CLIC·

Circular models Leveraging Investments
in Cultural heritage adaptive reuse

D6.4 Project brochure

2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE
#EuropeForCulture

HORIZON 2020
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758
Call H2020-SC5-2017-OneStageB submitted for H2020-SC5-22-2017 / 07 Mar 2017

Deliverable 6.4
Project brochure

Due date:	31/08/2018
Submission date:	18/09/2018
Deliverable leader:	IRISS CNR
Author list:	Angela Petrillo (IRISS CNR)
	Valeria Catanese (IRISS CNR)
	Stefano Carotenuto (IRISS CNR)
	Daniela De Gregorio (IRISS CNR)
	Estrogeni Srl

Disclaimer

The contents of this deliverable are the sole responsibility of one or more Parties of CLIC consortium and can under no circumstances be regarded as reflecting the position of the Agency EASME and European Commission under the European Union's Horizon 2020.

Dissemination Level

☒	**PU:**	Public
☐	**PP:**	Restricted to other programme participants (including the Commission
☐	**RE:**	Restricted to a group specified by the consortium (including the Commission
☐	**CO:**	Confidential, only for members of the consortium (including the Commission Services)

Abstract

The Deliverable 6.4, *Project brochure*, falls within the project work package focused on Dissemination, exploitation and communication (WP6) and, precisely, within the Task 6.3 *Implementation of communication and dissemination activities envisaged* (M1-M36).

Table of Contents

1   Description of the Project

The overarching goal of CLIC trans-disciplinary research project is to identify evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for systemic adaptive reuse of cultural heritage and landscape, demonstrating the economic, social, environmental convenience, in terms of long lasting economic, cultural and environmental wealth.

The characteristics of cultural heritage and landscape pose significant challenges for its governance. Cultural heritage is a "common good", which enjoyment cannot be denied to citizens, although many buildings and landscape structures are privately owned. Furthermore, the large economic resources needed for recovery and maintenance of heritage goods are rarely available to the private owner, often charged of the additional cost of non-use due to limited degree of transformation allowed. The existing governance arrangements currently involve limited stakeholders concerning for the historic, aesthetic or religious sociocultural values, severely restricting the use of the heritage properties, and charge the central government of conservation costs. The approach of regulatory and planning tools throughout European countries has been to preserve cultural heritage by preventing transformation of buildings or areas having historic-cultural significance.

"The current monument-based, full protection, and government-financed approach that restricts the use of protected properties and relies almost entirely on public funds is incapable of tackling the vast urban heritage of most communities and of sustaining conservation efforts in the long term" (Rojas, 2016). To turn cultural heritage and landscape into a resource, instead of a cost for the community, the structures of authority, institutions and financial arrangements should be adjusted to ensure larger stakeholders' involvement in decision-making, attract private investments and facilitate cooperation between community actors, public institutions, property owners, informal users and producers (Rojas, 2016). The risk is that without financing channels the decay of European heritage and landscape will increase, until its irreversible loss.

Flexible, transparent and inclusive tools to manage change are required to leverage the potential of cultural heritage for Europe, fostering adaptive reuse of cultural heritage / landscape. Tools for management of change should consider costs and benefits at the local level and for all stakeholders, including future generations, and should take into account the cultural, social, environmental and economic costs of disrepair through neglect, compared to the benefits obtained through diverse scenarios of transformation / integrated conservation.

Costs and values of cultural heritage adaptive reuse have to be compared in a multidimensional space: the relationship between costs and "complex values" influences the willingness to invest in the functional recovery of cultural heritage and landscape. Therefore, it is necessary to clarify what is intended for the value of cultural heritage. The higher the perceived value for potential actors, the higher the willingness to take the risk of investment. This "complex value" of cultural heritage depends on the intrinsic characteristics, but also from extrinsic (context) characters.

Investment costs are related to the materials, technologies and techniques to be used to preserve the cultural value of the heritage / landscape, and to maintenance / management / operating costs. The willingness to invest, the same value done, increases with the reduction of costs. Then, the social cost of abandonment – and eventual irreversible loss of heritage – must be included in the investment choice.

The investment gap in cultural heritage and landscape regeneration can be addressed through careful evaluation of costs, complex values and impacts of adaptive reuse, providing critical evidence of the wealth of jobs, social, cultural, environmental and economic returns on the investment in cultural heritage.

1.1 CLIC Specific objectives

The scopes of CLIC project will be achieved through a set of specific, measurable, achievable, realistic and time-constrained (SMART) specific objectives:

Objective 1 – To synthesize existing knowledge on best practices of cultural heritage adaptive reuse making it accessible to researchers, policy makers, entrepreneurs and civil society organizations, also with direct dialogue with their promoters;

Objective 2 – To provide a holistic ex-post evaluation of the economic, social, cultural and environmental impacts of cultural heritage adaptive reuse, stressing on the importance of appropriate conservation and maintenance approaches able to highlight the integrity and authenticity of heritage;

Objective 3 – To provide EU-wide participated policy guidelines to overcome existing cultural, social, economic, institutional, legal, regulatory and administrative barriers and bottlenecks for cultural heritage systemic adaptive reuse;

Objective 4 – To develop and test innovative governance models and a set of evidence-based, participative, usable, scalable and replicable decision support evaluation tools to improve policy and management options/choices on cultural heritage systemic adaptive reuse, in the perspective of the circular economy;

Objective 5 – To analyse hybrid financing and business models that promote circularity through shared value creation, and assess their feasibility, bankability and robustness for cultural heritage adaptive reuse;

Objective 6 – To validate the CLIC circular financing, business and governance practical tools in 4 European cities / territories representative of different geographic, historic, cultural and political contexts;

Objective 7 – To contribute to operationalise the management change of the cultural landscape also in implementing the UNESCO Recommendation on Historic Urban Landscape;

Objective 8 – To re-connect fragmented landscapes, through functions, infrastructures, visual relations at macro and micro scale;

Objective 9 – To design and implement a stakeholders-oriented Knowledge and Information Hub to make tools and information accessible, useful and usable and test them with policy-makers, entrepreneurs, investment funds and civil society organizations;

Objective 10 To contribute to the creation of new jobs and skills in the circular economy through cultural heritage adaptive reuse, boosting startups and sustainable hybrid businesses and empowering local communities and stakeholders through public-private-social cooperation models.

Objective 11 To contribute to the monitoring and implementation of SDGs (especially Target 11.4) and the New Urban Agenda, creating operational synergies with global initiatives of UN-Habitat, UNESCO/ICOMOS and the World Urban Campaign.

All partners have wide experience in developing and testing CLIC proposed tools, ensuring the effective and time-constrained achievement of all the above-mentioned specific goals. The
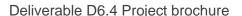
5

integration of sectorial knowledge, tools and methods will be achieved through a trans-disciplinary approach promoting partners and stakeholders' cooperation, co-creation of knowledge and co-delivery of outcomes.

The expected impacts of the project are the following:

- Validation of integrated approaches and strategies for cultural heritage adaptive re-use, comprising innovative finance with high leverage capacity, business models and institutional and governance arrangements that foster multi-stakeholder involvement, citizens' and communities' engagement and empowerment;

- New investments and market opportunities in adaptive re-use of cultural heritage, also stimulating the creation of start-ups;

- An enabling context for the development and wide deployment of new technologies, techniques and expertise enhancing industrial competitiveness and contributing to economic growth, new skills and jobs;

- Innovative adaptive re-use models that are culturally, socially and economically inclusive;

- Contribution to implementing the Sustainable Development Goals (SDGs) (Goals 1, 15, 11 particularly) and the United Nations New Urban Agenda.

2   Introduction

The Deliverable 6.4, *Project brochure*, falls within the project work package focused on Dissemination, exploitation and communication (WP6) and, precisely, within the Task 6.3 *Implementation of communication and dissemination activities envisaged* (M1-M36).

The brochure has been designed to illustrate clearly, concisely and effectively the most important information on the project (mission, objectives, activities, methodology and expected impacts). The design of the product is in line with the project brand identity, incorporating some elements of the circular economy approach.

The brochure is an A5 page folded to be printed in cardboard and consists of an external part that could stay untouched along project life and of an internal part (a booklet) currently composed by only 4 sheets that analytically describe the objectives, activities and expected results of the project. This modular structure, that refers to the key elements of circularity, could be quickly adapted depending on both the various events of communication and promotion of the project and along the various steps of the project. The brochure itself somehow becomes modular and circular. Furthermore, both the external and the internal part could have their own identity, when combined but also when divided from each other.

The design is eye-catching to grab the attention of the project multiple audiences and invoke their curiosity to learn more about the project through the CLIC website and social accounts, highlighted on the brochure cover.

When opening the brochure, the user attention is captured by the keywords "circular economy" and "adaptive reuse of cultural heritage", arranged in the foreground, in the same colors as the CLIC logo. These keywords can be read both horizontally and vertically, thus combining themselves to emphasize diverse strategic themes of the project. The same page is enriched by a slogan, "It's worth to cooperate", which is meant to stimulate the user curiosity, thus encouraging him/her to go into the project's storytelling. By unfolding the brochure, an evocative black and white photo suggests the idea of an old building to be reused, with some architectural elements reminding us of the idea of connection. Then, a page shows objectives, methodology and background of the project. Some CLIC factsheets are presented in the form of icons in the last page.

Finally, the inner section consists of an extractable paper booklet, describing the project keywords, circular models, the CLIC roadmap, pilot areas, expected impacts and the partnership.

ADAPTIVE REUSE
OF CULTURAL HERITAGE

CLIC

Circular models Leveraging Investments
in Cultural heritage adaptive reuse

2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE

🌐 clicproject.eu ◆ ✉ info@clicproject.eu

🐦 @CLIC_EU ◆ f clicprojecth2020

"It's worth to cooperate"

Objective

CLIC develops, tests and validates innovative "circular" business, financing and governance models to place cultural heritage and historic urban landscapes adaptive reuse at the forefront for the implementation of a European model of circular economy and circular city-region centered on the regeneration of cultural and natural capital.
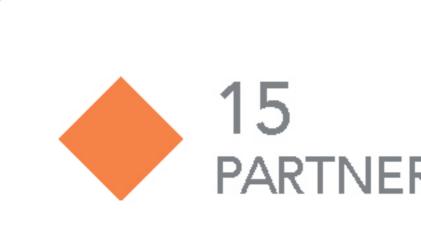
Methodology

CLIC adopts a transdisciplinary and systemic approach that integrates technology, business models and economic organisation, finance, governance and regulations as well as skills and social innovation, framed in the perspective of the circular economy as possible model for a more inclusive, resilient and sustainable development.
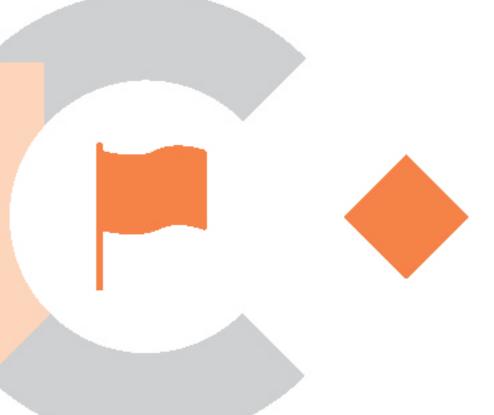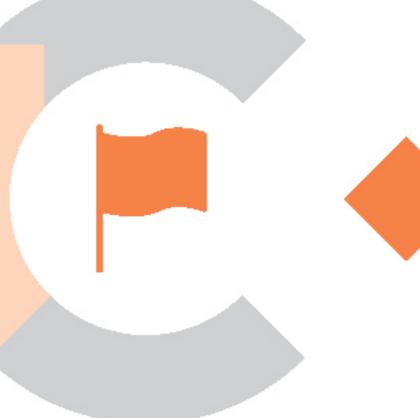
Background

Cultural heritage/landscape is recognized by the European Union as a key economic resource in the global competition. CLIC is theoretically and practically interrelated with the international research, policy orientation and innovation activities on the role and impacts of cultural heritage/landscape for sustainable local development. The circular economy approach opens innovative solutions attentive to conservation of cultural/natural resources.
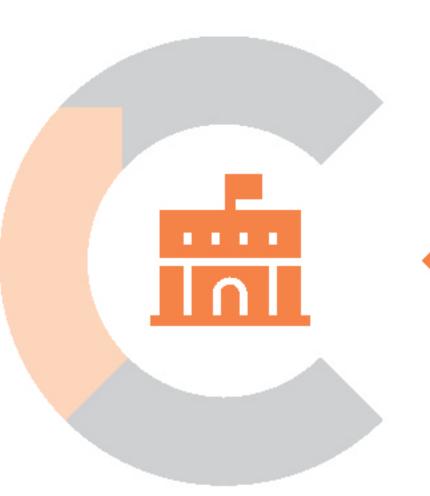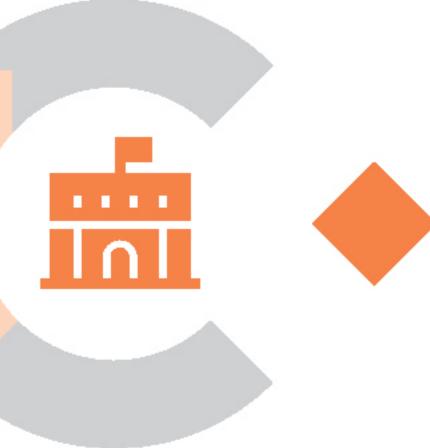
15 PARTNERS

10 COUNTRIES

20 INTERACTION MOMENTS

1 START-UP COMPETITION

4.957.033 EU FUNDING

4 PILOTS

approach

CLIC applies the circular economy principles to cultural heritage: the adaptive reuse for achieving environmentally, socially, culturally and economically sustainable urban/territorial development. Adaptive reuse of cultural heritage is seen as a mean to circularize the flows of raw-materials, energy, cultural and social capital. The circular paradigm is assumed in the project not only for the economic growth but also for promoting sustainable human development

CULTURAL HERITAGE ADAPTIVE REUSE

Cultural heritage adaptive reuse refers to a process of adapting disused, misused buildings or sites to new purposes, both preserving its heritage significance (tangible and intangible values) and avoiding environmental impacts of abandonments, demolitions and reconstructions

CIRCULAR ECONOMY

The circular economy is the new paradigm of sustainability. As in natural economy, characterized by closed loops, circular economy promotes self-organizing system capacity towards a comprehensive better productivity

CIRCULAR ADAPTIVE REUSE OF CULTURAL HERITAGE

Circular Economy and Cultural heritage (and landscapes) adaptive reuse have similar objectives: to enlarge the time horizon of resources, ideally in an indefinite time (enlarging the perspective of «here and now» and introducing a longer time horizon in choices); to enlarge the set of values/objectives including also ecological and social ones in choices. They both contribute towards the symbiosis city/circular city model through cultural heritage regeneration

The reuse under the umbrella concept of circular economy (that is a regenerative economy) means considering the adaptive reuse of cultural heritage in a systemic landscape coevolution perspective, boosting holistic dynamics in which the heritage exchanges cultural, economic, environmental and social impacts with its own territory, triggering or supporting urban regeneration and social innovation processes through self-generating virtuous circuits, in which each value re-generates others

COOPERATION

The Circular Economy is founded on – and in turn promotes – a culture of cooperation, that reduces also social entropy, improving resilience. As in many good practices, differences and conflicts are transformed into complementarities and opportunities, for wealth creation coming from cooperation and synergies

INNOVATION

The key issue is to explore new uses of cultural heritage able to enhance the attractiveness of historic buildings and sites, thus generating value for businesses as well as enhancing landscape quality through positive social, economic, environmental and cultural impacts

keywords

circular **models**

CIRCULAR GOVERNANCE - stimulating synergies and cooperation processes, engaging stakeholders and the Heritage Community, taking care of cultural heritage as 'common good'. CLIC will pioneer public-private-people partnerships through the HIPs - Heritage Innovation Partnerships

CIRCULAR BUSINESS MODELS - experimenting novel pathways to create, capture and share the complex value of cultural heritage, exploring new uses and stewardship models able to generate value for businesses and society

CIRCULAR FINANCING TOOLS - dealing with the lack of economic resources for cultural heritage by combining traditional funding mechanisms with innovative models such as revolving funds, crowdfunding, blockchains, land value finance, impact-based investment products

road**map**

From knowledge development to model testing, validation and transfer CLIC will map, develop and test innovative circular governance, business and financing models for managing cultural heritage adaptive reuse initiatives, promoting efficient place-based, community-led, inclusive and financially innovative practices

THE CLIC PATHWAY

- ◆ Build Knowledge through integrated evaluation tools, best practices analysis, barriers and bottlenecks analysis

- ◆ Develop Circular Governance, Financing And Business Models

- ◆ Test, implement and validate - four Heritage Innovation Partnerships (HIPs), each convened by a local practice partner and supported by a local research partner

- ◆ Disseminate, exploit and transfer Knowledge sharing: CLIC Knowledge and IInformation Hub HIPs and Open Days: engaging the "Heritage Community" Businesses development: CLIC Start-up Competition 2020

SALERNO - ITALY
A city undertaking strategic heritage-led urban renewal projects, designed with community goals in mind

RIJEKA - CROATIA
European Capital of Culture 2020

VÄSTRA GÖTALAND REGION - SWEDEN
The Swedish region that spends more on culture in the entire country

PAKHUIS DE ZWIGER - NETHERLANDS
An independent platform for and by the city of Amsterdam and its inhabitants about connecting domains and disciplines, sharing knowledge and experiences, designing and imagineering the future of everyday living

- ◆ Integrated evaluation tools for Circular Cultural Heritage Adaptive Reuse

- ◆ Circular Urban Development Fund

- ◆ Heritage Innovation Partnerships

- ◆ Circular Business Models for Cultural Heritage Adaptive Reuse

- ◆ CLIC European Start-up Competition 2020

- ◆ CLIC Knowledge and Information Hub - to make CLIC results shareable, usable and transferable

pilot **areas**

out**comes**

expected **impacts**

◆ Validation of integrated approaches and strategies for cultural heritage adaptive reuse, comprising innovative finance with high leverage capacity, business models and institutional and governance arrangements that foster multi-stakeholder involvement, citizens and communities' engagement and empowerment;

◆ New investments and market opportunities in adaptive reuse of cultural heritage, also stimulating the creation of start-ups;

◆ An enabling context for the development and wide deployment of new technologies, techniques and expertise enhancing industrial competitiveness and contributing to economic growth, new skills and jobs;

◆ Innovative adaptive reuse models that are culturally, socially and economically inclusive;

◆ Contribution to implementing the Sustainable Development Goals (SDGs) (Goals 1, 15, 11 particularly) and the U.N. New Urban Agenda;

◆ Contribution to a new production-consumption culture, learning (and not "taking") from nature

partner**ship**

Institute for Research on Innovation and Services for Development | National Research Council of Italy (Coordinator) (IT)
Uppsala University (SE)
ICHEC Brussels Management School (BE)
University College London (UK)
Eindhoven University of Technology (NL)
University of Portsmouth (UK)
University of Nova Gorica (SL)
Vienna University of Economics and Business (AT)
University of Warsaw, Institute of Social Science (PL)
ICLEI Europe (DE)
FacilityLive (IT)
Västra Götaland Region (SE)
City of Rijeka (HR)
City of Salerno (IT)
Pakhuis de Zwijger Foundation (NL)