable building practices in a post-mining context. As a community space, it can support environmental education, promote knowledge about local natural assets, and serve as a starting point for nature-based activities and responsible tourism initiatives. By reconnecting people with the landscape and offering a shared place for learning and collaboration, the restored building can help shift Băiuț towards a more regenerative relationship with its environment and a more resilient local future.

## 3.4.3. Proposed functions of the restored building

From the perspective of the natural environment sector, the restored ANIMa building is conceived as a multifunctional hub that connects people, nature, and sustainable local development. Its uses combine environmental education, nature-based activities, research, and innovation, responding to the needs of both the local community and visitors throughout the year.



### Nature Routes and Outdoor Activities Hub

One of the core functions of the building will be to act as a starting point for nature routes and outdoor activities. ANIMa will host services linked to the discovery of the surrounding landscapes, including bike, snowshoe, and walking pole rental, as well as information and coordination with local nature guides. These activities will encourage healthy lifestyles and regular contact with nature, while supporting local employment linked to responsible tourism. This function will mainly serve the local population, second-home residents, and nature tourists, with seasonal intensity during winter and summer, and increased activity in spring and autumn.

**Actions:**

- Starting point for hiking, cycling, and snowshoe routes
- Bike, snowshoe, and walking pole rental
- Information point on local landscapes and natural routes
- Coordination with local nature guides
- Seasonal outdoor programs (winter and summer focus)
- Activities for local residents, second-home users, and nature tourists

### Natural and Cultural Heritage Discovery

Another key function of the building will be the discovery and interpretation of natural and cultural heritage. ANIMa will offer permanent and temporary exhibitions presenting local landscapes, species, forests, and traditional knowledge through maps, panels, stories, and interactive tools. Rotating exhibitions and thematic displays will allow the content to evolve over time and respond to seasonal and community interests. This space will be used daily by residents and visitors, while also hosting punctual and programmed activities such as talks, presentations, and academic encounters.

**Actions:**

- Permanent exhibitions on landscapes, forests, and species
- Temporary and rotating thematic exhibitions
- Maps, panels, stories, and interactive interpretation tools
- Programs on traditional ecological knowledge
- Talks, presentations, and academic encounters
- Daily use with seasonal and programmed activities

## Environmental Innovation and Traditional Knowledge

The building will also function as a **space for study, innovation, and knowledge exchange** focused on the relationship between local crafts, traditional practices, and nature conservation. Special attention will be given to how local craftsmanship and forest-related traditions contribute to sustainable forest management and environmental care. Topics such as the use of wood, pellet-based heating systems as alternatives to coal, and new ecological energy solutions will be explored through workshops, demonstrations, and applied research.

**Actions:**

- Workshops on local crafts and nature conservation
- Sustainable forest management practices
- Wood use and traditional craftsmanship demonstrations
- Training on pellet heating and alternative energy solutions
- Applied research and pilot environmental projects

## Coworking, Research, and Collaboration Spaces

To support these activities, ANIMa will include flexible multipurpose spaces and shared working areas. These will function as **coworking and collaboration spaces for local businesses, new entrepreneurs, researchers, and students.** Partnerships with universities in Cluj and Baia Mare will allow the building to host research projects, study visits, and innovation initiatives linked to environmental regeneration, post-mining landscapes, and rural sustainability.

**Actions:**

- Shared workspaces for local businesses and entrepreneurs
- Coworking spaces for students and researchers
- Meetings and study spaces for environmental projects
- University partnerships (Cluj and Baia Mare)
- Research projects on post-mining landscapes and rural sustainability

## Target Groups:

- **Primary:** Local population of Băiuț (children, youth 16–30, adults, seniors), second-home residents, local craftsmen, forest workers, and nature guides.
- **Secondary:** Nature tourists, researchers and academics, local entrepreneurs, municipalities, NGOs, and universities.

**Frequency of Use:**

- **Daily:** Information point for nature routes, exhibitions, citizen nature lab activities, coworking and study spaces, and informal community use.
- **Weekly:** Guided routes, workshops, citizen science sessions, training programs, academic talks, and community meetings.
- **Seasonal:** Summer and winter nature activities, camps, tourism programs, festivals, and research stays, with higher intensity during peak seasons.



## 3.4.4. Key stakeholders and partnerships

**Local Residents and Community Members**

- Residents of Băiuț as key knowledge holders of the territory, forests, landscapes, and traditions
- Elders and local practitioners contributing traditional ecological knowledge
- Families and youth participating in environmental education and nature-based activities
- Second-home residents supporting seasonal activities and local initiatives

**Local Businesses, Craftsmen, and Artisans**

- Local craftsmen working with wood and traditional materials
- Forest-related businesses promoting sustainable forest management
- Small enterprises linked to nature-based tourism and outdoor services
- Cooperatives and emerging green businesses using ANIMa as a workspace and meeting point

**Nature Guides and Territorial Knowledge Holders**

- Local guides specialized in hiking, cycling, and seasonal activities
- Mushroom experts and nature interpreters
- Local experts on medicinal waters, forests, and landscapes
- Contributors to guided routes, interpretation programs, and citizen science initiatives

**Vocational Training Providers**

- Construction and trades schools offering green building and bioconstruction certifications
- Traditional crafts training programs linked to woodworking, carpentry, and forest-based skills
- Environmental training providers focused on ecological restoration and sustainable land management

**Schools (Primary and Secondary)**

- Local primary and secondary schools in Băiuț and nearby communities
- Schools using ANIMa for field trips, outdoor learning, and environmental workshops
- Educational partners helping disseminate environmental awareness and nature-based values

**Universities and Research Institutions**

- Partnership with Centrul Universitar Nord din Baia Mare for environmental studies, forestry, and territorial research
- Technical University of Cluj-Napoca for architecture, heritage conservation, and sustainable construction case studies
- Universities and research centers focusing on forestry, environmental sciences, rural development, and post-mining landscapes

- Student internships, thesis projects, and applied research hosted at ANIMa

**NGOs and Civil Society Organizations**

- Rogepa for youth engagement, leadership, and community development programs
- Heritage preservation associations working on cultural and landscape values
- Environmental NGOs focused on biodiversity, forest protection, and ecological education
- Associations promoting responsible tourism and community-based initiatives

**Municipality of Băiuț**

- Formal recognition of training and educational activities hosted in the ANIMa building
- Integration of ANIMa programs into local environmental and development strategies
- Support for partnerships with schools, NGOs, and regional institutions
- Facilitation of permits, public communication, and long-term governance

**Supramunicipal and Governmental Institutions**

- County-level authorities supporting environmental regeneration and tourism strategies
- Regional agencies responsible for forestry, environment, and rural development
- Public programs and funding bodies aligned with post-mining regeneration and green transition

## 3.4.5. Expected impact

### Short-Term Impact (1-2 years):

In the first years after the restoration, the ANIMa building will generate immediate and visible benefits for both the local community and visitors. The rehabilitation of the building itself, based on bioconstruction and energy-efficient principles, will serve as a concrete example of sustainable renovation in a post-mining context. This will increase awareness of environmentally responsible building practices and demonstrate their feasibility at a local scale.

ANIMa will quickly become an active reference point for nature-based activities and environmental education. The opening of exhibitions, information services, and the starting point for nature routes will strengthen residents' daily connection with the surrounding landscape. Local guides, craftsmen, and small businesses will benefit from new opportunities linked to outdoor activities, workshops, and responsible tourism services.

In the short term, the building will also support knowledge exchange and learning. Citizen science initiatives, school visits, and collaborations with universities will activate the space as a place for observation, research, and shared environmental learning. These activities will contribute to a renewed sense of pride in local natural assets and help rebuild trust in the value of the territory.

**Indicators:**

**Number of visitors to the ANIMa building per year**

→ 1,200–1,800 visitors/year (Local residents, school groups, second-home residents, and first nature tourists)

**Number of nature-based activities organized per year**



→ 40–60 activities/year (Guided routes, workshops, exhibitions, citizen science sessions, talks)

**Number of local actors actively involved**

→ 20–30 local actors (Guides, craftsmen, teachers, NGOs, municipal staff, local experts)

**Number of school and university activities hosted**

→ 15–25 activities/year (Field trips, workshops, research visits, student projects)

**Surface restored or activated with sustainable solutions**

→ 100–300 m² of building + immediate outdoor areas (Renovated building, small outdoor learning and gathering spaces)

### Long-Term Impact (5-10 years):

Over the long term, the ANIMa project is expected to contribute to deeper and more sustainable changes in Băiuț's relationship with its natural environment. The building will consolidate its role as a permanent hub for environmental education, innovation, and community-led stewardship, supporting a cultural shift away from extractive models toward regenerative and nature-based practices.

The continuous use of ANIMa as a space for training, research, and entrepreneurship will help diversify the local economy. New activities linked to sustainable forestry, responsible tourism, environmental services, and green innovation will create stable opportunities for employment and local development. This diversification will reduce dependency on mining-related narratives and strengthen economic resilience.

In the long term, the integration of environmental monitoring, education, and territorial care will support healthier ecosystems and improved landscape quality. Strong partnerships with schools, universities, NGOs, and public authorities will ensure continuity of knowledge transfer and long-term impact. As a result, ANIMa will contribute to stronger community attachment, intergenerational engagement, and a shared responsibility for the care and regeneration of Băiuț's natural environment.

**Indicators:**

**Number of stable jobs or income-generating activities supported**

→ 8–15 sustained jobs or regular income sources (Local guides, trainers, tourism services, green entrepreneurs)

**Number of long-term partnerships established**

→ 10–15 formal partnerships (Universities, NGOs, public authorities, training providers)

**Area of land monitored or restored through programs**

→ 50–120 hectares (Forests, water systems, post-mining or landscape areas involved in monitoring or stewardship)

**Annual number of participants in responsible tourism and learning activities**

→ 2,500–4,000 participants/year (Visitors taking part in routes, workshops, exhibitions, educational programs)

**Adoption of alternative and low-impact practices**

→ 25–40 local households or entities adopting alternatives (Pellet heating, sustainable wood use, participation in forest management or environmental programs)

## 3.4.6. Sustainability and resilience

The vision for ANIMa contributes to the long-term sustainability of both the building and the community by combining diverse income sources, adaptable uses, and strong partnerships. This mixed model ensures that the building remains active, financially viable, and socially relevant over time, while continuing to respond to environmental challenges and changing local needs.

The maintenance of the building will be supported through a hybrid economic model. Income generated from the rental of equipment for nature routes, guided activities, and the rental of multipurpose spaces will contribute to covering operational and maintenance costs. At the same time, keeping exhibitions free of charge ensures accessibility for the local community and reinforces ANIMa's role as a public and inclusive space. Additional revenue streams, such as a small tourist tax linked to guided activities or seasonal programs, will help reinvest tourism benefits directly into the care of the building and the surrounding environment.

Long-term sustainability will also be strengthened through stable collaboration with universities and governmental institutions. Research projects, academic fieldwork, and public programs will provide recurring funding and ensure continuous use of the building throughout the year. These partnerships allow ANIMa to adapt its activities to emerging themes, such as climate adaptation, post-mining regeneration, or sustainable forest management, ensuring its relevance over time.

From a resilience perspective, ANIMa is designed to respond to social, economic, and environmental changes. By supporting local guides, craftsmen, and green entrepreneurs, the project contributes to economic diversification and reduces dependence on a single sector. Seasonally adaptable activities, such as winter and summer nature routes, allow the building to remain active despite fluctuations in tourism or climate conditions.

Environmentally, the focus on bioconstruction, low-energy use, and sustainable forest-based practices reduces long-term operational costs and environmental impact. Socially, the combination of free access, community-led activities, and intergenerational learning strengthens local ownership and collective responsibility. Together, these elements position ANIMa as a resilient, adaptable, and sustainable asset for Băiuț and its natural environment in the long term.

## 3.4.7. Connection with other helices

### Natural environment ⇄ Education

The Natural Environment sector strengthens the educational dimension of ANIMa by transforming the surrounding landscape into a living classroom. Nature routes, citizen science activities, and heritage interpretation programs provide hands-on learning opportunities for schools, families, and universities. Environmental monitoring, traditional ecological knowledge, and bioconstruction practices connect formal education with experiential and place-based learning, reinforcing intergenerational knowledge transfer and lifelong learning.

### Natural environment ⇄ Economy

Environmental activities are directly connected to local economic diversification. Nature-based tourism, guiding services, equipment rental, and green entrepreneurship programs generate income while promoting responsible use of natural resources. The valorization of forests, traditional crafts, and sustainable energy solutions creates new economic pathways that move beyond extractive models, strengthening long-term economic resilience.

### Natural environment ⇄ Governance

The Natural Environment sector supports governance by providing concrete tools for territorial planning and environmental management. Data generated through citizen science and research partnerships can inform municipal and regional strategies related to forestry, tourism, and post-mining regeneration. Collaboration with local authorities ensures that environmental programs hosted at ANIMa are aligned with public policies and contribute to shared decision-making and long-term stewardship.

### Natural environment ⇄ Society and Civil Community

By offering free access to exhibitions, inclusive outdoor activities, and community-led programs, the Natural Environment sector reinforces social cohesion and a shared sense of responsibility for the territory. Residents, second-home users, and visitors are actively involved in caring for landscapes and natural resources, strengthening community attachment, well-being, and intergenerational engagement.

## 3.4.8. One key message

ANIMa reimagines a former mining-era building as a living hub where nature, knowledge, and community meet to regenerate landscapes, create sustainable livelihoods, and strengthen long-term attachment to the territory of Băiuț.

## 3.4.9. Visual or symbolic element

image created with the use of an AI image generator

## 3.5. The Political and Governance Sector:

The Institutional Spine: Using the building for democratic participation, open council meetings, and EU project co-creation.

Leadership Development: Civic literacy for youth and training for elected officials.



### 3.5.1. Sector Vision Statement

From a political and public policy perspective, the ANIMA building should function as a flagship civic asset aligned with the principles of the **New European Bauhaus**—sustainability, aesthetics, and inclusion.

It should serve as a multifunctional community hub hosting cultural events, public consultations, educational programs, and social innovation initiatives, thereby strengthening democratic participation and local identity.

The primary beneficiaries are residents from Băiuț — particularly youth, entrepreneurs, cultural actors, and vulnerable groups—who gain access to shared space, knowledge, and opportunity.

By activating underused heritage infrastructure, the public sector adds value through urban regeneration, social cohesion, and long-term socio-economic resilience.

### 3.5.2. Current Challenges and Needs

Băiuț faces structural vulnerabilities specific to post-mining rural communities: demographic decline, youth outmigration, aging population, and limited economic diversification.

These trends weaken civic participation, as fewer active residents engage in public consultations, community initiatives, or local governance processes.

Public services are available but fragmented, and there is no multifunctional civic space capable of hosting dialogue, training, cultural events, and institutional interaction under one roof.

The deteriorated condition of the historic building reflects more than physical decay—it symbolizes underused public patrimony and a missed opportunity for strategic community leadership.

When a landmark building remains inactive, it reinforces perceptions of stagnation and limited institutional capacity. The lack of adaptive reuse also means higher long-term maintenance costs and continued energy inefficiency, placing pressure on municipal budgets that are already constrained.

Civic trust is further affected by limited structured mechanisms for participatory governance. Without a visible, accessible democratic space, dialogue between authorities, civil society, entrepreneurs, and residents remains sporadic and informal. This reduces transparency, weakens collective problem-solving capacity, and slows strategic planning.

At the same time, environmental and economic transitions require new skills, partnerships, and governance models that currently lack a physical and institutional anchor. In this context, the absence of a central, energy-efficient, multifunctional civic hub directly limits Băiuț's ability to coordinate regeneration, attract external funding, and build long-term resilience.

## 3.5.3. Proposed Functions of the Restored Building

From a governance standpoint, the restored building should function as a **Civic, Strategic and Regeneration Hub**, serving simultaneously as an institutional platform, democratic forum, and coordination center for Băiuț's long-term transition. It should anchor the political dimension of ANIMA by integrating decision-making, consultation, policy experimentation, and inter-helix coordination under one roof.

### Core Governance Functions

Democratic Participation and Transparency

- Public consultations on local development strategies
- Participatory budgeting sessions and citizen proposal forums
- Open Local Council meetings streamed or hosted on-site
- Public reporting sessions on municipal performance indicators
- Mediation and dialogue forums for sensitive community issues

This formalizes participatory governance and increases institutional trust.

**Strategic Planning and Policy Innovation**

- Rural regeneration strategy workshops
- Post-mining transition roundtables
- Environmental policy coordination meetings
- EU project co-creation labs (PNRR, PNDR, Interreg, Horizon Europe)
- Policy simulation exercises with youth and civil society

The building becomes a policy laboratory where local governance evolves through experimentation and evidence-based planning.

**Civic Education and Leadership Development**

- Youth civic literacy and local democracy programs
- Training for newly elected officials and community leaders
- Workshops on public procurement transparency and ethics
- Governance internships in partnership with universities

This ensures generational renewal of leadership and strengthens democratic culture.

**Institutional and NGO Support**

- Shared office and meeting space for associations
- Administrative support for grassroots initiatives
- Legal and funding advisory desk for civic groups
- Platform for cross-sector coordination (economy–education–environment–society)



This reduces fragmentation and builds institutional density in a small rural context.

**Information and Public Interface Center**

- EU and national funding information desk
- Public access point for digital administrative services
- Diaspora engagement desk
- Tourism–heritage governance coordination office

The building becomes the visible "front office" of local governance.

### Target Groups – Governance Lens

- **Youth and students** – future civic leaders and entrepreneurs
- **Elderly residents** – holders of memory and community legitimacy
- **Local entrepreneurs and farmers** – key economic stakeholders
- **Civil society organizations** – democratic intermediaries
- **Families** – primary beneficiaries of improved services
- **Returning diaspora** – potential investors and knowledge carriers
- **Public officials and municipal staff** – institutional backbone

The governance model ensures that no single category monopolizes access or influence.

### Frequency and Operational Rhythm

**Daily**

- Coworking and civic administration interface
- Information desk for funding and permits
- NGO and project coordination meetings

**Weekly**

- Public forums and thematic consultations
- Educational workshops and governance trainings
- Advisory board meetings

**Monthly / Quarterly**

- Participatory budgeting cycles
- Strategic review sessions
- Monitoring and evaluation reporting

**Seasonal / Annual**

- Community assemblies
- Rural innovation conferences
- ANIMA impact review and public accountability event

## Strategic Role Within ANIMA

The building is not merely a venue for governance activities; it is the **institutional spine** that connects economic vitality, educational programming, environmental stewardship, and social inclusion.

By concentrating deliberation, coordination, and accountability in one adaptive space, the restored building transforms governance from reactive administration into proactive community leadership.

### 3.5.4. Key Stakeholders and Partnerships

From the political view, ANIMA's success depends on a networked ecosystem rather than a single operator. Key actors include:

- Local authorities (Mayor's office and Local Council of Băiuț) – governance coordination and policy leadership.
- Local residents – participatory engagement
- Schools and educational institutions – civic education programs, such as Regina Elisabeta School from Baiut and other schools from the nearby area.
- NGOs and community associations – program implementation, such as Rogepa and other local or regional NGO's, informal groups or Diaspora netwoks helping to promote ANIMA's offers abroad and attract participants to retreats and masterclasses.
- County-level institutions (Maramureș County Council and other county authorities) – strategic alignment and supporting infrastructure, permitting, promotion, and co-financing.
- SMEs, cooperatives, and local entrepreneurs – economic activation
- Universities (regional partnerships) such as such Baia Mare universities, Technical University of Cluj-Napoca, Babes-Bolyai University from Cluj-Napoca, art and music academies – research and innovation input

Each stakeholder contributes either governance capacity, social capital, expertise, or economic activation, ensuring shared ownership of the space.

### 3.5.5. Expected Impact

## Short-Term Impact (1–2 Years):

- Reactivation of a symbolic public space
- Increased participation in local decision-making
- Immediate job creation during restoration and initial operation
- Improved public trust and institutional transparency



## Long-Term Impact (5–10 Years):

- Stronger democratic culture and civic literacy
- Reduced youth outmigration through opportunity creation
- Sustainable local economic ecosystem linked to tourism and heritage
- Institutional resilience and adaptive governance capacity

### 3.5.6. Sustainability and Resilience

The long-term sustainability of ANIMA is built on a structurally diversified model that combines mixed-use programming, blended financing (municipal allocations, EU structural funds, national programmes, private partnerships, and self-generated revenues), and high energy-performance renovation standards. This reduces financial vulnerability to a single funding source and protects the building from political or economic fluctuations.

Architecturally and functionally, the adaptive reuse approach ensures flexibility: spaces can shift between cultural events, educational workshops, coworking, public consultations, and tourism-related activities depending on seasonal demand or demographic trends. This multifunctionality is essential in a small rural community, where rigid mono-functional infrastructure often becomes obsolete.

Energy-efficient renovation, bioconstruction elements, and smart resource management (heating, lighting, water use) significantly lower operational costs over time. Reduced expenditure on utilities directly strengthens financial resilience, while visibly green infrastructure reinforces ANIMA's educational and demonstrative role in the ecological transition. The building itself becomes a permanent exhibit of sustainable rural regeneration.

Governance resilience is equally central. By embedding participatory mechanisms—public reporting, open budgeting sessions, citizen advisory boards, and transparent procurement procedures—the project safeguards political legitimacy beyond electoral cycles. ANIMA is designed not as a mayoral project, but as a community institution with shared oversight and distributed responsibility.

A formal multistakeholder governance body—representing economic actors, educators, environmental experts, civil society, youth, and local authorities—conducts annual performance reviews. This body evaluates financial sustainability, social accessibility, environmental indicators, and programmatic relevance. Based on evidence, it can adjust pricing structures, cross-subsidization mechanisms, partnership strategies, and investment priorities. This iterative governance model ensures that revenue generation never overrides social equity or ecological limits.

In the broader context of post-mining transition, resilience also means narrative transformation. By consistently communicating results—jobs created, emissions reduced, participation rates increased—ANIMA builds a culture of accountability and adaptive learning. This positions the building not only as resilient infrastructure, but as a governance platform capable of responding proactively to demographic change, funding shifts, climate risks, or economic volatility over the next decades.

## 3.5.7. Connection with Other Helices

- Educational activities strengthen human capital, directly supporting economic development.
- Green renovation measures reduce energy costs, enabling social programs.
- Cultural programming enhances tourism potential and local entrepreneurship.
- Civil society engagement improves policy innovation and administrative efficiency.

The governance vision acts as an integrator between economic, social, educational, and environmental sectors.

### Politics / Governance ⇄ Environment

From a governance standpoint, environmental protection becomes a regulatory and strategic commitment, not a branding element. Local authorities embed forest protection, landscape management, water stewardship, and energy-efficient renovation standards into local development strategies, zoning rules, and public procurement criteria.

By formally recognizing ecosystems as public assets, governance creates the legal and policy stability necessary for long-term ecological investment. In return, a well-preserved natural environment strengthens political credibility: visible environmental quality demonstrates competent stewardship and reinforces citizens' trust in local institutions.

### Politics / Governance ⇄ Education

Governance ensures that ANIMA is not an isolated project but part of a structured local learning ecosystem. Through formal agreements with schools, universities, and vocational centres, public authorities institutionalize ANIMA as a satellite civic campus for rural innovation, heritage restoration, and ecological transition.

Transparent governance structures—clear management rules, accountability mechanisms, participatory advisory boards—also function as real-life case studies in democratic practice for students and youth. In this way, governance is not only administrative; it becomes pedagogical, demonstrating how local democracy works in practice.

### Politics / Governance ⇄ Society

Politically, ANIMA serves as an anchor for rebuilding social trust after economic decline. By institutionalizing participatory budgeting, open consultations, and community representation in decision-making bodies, governance shifts from a top-down model to a co-creation model.

Inclusive access policies (subsidized events, open public days, community forums) ensure that the building remains a shared civic space rather than a selective venue. In turn, active civic participation strengthens democratic culture, reduces polarization, and increases accountability of local leadership.

### Politics / Governance ⇄ Economy

Stable, transparent governance frameworks lower investment risk and create predictability for entrepreneurs, educators, and partners. Clear long-term agreements on ownership, management structure, and reinvestment rules allow ANIMA's economic activities to flourish without political volatility.

Simultaneously, the generation of own revenues strengthens municipal autonomy: reduced dependency on external transfers improves fiscal resilience and enhances co-financing capacity for European and national programmes. Economic performance therefore reinforces institutional stability, while good governance sustains economic credibility.



### Politics / Governance ⇄ Natural Environment (Feedback Loop)

By systematically measuring social, environmental, and economic outcomes, governance transforms ANIMA into a policy laboratory for post-mining rural transition. Data on jobs created through green activities, participation rates, biodiversity improvements, and energy savings feed into local and regional strategies.

This evidence-based governance model positions Băiuț as a demonstrator of how democratic rural communities can manage ecological transition pragmatically. Successful environmental outcomes reinforce political legitimacy, while transparent governance ensures that environmental commitments remain long-term rather than electoral.

### Core Political Vision

From the governance perspective, ANIMA is not only a restored building—it is an institutional platform where democracy, sustainability, and development are continuously negotiated, measured, and improved together.

## 3.5.8. One Key Message

"A restored building is not just infrastructure—it is the institutional heart of democratic life in Băiuț."

## 3.5.9. Visual or symbolic element

image created with the use of an AI image generator

PART 4.

# Building Validation Toolkit

Practical Toolkit for Regenerative Renovation and Renewable Energy Integration

## 4.1. Toolkit Purpose

ANIMA as Pilot, Multiple Buildings as Validation.

This Toolkit emerges from the BeCom Project (Beautiful Communities – Enriching, Sustainable, Inclusive), an EU-funded initiative grounded in the New European Bauhaus (NEB) principles and the Quintuple Helix Model. It provides practical, action-centred tools for assessing, validating, and planning the regenerative renovation of historic rural buildings while integrating renewable energy systems and fostering community-driven transformation.

The ANIMA Building serves as our primary case study and validation anchor. However, it must be clearly stated that:

- The structure and methodologies within this Toolkit are not exclusive to ANIMA or to Băiuț.
- Each module, checklist, tool, and engagement activity has been deliberately designed for adaptability to other former mining heritage structures, civic buildings, or community-oriented properties - whether in Băiuț's broader regeneration ecosystem (Energy Learning Center, Circular Construction Lab, Innovation Hub, Eco-Tourism Basecamp) or in entirely different geographic and cultural contexts.
- The process itself - selecting a name, reflecting on identity, conducting heritage assessment, co-creating vision - should guide similar regeneration projects globally.

In essence: While ANIMA provides the starting point and test case, this Toolkit's ultimate purpose is to empower other teams - within the BeCom framework and beyond - to lead their own heritage renovations with rigor, inclusivity, and cultural sensitivity.

### 4.1.1. Purpose of This Toolkit

This Toolkit is designed to enable diverse stakeholders - local authorities, architects, community members, educators, and project leaders - to:

1. Comprehensively assess the technical, cultural, social, and environmental potential of historic buildings marked for adaptive reuse
2. Validate feasibility of sustainable renovation strategies aligned with NEB principles (Sustainability, Aesthetics, Inclusion)
3. Integrate renewable energy systems purposefully, considering heritage preservation and community benefit
4. Co-create renovation visions through structured community engagement methodologies
5. Navigate funding and policy frameworks specific to Romanian and EU contexts
6. Develop actionable implementation plans with clear monitoring and evaluation protocols
7. Build local capacity for ongoing decision-making and adaptive management

Target Audience: Adult learners, local government officials, community leaders, technical professionals, and BeCom project partners participating in the Băiuț workshop and beyond.

## 4.2. Core Goals and Learning Objectives

### 4.2.1. Primary Goal

Transform the ANIMA Building into a regenerative community hub that honours its historic legacy while pioneering sustainable, renewable-powered rural development.

### 4.2.2. Supporting Goals

#### GOAL 1. Heritage-Centered Assessment

- Understand the ANIMA Building's historical significance across its three life stages (birth → life → death → rebirth)
- Document architectural and cultural values worth preserving
- Identify safe, reversible renovation approaches that respect heritage while enabling modern functionality

#### GOAL 2. Energy Transition and Renewable Integration

- Evaluate renewable energy potential (solar PV, passive heating/cooling, geothermal feasibility)
- Design cost-effective renewable systems compatible with historic fabric
- Calculate energy performance improvements and long-term savings
- Demonstrate climate action through tangible building performance metrics

#### GOAL 3. Social Functionality and Community Inclusion

- Design adaptive reuse functions (economic, social, cultural, educational) rooted in community needs and aspirations
- Ensure accessibility for all demographics (children, elderly, people with disabilities, new residents)
- Create opportunities for local employment, skills development, and cultural expression

#### GOAL 4. Financial Viability and Funding Navigation

- Estimate realistic renovation costs across phased implementation stages
- Identify applicable funding sources: EU Horizon, PNRR, PNDR, local investment, crowdfunding, private partnerships
- Build business models for long-term operational sustainability



#### GOAL 5. Stakeholder Co-Creation and Democratic Governance

- Facilitate inclusive decision-making involving all community voices
- Establish transparent governance structures for planning and implementation
- Build consensus on priorities, timelines, and responsibility distribution

#### GOAL 6. Goal 6: Monitoring, Evaluation, and Adaptive Learning

- Establish baseline data and performance indicators (energy, social, financial, environmental)
- Create feedback mechanisms for continuous improvement
- Document lessons learned for application across Băiuț's broader regeneration ecosystem

## 4.3. Toolkit Structure and Sections

This Toolkit is organized into five integrated sections, each containing:

- Conceptual framework aligned with BeCom principles
- Assessment checklists and validation tools
- Step-by-step methodologies
- Templates and decision matrices
- Case examples from good practices
- Monitoring protocols

**Section 1: Building Assessment and Feasibility Study**

Comprehensive technical, cultural, and environmental evaluation of the ANIMA Building's current state and renovation potential.

**Section 2: Sustainable Design and Renovation Strategy**

Integrated renovation roadmap addressing energy efficiency, heritage preservation, accessibility, and circular economy principles.

**Section 3: Renewable Energy Integration and Climate Action**

Detailed assessment of renewable energy options, technical design, performance modelling, and climate impact measurement.

**Section 4: Community Engagement and Adaptive Use Programming**

Methodologies for participatory planning, inclusive design, and development of economic, social, cultural, and educational functions.

**Section 5: Financial Planning, Funding Navigation, and Governance**

Cost estimation, funding source identification, business model development, and establishment of transparent decision-making structures.

## 4.4. How to Use This Toolkit

### For Workshops Participants:

This Toolkit supports the BeCom international workshops with structured activities, assessment templates, and co-design exercises. Participants will work through sections sequentially, building shared understanding and co-creating the ANIMA Building's renovation vision.

### For Project Implementation Teams:

Use this Toolkit as a comprehensive reference guide for planning, decision-making, and progress monitoring across renovation phases. Return to specific sections as needs evolve.

### For Capacity Building and Replication:

Each section includes detailed methodologies and tools designed for transfer to other historic buildings in Băiuț's regeneration ecosystem. Test, adapt, and refine tools based on local context and feedback.

## 4.5. Alignment with BeCom Framework

### New European Bauhaus (NEB) Integration

**Sustainability:** The ANIMA Building renovation exemplifies circular economy principles - preserving existing structure, optimizing material efficiency, integrating renewable energy, and designing for long-term community benefit.

**Aesthetics:** Historic preservation combined with contemporary design creates beauty through authenticity and functional harmony. The building's regeneration celebrates local architectural heritage while inviting contemporary creative expression.

**Inclusion:** Adaptive reuse creates economic opportunity, cultural accessibility, educational pathways, and social cohesion across all community demographics and abilities.

### Quintuple Helix Model (QHM) Operationalization

The ANIMA Building renovation engages all five societal sectors:

| Sector | Role in ANIMA Renovation |
|---|---|
| **Education** | Teacher training, school partnerships, lifelong learning workshops, artist residencies |
| **Politics** | Policy alignment, heritage protection compliance, EU funding application, local governance |
| **Economy** | Green jobs creation, cooperative models, start-up incubation, tourism revenue |
| **Society** | Community governance, volunteer participation, cultural programming, social cohesion |
| **Natural Environment** | Renewable energy generation, water management, biodiversity enhancement, carbon sequestration |



### Andragogy (Adult Learning) Principles

All Toolkit content is designed as:

- **Applicable:** Directly relevant to local context and participant roles
- **Accessible:** Clear language, visual aids, step-by-step procedures; no unnecessary jargon
- **Action-Centered:** Participants engage in real planning, decision-making, and problem-solving with immediate relevance
- **Reflective:** Opportunities for participants to apply tools, observe results, discuss implications, and refine approaches iteratively

## 4.6. Key Concepts and Definitions

**Heritage Building:** A structure of historical, architectural, or cultural significance meriting preservation and sensitive adaptation.

**Regenerative Renovation:** Renovation that not only repairs or restores but actively enhances environmental, social, and economic conditions, creating net positive impact.

**Adaptive Reuse:** Transformation of a building's function to meet contemporary needs while preserving heritage character and structural integrity.

**Renewable Energy Integration:** Purposeful incorporation of solar, geothermal, biomass, or other renewable systems compatible with heritage fabric and community benefit.

**Co-creation:** Collaborative decision-making process involving diverse stakeholders (residents, local government, professionals, civil society) in equal partnership.

**Quintuple Helix:** Framework recognizing innovation emerges from simultaneous engagement of education, politics, economy, society, and natural environment sectors.

**Life Cycle Center:** Multifunctional community space that acknowledges and celebrates human life stages - birth, growth, maturation, legacy, and collective memory.

## 4.7. The Toolkit:

# SECTION A. Building Assessment and Feasibility Study

This section provides a structured way to understand the starting point of ANIMA and any similar heritage building, combining technical diagnostics, cultural analysis, and community perception. It is designed so that local teams can repeat the same process for other buildings in Baiuț or in different contexts.



## A.1. Objectives of the Assessment

The assessment phase has four main objectives:

- To document the current physical, structural, and functional state of the building.
- To understand its historical and symbolic role in the community over time.
- To identify opportunities and constraints for adaptive reuse and energy renovation.
- To generate a shared evidence base that stakeholders can use to co-decide future functions and investment priorities.

## A.2. Data Collection: What We Need to Know

For ANIMA and any comparable building, the following data should be collected before design decisions:

- **Basic profile**
  - Year or period of construction (19th century for ANIMA).
  - Original and subsequent uses (e.g., administrative, social, cultural, health-related, residential, educational).
  - Ownership status and legal protections (heritage listing, zoning, restrictions).
- **Physical condition**
  - Foundation and load-bearing walls (visible cracks, dampness, deformations).
  - Roof and chimneys (corrosion, missing tiles, water ingress risks).
  - Facades (plaster decay, thermal bridges, historical details).
  - Openings (windows, doors, frames, security bars, air tightness).
  - Interior spaces (room layout, heights, accessibility, daylight).
  - Utilities (electricity, heating system remnants, water, sewage).
- **Environmental context**
  - Orientation (solar exposure of roof and facades).
  - Surroundings (street front, neighbouring plots, noise, views).
  - Microclimate aspects (wind, shading, vegetation, risk of flooding).
- **Community and symbolic value**
  - Documented memories (interviews, photos, local stories).
  - Former community functions (birth, life, death, ceremonies, gatherings).
  - Present perception (abandoned, dangerous, nostalgic, promising).

## A.3. Rapid Visual Inspection (Workshop-Friendly Tool)

For use in workshops and field visits, a simple “traffic-light” checklist can be applied:

- **Green** – element is in good or acceptable condition; only minor repairs or aesthetic work needed.
- **Yellow** – visible damage or obsolescence; renovation needed but not critical for immediate safety.
- **Red** – serious structural or safety concern; professional structural assessment required before any use.

Apply this to: foundations, exterior walls, interior walls, roof, windows/doors, stairs and entrances, electrical installations, and any auxiliary structures. The same template can be duplicated for other buildings so that the team can compare conditions and prioritize.

**Lesson Learned: Zollverein Coal Mine Complex, Germany**

During the Zollverein assessment phase, the team discovered that seemingly “poor condition” industrial structures often had exceptional structural integrity beneath surface decay. The traffic-light system helped distinguish cosmetic damage (yellow) from true structural risk (red), saving significant demolition costs and preserving authentic industrial character. Lesson: Always conduct professional structural assessment before assuming buildings are “beyond repair.”

## A.4. Heritage and Character-Defining Elements

**Because ANIMA is a 19th century building, some features must be treated as character-defining:**

- Facade composition and rhythm of windows.
- Main entrance and decorative details (columns, pediments, stone or plaster ornaments).
- Proportions of rooms and corridors.
- Original materials (stone, brick, timber, metal elements).

**For each feature, the team should decide whether to:**

- Preserve as is,
- Preserve with visible repair, or
- Transform adaptively while keeping the spirit and proportions.

This same heritage lens should be reused when the toolkit is applied to other historic or semi-historic buildings.

## A.5. Preliminary Feasibility Assessment

At the end of Section 1, the team should be able to answer three key questions for ANIMA and any other assessed building:

1. Is the building **structurally and legally viable** for renovation, or are there critical obstacles?
2. Which **types of future use** (community, cultural, educational, economic) seem compatible with its size, layout, and location?
3. Does the building have sufficient **heritage and emotional value** to justify investment compared to demolition and new construction?

The answers form the bridge into the next section on sustainable design and renovation, where concrete scenarios (e.g., ANIMA as community hub, creative space, or memory house) will be developed and tested against energy, accessibility, and financial criteria.

Section 2 will focus on **Sustainable Design and Renovation for ANIMA**, using SolarHaus, CERC, and Zollverein as referential models while keeping it transferable.

# SECTION B. Sustainable Design and Renovation for ANIMA

This section translates the initial assessment into a concrete renovation concept that improves energy performance, preserves character, and prepares ANIMA to host new community functions, while offering a structure that can be reused for other buildings.

## B.1. Design Principles and NEB Alignment

The renovation of ANIMA is guided by three New European Bauhaus values: sustainability, inclusion, and beauty, ensuring that technical upgrades and spatial changes strengthen both environmental performance and social meaning.

Sustainability implies deep energy retrofit and renewable integration; inclusion means barrier-free access, multi-use community spaces, and affordability of use; beauty refers to restoring 19th century facades and interiors in a way that feels dignified and contemporary.

## B.2. Energy Renovation Strategy

The energy concept follows a sequence similar to SolarHaus: first reduce demand, then add renewables. Demand reduction includes insulating the building envelope (walls, roof, floor where feasible), replacing or restoring windows with high performance glazing that respects the original divisions, and sealing air leaks while ensuring controlled ventilation.

On the supply side, south  or west facing roof areas become primary locations for PV panels, combined with efficient, low temperature heating (e.g., heat pump or efficient biomass) and smart controls to keep operational costs low.

## B.3. Renewable Energy and Resource Cycles

ANIMA can act as a visible local demonstrator for renewable energy, much like SolarHaus and CERC, by integrating rooftop solar PV, possibly solar-thermal for hot water, and simple monitoring displays in public spaces.

Complementary low tech resource cycles include rainwater harvesting for garden irrigation, permeable surfaces around the building, and a basic greywater reuse or stormwater management concept to reduce local flooding and infrastructure load.

All solutions are to be sized and documented so that they can be copied to other Baiuț buildings and future pilots in the BeCom network.

Lesson Learned: SolarHaus Freiburg, Germany

SolarHaus demonstrated that retrofitting historic buildings with solar PV can be done sensitively: panels were integrated into roof slopes invisible from street level, and monitoring displays in public areas turned energy generation into a community learning tool. Energy consumption dropped by 65% while heritage aesthetics were preserved. Lesson: Solar integration and heritage preservation are not contradictory as thoughtful design achieves both.



## B.4. Spatial Reorganisation and Future Uses

Inside ANIMA, spatial reorganisation should respect the existing structural grid while creating flexible rooms that can host co working, cultural events, learning activities, and quiet reflection, echoing the multifunctional models seen at SolarHaus, CERC, and Zollverein.

Lightweight partitions, movable furniture, and shared service cores (sanitary, kitchenette, storage) allow the building to switch between workshop mode, exhibition, small performances, counselling, or project offices without further heavy construction.

Clear zoning - public front rooms, semi public central zone, and more private or support spaces at the back - ensures legibility for users and scalability for similar heritage buildings.

## B.5. Material Choices and Circularity

Renovation should prioritize local, low carbon, and reusable materials, taking inspiration from CERC's straw bale and clay approach and from Zollverein's emphasis on reusing existing structures instead of demolition.

Wherever possible, original masonry, timber, and plaster are repaired rather than replaced, while any removed materials are sorted for reuse in the same project (e.g., interior finishes, landscaping elements) or in other community projects, following circular economy principles from the BeCom toolkit.

A simple "material passport" for ANIMA - listing key components, lifespans, and reuse options - can serve as a template for other buildings in Baiuț and future BeCom or other pilots, or fully fledged BeCom model renovations and repurposing.

## B.6. Accessibility and Inclusion Upgrades

To embody inclusion, ANIMA's renovation includes step free main access, an accessible sanitary unit, clear wayfinding, and comfortable, well lit interiors suitable for all age groups and abilities.

External ramps or gently sloped paths can be integrated into the landscape in a way that respects the historic entrance, while interior doors and circulation widths are adjusted to modern accessibility standards without erasing historic character.

Programming of spaces (quiet rooms, youth friendly areas, elder friendly seating, intercultural events) is considered part of "social design," and the same checklist can later be reused for other buildings validated by the toolkit.

# SECTION C. Heritage Preservation and Cultural Sensitivity

This section ensures that ANIMA's renovation protects its historic value and emotional meaning while opening it to new, community driven uses; the same logic can be applied to other heritage buildings in Baiuț and beyond.

## C.1. Understanding ANIMA's Life-Cycle Story

ANIMA's history spans multiple community roles, symbolically covering the cycle of birth–life–death and making it a natural candidate for a "Life Cycle Center" and house of memory.

Any design or programming decision should start from this narrative, asking how new functions (co working, cultural café, memorial room, festival venue) can echo and reinterpret these layers rather than erase them.

## C.2. Naming, Identity, and Branding Options

Four main naming options - ANIMA, The House of Life, Trinitas, and Via Memoriae - capture different facets of the building's identity, from soul and memory to the triad of life stages.

The toolkit presents ANIMA as the working title while explicitly encouraging communities to debate and select the name that best fits their own values, demonstrating how identity co creation is itself a tool transferable to other buildings.

## C.3. Character-Defining Features to Preserve

From a heritage perspective, key character defining elements include the 19th century facade composition, entrance portals with columns and ornaments, original window proportions, and the overall horizontal massing visible in street views.

The toolkit proposes a simple matrix where each element is tagged as "preserve," "repair," or "adapt," enabling local teams to balance authenticity with functional upgrades in ANIMA and in similar historic structures.

Lesson Learned: Zollverein Coal Mine Complex, Germany

Zollverein's UNESCO-protected status required preserving industrial authenticity while enabling new cultural uses. The solution: visible "surgical" interventions using contemporary materials (steel, glass) that clearly distinguish new from old, respecting original proportions and circulation. This honest layering of history became part of the building's story. Lesson: Adaptive reuse can celebrate, not hide, the dialogue between past and present.



## C.4. Cultural and Social Functions

ANIMA's future program can weave together economic, social, cultural, and educational functions: co working and NGO offices, creative hub, cultural café, community centre, memorial space, festival venue, and "School of Life" workshops.

The toolkit suggests structuring these uses into zones and time slots so that the building can host, for example, daytime learning activities and evening performances, providing a model for multi use programming in other BeCom pilot buildings.

## C.5. Community Co-Creation Methods

Consistent with BeCom's citizen centred and andragogical approach, heritage decisions for ANIMA should emerge from participatory workshops, storytelling evenings, memory collection, and co design sessions.

The toolkit offers prompts and facilitation scripts to gather stories, photos, and objects from residents and then translate them into exhibitions, room themes, and events - methods that can be replicated in any community seeking to reconnect with its built heritage.

# SECTION D. Social Impact and Community Engagement

This section ensures that ANIMA's regeneration is not just a construction project but a social innovation process that strengthens community ties, creates opportunities, and becomes a learning anchor for the Green Buildings Renovation Wave.

## D.1. Social Objectives for ANIMA

ANIMA's reuse is expected to:

- Reactivate a central, symbolic building as an accessible "house of life" for all generations, reducing feelings of abandonment and decline in Baiuț.
- Generate new opportunities for participation, skills, and livelihoods through cultural, educational, and entrepreneurial activities linked to green renovation and renewable energy. These goals mirror BeCom's broader ambition to foster sustainable, regenerative communities where citizens are equipped to co shape their built environment.

## D.2. Core Community Functions

Based on the ANIMA concept note, Green Buildings examples, and QHM logic, ANIMA can host a mix of community oriented functions:

- Community and memory hub: spaces for storytelling, exhibitions, and rituals that honour Baiuț's mining and everyday histories.
- Creative and learning hub: rooms for workshops on renovation skills, renewable energy, circular economy, arts, and digital literacy, aligned with BeCom training modules.
- Social and economic incubator: affordable desks and rooms for NGOs, social start ups, youth initiatives, and micro enterprises connected to tourism, crafts, or green services.

The toolkit describes how to map these functions onto rooms and time slots so that other buildings can follow the same multi use model.

## D.3. Stakeholder Mapping and QHM Roles

Following the BeCom QHM Stakeholder Engagement Toolkit, ANIMA's engagement plan identifies roles across five helices:

- Education: schools, vocational training providers, and universities using ANIMA as a living lab for green buildings and heritage.
- Politics / governance: municipality of Baiuț and county authorities enabling supportive policies, permits, and partial funding.
- Society: local associations, cultural groups, elders, youth, and informal community leaders co designing uses and programs.
- Economy: local SMEs, craftspeople, tourism operators, and social enterprises piloting circular and service models in ANIMA.
- Environment: environmental NGOs, foresters, and energy experts integrating nature based and renewable solutions around the building.



A reusable stakeholder mapping table and engagement scorecard (representation, participation, collaboration, impact, satisfaction) are provided to evaluate inclusion in ANIMA and other pilots.

## D.4. Engagement Tools and Workshop Formats

In line with BeCom's AAA andragogy model (Applicable–Accessible–Action Centred), engagement around ANIMA should be experiential, inclusive, and directly linked to local decisions.

Suggested tools include:

- **Co design workshops** in the building or nearby school, where residents re arrange room layouts and functions using simple floor plan kits.
- **Memory circles and story walks**, collecting narratives about the building's past roles; outputs feed into exhibitions and naming discussions.
- **Learning portfolio sessions** during workshops in Băiuț, where participants test building validation checklists and energy renovation ideas on site.
- **Micro pilots**, such as a temporary cultural evening, pop up co working day, or small renewable energy demo in front of ANIMA, to quickly prototype uses before full renovation.

All formats are documented with step by step instructions so they can be reused in other buildings and BeCom cities.

**Lesson Learned: SolarHaus Freiburg, Germany**

SolarHaus residents co-designed their renovation through hands-on workshops where they physically tested insulation samples, compared window options, and simulated solar panel layouts on a building model. This participatory process created shared ownership and reduced post-renovation complaints by 90%. Lesson: Tangible, experiential co-design builds trust and ensures solutions fit real needs.

## D.5. Social Impact Indicators and Validation

To align with the "Learning portfolio for buildings validation", the toolkit proposes a compact social impact dashboard for ANIMA that can be replicated elsewhere:

- Participation indicators: number and diversity of people involved in consultations, workshops, and events, disaggregated by age and gender.
- Inclusion indicators: involvement of vulnerable groups, perceived accessibility, and satisfaction with decision making processes measured via short surveys.
- Opportunity indicators: new jobs, volunteering roles, training completions, and start-ups or NGOs hosted in ANIMA.
- Wellbeing and place attachment indicators: self reported pride in Baiuț, feelings of safety and belonging around the building, collected periodically.

The same template feeds into Section 5 on Monitoring, Evaluation, and Continuous Improvement, ensuring that ANIMA remains socially responsive over time and that lessons can be transferred to other buildings.

# SECTION E. Financial Planning, Funding Navigation, and Governance

This section ensures that ANIMA is not only technically and socially feasible but also financially viable and governed in a transparent, democratic way, while offering a template that other buildings can reuse.

## E.1. Objectives of Financial and Governance Planning

- Secure diversified funding for renovation and operation without overburdening the municipality or community.
- Design realistic phased investment plans aligned with available programmes and local absorption capacity.
- Establish clear governance structures that reflect Quintuple Helix roles, prevent conflicts, and support long term sustainability.

## E.2. Cost Estimation and Phased Implementation

Financial planning for ANIMA should be structured in **phases**, each with its own cost range, funding mix, and expected benefits:

- **Phase 1 – Safety and Stabilisation**
  - Structural consolidation, roof repair, basic weatherproofing, removal of dangerous elements.
  - Outputs: building safe to enter, protected from further decay, initial community events possible.
- **Phase 2 – Core Renovation and Energy Upgrade**
  - Envelope insulation, high performance windows/doors, efficient heating/cooling, basic interior works.
  - Outputs: substantial energy savings, comfort suitable for regular use, visible climate action.
- **Phase 3 – Functional Fit Out and Equipment**
  - Interior finishes, furniture, ICT infrastructure, renewable energy displays, accessibility upgrades.
  - Outputs: fully functional community hub supporting education, culture, entrepreneurship.

For each phase, the toolkit recommends preparing a **simple cost table** with: estimated construction costs, soft costs (design, permits, coordination), contingency (10–15%), and expected operating cost changes (especially energy).



## E.3. Funding Sources and Navigation

ANIMA's development financing strategy should combine EU programmes, national schemes, and local/ community contributions, creating resilience against delays or changes in any one source.

- **EU and national-level programmes (Romania)**
  - **PNRR – National Recovery and Resilience Plan**: components for energy efficient renovation of public buildings and community centres, especially under the Renovation Wave axis. (oportunitati-ue.gov)
  - **PNDR – National Rural Development Programme:** measures supporting non agricultural activities, rural entrepreneurship, community infrastructure and cultural heritage in rural areas. (frdcenter)
  - **Horizon Europe / NEB / Built4People calls:** for innovation pilots linking heritage renovation, renewable energy, and community co creation, often requiring multi-partner consortia. (eufundingportal)
- **National / regional grant schemes**
  - Energy efficiency or seismic renovation grants targeting public and community buildings, sometimes co financed under PNRR or structural funds, with strong emphasis on deep or staged deep renovation. (energy.europa)
- **Local and community contributions**
  - Municipal budget allocations for co financing or operating costs.
  - Community fundraising (donations, sponsorships, crowdfunding) for specific elements (e.g., memorial room, playground, furniture).
  - In kind contributions: voluntary labour, donated materials, pro bono professional services.

The toolkit includes a **Funding Map Template** where each phase is matched with likely funding lines, required co financing, application timelines, and responsible persons.

## E.4. Business Models and Revenue Streams

To achieve long-term financial autonomy, ANIMA's business model is anchored in a **Two-Stream Strategy:** combining high-value niche offerings ("Affluent Stream") with broader, accessible public services ("Mass Stream"). This hybrid approach leverages the building's heritage atmosphere and the region's natural capital to subsidize community programs and ongoing maintenance.

### Stream A: High-Value Expert Masterclasses ("The Affluent Stream")

This stream targets specialized, high-paying audiences seeking immersive learning experiences in a unique historical and natural setting. ANIMA positions itself as a premium retreat for intensive creative and intellectual work, capitalizing on the "deep nature" and "deep history" appeal of Băiuț.

- **Concept:** Residential or semi-residential masterclasses led by renowned experts. The isolation and beauty of Maramureș are marketed as conducive to deep focus and inspiration.
- **Key Products & Activities:**
    - **Arts & Culture:** Masterclasses in classical music (instrumental, composition), creative writing retreats, plein-air painting workshops, acting and performance labs.
    - **Science & Sustainability:** Deep ecology seminars, permaculture design certifications, environmental restoration bootcamps for professionals.
    - **Heritage Crafts:** Advanced workshops in traditional Maramureș woodworking, restoration techniques, or textile arts, led by master artisans for international apprentices.
    - **Corporate & Leadership:** Executive retreats focusing on sustainable leadership, CSR strategy, or "digital detox" team building.
- **Revenue Model:** High ticket prices covering tuition, curated experiences, and potentially accommodation partnerships with local guesthouses. This stream generates significant surplus to cross-subsidize community activities.



### Stream B: Sustainable Tourism & Visitor Services ("The Mass Stream")

This stream targets the broader flow of tourists and visitors to the Maramureș region, positioning ANIMA as the essential gateway and interpretation center for the area's natural and mining heritage.

- **Concept:** A high-volume, lower-margin service hub that monetizes footfall through accessible services, information, and guided experiences.
- **Key Products & Activities:**
    - **Tourist Guidance Centre:** An official info-point selling maps, guides, and souvenirs.
    - **Guided Tours:** Organized hiking, biking, and heritage tours starting from ANIMA (e.g., "The Gold Mine Trail," "Old Forest Walks," "Village History Tours").
    - **Rental Services:** E-bike rentals, hiking gear hire, or audio-guide devices for self-guided exploration.
    - **Day-Visitor Experiences:** Ticketed entry to special exhibitions within ANIMA, café/bistro sales, or short "taster" workshops (e.g., 2-hour pottery class).
- **Revenue Model:** Volume-based income from small transaction fees, tickets, rentals, and merchandise sales. This stream provides steady, daily cash flow during the tourism season.
- **Synergies and Community Benefit**

The surplus from these two commercial streams is explicitly earmarked to support **non-profit community functions:**

- Free or subsidized space for local NGOs and youth groups.
- Public cultural events and festivals.
- Educational programs for local schools.

This **cross-subsidization model** ensures that while ANIMA operates commercially, its primary beneficiary remains the local community, fulfilling the project's regenerative social mission. The Business Model Canvas template in the Annex includes specific fields to map these customer segments, value propositions, and financial flows.

## E.5. Governance Structures and Decision-Making

Transparent governance is essential to build trust, attract funders, and reflect the Quintuple Helix:

- **Ownership and legal form**
    - Clarify whether ANIMA remains municipally owned, is leased to an association/foundation, or is co managed through a partnership agreement.
    - Define the legal entity responsible for operations, contracts, and reporting.
- **Multistakeholder governance body**
    - Establish a **Steering or Advisory Board** including representatives from:
        - Municipality and public authorities (Politics). asdadsa;kd paojdăaj dfaoidjaoi hjdfoapijhd paihj dpoauhd pahdp oauhd ăoiahodpi hapoudfh paeouhdfpoa upoiao idwhaqpoi
        - Local NGOs, cultural groups, residents, youth and elders (Society).
        - Local businesses, social enterprises, tourism actors (Economy).
        - Schools, universities, training centres (Education).
        - Environmental organisations, energy/forestry experts (Environment).
    - Define clear roles: strategic decisions, annual planning, budget approval, monitoring, conflict resolution.
- **Operational management**
    - Appoint a **Coordinator or Managing Team** for day to day tasks: bookings, communications, basic maintenance, reporting to the Board and funders.
    - Use simple **rules of procedure** covering meeting frequency, decision making (consensus/pre-defined majority), conflict of interest, and transparency (public summaries, open meetings when relevant).

This governance setup should be documented in a short **Governance Charter** for ANIMA, and the same template can be reused for other renovated buildings in Băiuț and future BeCom sites, ensuring that the Economic helix is fully integrated with social, environmental, educational, and political dimensions.



# SECTION F. Monitoring, Evaluation, and Continuous Improvement

This section defines how ANIMA will be tracked as a living pilot of regenerative reuse and how the same framework can be applied to other buildings and contexts using BeCom's roadmap and adaptive reuse toolkit.

## F.1. Purpose of Monitoring ANIMA

Monitoring ANIMA has three main purposes: to verify that renovation and programming meet the agreed environmental, social, and economic goals; to generate transparent evidence for partners, funders, and citizens; and to turn the building into an ongoing learning case for the Green Buildings Learning Portfolio.

The same logic is intended for any future BeCom pilot: every building is not only a project but also a local lab that continuously produces knowledge, feedback, and improved practices.

## F.2. Key Performance Indicators (KPIs)

Drawing on the Zollverein-based toolkit and BeCom roadmap, the following KPI families are proposed for ANIMA and can be reused for other sites:

- **Environmental KPIs:** annual energy consumption and savings compared to the pre-renovation baseline; share of energy from renewables; indoor comfort metrics; water use and share of harvested or reused water; waste reduction and recycling rates.
- **Social KPIs:** number and diversity of users; participation in events, workshops, and trainings; inclusion of vulnerable groups; perceived safety, pride, and belonging measured through short recurring surveys.
- **Economic KPIs:** operating costs versus income; number of jobs, volunteering opportunities, and enterprises hosted; amount of local procurement during renovation and operation.

Each indicator set comes with simple templates so that local teams can log data annually and compare multiple buildings over time.

**Lesson Learned: Zollverein Coal Mine Complex, Germany**

Zollverein publishes annual sustainability reports combining hard data (energy, visitors, jobs) with qualitative stories (user testimonials, cultural impact). This dual approach satisfied funders' accountability requirements while communicating value to the public. The reports became advocacy tools for similar projects across the Ruhr region. Lesson: Monitoring is not just measurement, it's storytelling for replication.

## F.3. Tools and Data Collection Methods

In line with the Adaptive Reuse Practical Toolkit and the QHM Engagement Toolkit, ANIMA's monitoring system combines technical tools with participatory methods.

Suggested elements include a small "sustainability dashboard" (digital or printed) showing energy use, water use, and visitor numbers, plus standardised survey forms, focus-group guides, and a short annual stakeholder scorecard rating representation, participation, collaboration, impact, and satisfaction.

All of these tools are proposed as generic formats that can be copied into other municipalities and adapted with minimal effort.

## F.4. Feedback Loops and Learning Cycles

BeCom's methodology emphasises circular learning cycles, where evaluation feeds back into new needs assessments and design improvements rather than being a one off exercise. For ANIMA, this means holding at least one annual review meeting with representatives from all five helices to discuss monitoring results, identify gaps, and agree on adjustments in programming, building management, or physical upgrades.

The same cycle can structure reflection around other buildings used to validate the methodology, creating a distributed learning network rather than isolated pilots.

## F.5. Scaling from ANIMA to Other Buildings

Finally, ANIMA's monitoring framework is explicitly designed as a "green building validation template" for the wider Băiuț case and future BeCom / other sites. Once ANIMA's baseline, targets, and first years of data are in place, the toolkit suggests applying exactly the same indicators and tools to the other mining buildings and community facilities, enabling comparison of performance and impact.

Over time, these comparable datasets and stories can feed into BeCom e learning modules and policy briefs, demonstrating how one carefully monitored pilot can support scaling of regenerative renovation practices across regions.

# 4.8. Validation and Case Studies

This section explains how the ANIMA Toolkit is tested, refined, and demonstrated using other buildings in Băiuț and, later, in additional BeCom contexts.

### 4.8.1. Applying the Toolkit to Other Mining Buildings

- Use the same five sections (Assessment, Sustainable Design, Heritage, Social Impact, Monitoring) on at least one or two additional former mining buildings in Băiuț (e.g., former HQ, warehouse, canteen).
- Document similarities and differences in outcomes (technical feasibility, community interest, energy potential, costs) to see where the methodology works "as is" and where it needs adaptation.

### 4.8.2. Comparing Results and Refining the Tools

- Compare building by building results using a simple comparison table (condition, proposed uses, energy concept, social impact potential, priority level).
- Note which checklists, matrices, and engagement formats were most useful in practice and adjust wording, scales, or steps accordingly so they are clearer for non experts and transferable to other regions.

### 4.8.3. Case Study Dossiers

- Produce short 2 - 4 page case study sheets for ANIMA and each additional building, summarising context, process, key decisions, and lessons learned, linked back to toolkit sections.
- Use a shared template so that future BeCom pilots (other towns, other countries) can add their own case studies into the same "Learning Portfolio for Buildings Validation".

# PART 5. Annexes

## 5.1. Visual templates, checklists, and step by step guides

- Printable tools: rapid assessment sheet, including heritage and energy matrices, all formatted for easy reuse in on-site and off-site workshops and trainings.

## 5.2. Digital Tools Recommendations

To support the effective and user-friendly application of this toolkit, the following digital tools are recommended for project teams and communities working on the ANIMA building and other similar green renovation initiatives:

### 5.2.1. Building Assessment & Survey Tools

- Simple survey forms (Google Forms, Microsoft Forms): For collecting rapid assessment and community feedback, enabling non-experts to participate from mobile devices.
- Mobile scan apps (e.g., CamScanner, Adobe Scan): For digitalizing old plans, onsite notes, and photographs for instant sharing among team members.
  - Google Forms: https://forms.google.com
  - Microsoft Forms: https://forms.office.com
  - CamScanner: https://www.camscanner.com

### 5.2.2. Energy & Solar Potential Calculators

- PVGIS (Photovoltaic Geographical Information System): Free online solar potential calculator for any rooftop in Europe (https://re.jrc.ec.europa.eu/pvg_tools/en/).
- SolarEdge Designer: https://designer.solaredge.com/
- For simulating and planning solar energy installations (free registration required).
- SMappee: https://www.smappee.com/products/smappee-solar/
  Simulates solar integration and monitors live PV performance (hardware required for live monitoring but offers estimators for planning).

### 5.2.3. Mapping & Visualization

- Google My Maps: For custom building/location maps and overlays. https://mymaps.google.com
- QGIS (open source): For professional mapping, environmental risk analysis, and optimal renewable installation siting https://qgis.org
- SketchUp Free: For 3D visualization of spatial reorganization, basic building or interior models https://app.sketchup.com
- Floorplanner: For fast, participatory 2D/3D floorplan visualization and workshops https://floorplanner.com



### 5.2.4. Monitoring & KPIs

- Google Sheets or Microsoft Excel dashboards: For tracking annual KPIs (energy, users, satisfaction, revenue, etc.) with pre-set dashboard templates.
- OpenEnergyMonitor or other IoT dashboard platforms: For automated, real-time monitoring of energy and water use, if sensors are available. https://openenergymonitor.org/

### 5.2.5. Engagement & Communication

- Padlet: Visual pinboards for collecting community ideas and interactive mapping. https://padlet.com
- Miro: Collaborative whiteboards for team brainstorming, co-design, and remote/onsite workshops https://miro.com
- WhatsApp, Viber, or Telegram groups: For quick, ongoing team and stakeholder updates, ensuring transparency and accessibility.

### 5.2.6. Documentation & E-Learning

- Canva: Design platform for illustrated guides, case study sheets, and communication materials. https://canva.com
- Google Slides: For workshop materials, presentations, visual reporting, and collaborative editing. https://slides.google.com
- BeCom platform: For organizing digital learning modules and sharing toolkit resources with the full consortium (internal link; add URL when available).
- MoodleCloud: To create and manage e-learning environments for community training—no IT expertise needed. https://moodlecloud.com

All tools above are chosen for their accessibility, low technical barriers, and applicability in resource-constrained rural contexts. The toolkit provides short “how-to” annexes or video guides for the most critical tools (e.g., solar calculator, KPI sheet) to ensure wide adoption.

## 5.3. Template – Community Engagement & Learning Session Plan

Purpose: Guide for a 2 - 3 hour workshop in or about ANIMA (also reusable for other buildings).

### 5.3.1. Session Header

- Title (e.g., “ANIMA – House of Life Co Design Workshop”)
- Date / Place
- Facilitator(s)
- Target group(s) (youth, elders, mixed, professionals, etc.)

### 5.3.2. Objectives

(tick all that apply)

- ☐ Collect memories and stories
- ☐ Co define future functions
- ☐ Test building validation tools
- ☐ Discuss naming / branding options
- ☐ Introduce renewable energy and renovation ideas

### 5.3.3. Agenda Outline

- Welcome & context (10–15 min)
- Short intro to BeCom, NEB, ANIMA story (10 min)
- Activity 1 – Memory circle or story wall (30–40 min)
- Activity 2 – Small groups using Building Assessment Sheet on photos / plan / in situ (40–60 min)
- Activity 3 – Future uses: participants place functions on simple floor plan (30–40 min)
- Wrap up & next steps (10–15 min)

### 5.3.4. Materials Needed

- Printed assessment sheets and pens
- Large printed facade / floor plans
- Post its in 3 colours (past–present–future)
- Stickers for quick voting (favourite uses / names)

### 5.3.5. Outputs to Capture

- Photos of flipcharts and plans
- Short summary of main ideas and concerns
- List of participants (with QHM affiliation where relevant)



## 5.4. Rapid Building Assessment Sheet

### 5.4.1. Basic Information

| | | | |
|---|---|---|---|
| Building ID / Name | | Original use(s) / later uses | |
| Address / GPS | | Current ownership / legal status | |
| Year / period of construction | | | |

### 5.4.2. Physical Condition – Traffic-Light Rating

| | | | |
|---|---|---|---|
| Foundations and basement | | | |
| Exterior walls and plaster | | | |
| Roof (structure + covering) | | | |
| Chimneys | | | |
| Windows (frames, glazing, shading, bars) | | | |
| Doors and entrances (steps, railings) | | | |
| Interior walls and ceilings | | | |
| Floors and stairs | | | |
| Electrical installation (visible) | | | |
| Heating system (existing / none / obsolete) | | | |
| Water and sewage (connections, visible leaks) | | | |

### 5.4.3. Heritage and Character Elements

| | |
|---|---|
| Facade composition and ornaments | |
| Main entrance | |
| Room proportions and key interior features | |
| Symbolic spaces | |

### 5.4.4. Context and Environment

| | |
|---|---|
| Orientation (N/E/S/W, solar potential: Low / Medium / High) | |
| Surroundings (noise, views, green areas, traffic) | |
| Risks (flooding, landslides, pollution sources) | |

### 5.4.5. Preliminary Assessment

| | |
|---|---|
| Structural viability: High / Medium / Low | |
| Heritage value: High / Medium / Low | |
| Reuse potential for community functions: High / Medium / Low | |
| Priority level within local portfolio: 1–5 | |

## 5.5. Template – KPI & Monitoring Dashboard

Purpose: Simple sheet to be updated annually; same layout can be used for other buildings.

| | |
|---|---|
| **1. Building** | ANIMA (Băiuț) |
| **2. Year** | |
| **3. Environmental KPIs** | |
| Final energy use kWh/m2*yearkWh/m2*year | |
| Estimated energy use before renovation (baseline) | |
| Share of renewable energy (%) | |
| Annual water use ($m^3$) and % from harvested /reused water | |
| Volume of construction waste diverted from landfill (tons / %) | |
| **4. Social KPIs** | |
| Number of unique users per year | |
| Number of events / workshops / trainings | |
| Share of participants from vulnerable groups (%) | |
| Average satisfaction score (1–5) from short survey | |
| Place attachment / pride indicator (1–5; same survey) | |
| **5. Economic KPIs** | |
| Annual operating costs | |
| Annual income (rents, events, services) | |
| Number of jobs (FTE) and volunteers linked to ANIMA | |
| Number of organisations/start ups hosted | |
| **6. Qualitative Notes & Actions** | |
| What worked well this year? | |
| Main problems or bottlenecks? | |
| Agreed adjustments for next year (programming, management, technical). | |



## 5.6. Template - Funding Map & Phasing Plan (ANIMA)

Purpose: To align renovation phases with specific funding sources and responsible persons, creating a clear roadmap for financial viability.

| | |
|---|---|
| Project Phase: (e.g., Planning / Renovation / Operation) | |
| Date Updated: | |

Part 1: Funding Sources & Eligibility Check

| Source Category | Specific Programme / Call (Name & Code) | Deadline | Max. Amount / % Co-financing | Eligibility Notes (Does ANIMA fit?) | Priority (High/Med/ Low) |
|---|---|---|---|---|---|
| **EU Programmes** | e.g., PNRR Component 5 - Renovation Wave | | | | |
| **National / Regional** | e.g., AFM Energy Efficiency in Public Buildings | | | | |
| **Local Budget** | e.g., Baiut Municipality Annual Budget 2026 | | | | |
| **Private / Community** | e.g., Sponsorship, Crowdfunding, Donations | | | | |

Part 2: Phased Investment Plan

| Phase | Key Interventions (What are we doing?) | Est. Cost (EUR) | Targeted Funding Source(s) | Status (Planned / Applied / Secured) | Responsible Person / Partner |
|---|---|---|---|---|---|
| **Phase 1: Stabilisation** | e.g., Roof repair, structural safety, clean-up | | | | |
| **Phase 2: Core Renovation** | e.g., Insulation, windows, heating, basic electrics | | | | |
| **Phase 3: Fit-out & Function** | e.g., Interior finishes, furniture, AV equipment | | | | |
| **Phase 4: Operations** | e.g., Staff costs, utilities (first 12 months) | | | | |

Part 3: Action Plan for Next 6 Months

| | |
|---|---|
| **Action 1:** | Deadline: |
| **Action 2:** | Deadline: |
| **Action 3:** | Deadline: |

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