

CLIC
CIRCULAR MODELS LEVERAGING INVESTMENTS IN CULTURAL HERITAGE ADAPTIVE REUSE

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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
Start date of project: December 1st, 2017 (36 months duration)

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Deliverable D5.1
Guidance-protocol on the role and responsibilities of HIPs

Version 1.0

Due date: 28/05/2018
Submission date: 20/04/2018
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Abstract

This document provides guidance on the role and responsibilities of HIPs to facilitate the process of the proposed adaptive reuse blueprints for culturally, socially and economically inclusive societies in selected cities across Europe as well as to identify the stages of their meeting exchanges. It draws on ICLEI's extensive experience in moderating collaboration between researchers and policy-makers as part of European projects and seeks to support universities and cities in the assessment of Heritage Commons in pilot cities. This facilitation will allow addressing the participatory mapping and assessment of cultural heritage resources in pilot cities, the selection of specific heritage properties / sites for circular models implementation as well as the choice of financing, business and governance models for adaptive reuse.



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REVIEW		
Summary of suggested changes		
Recommendation	1) Major revision ¹ <input type="checkbox"/>	2) Minor revision ² <input type="checkbox"/>
Re-submitted for review - if 1)	dd/mm/yy	
Final comments		
Approved³:	dd/mm/yy	

¹ Deliverable must be changed and reviewed again before submission to the EC can be considered

² Deliverable may be submitted to the EC after the author has made changes to take into account reviewers' comments

³ Deliverable is ready for submission to the EC



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1. Welcome and introduction

Welcome to the local government, non-governmental and academic leaders of the Heritage Innovation Partnerships (HIPs) of the CLIC project!

CLIC (Circular models Leveraging Investments in Cultural heritage adaptive reuse) aims at identifying evaluation tools to test, implement, validate and share innovative "circular" financing, business and governance models for the systemic adaptive reuse of cultural heritage in the context of (historical) urban landscapes. These will make it possible to demonstrate the economic, social, environmental value of certain forms of adaptive reuse, as well as the most adapted models to support these processes. Moreover, CLIC will advance the agenda for heritage-led local sustainable development by developing flexible, transparent, integrated and inclusive means to manage landscape-level change in European cities.

CLIC sees **heritage communities** as a crucial building block for successful cultural heritage policies. This concept, pioneered by the [Faro Convention](#) on the Value of Cultural Heritage for the Society⁴, is defined as consisting of "people who value specific aspects of cultural heritage which they wish, within the framework of public action, to sustain and transmit to future generations." Then, rather than a top-down approach to cultural heritage, CLIC espouses a more inclusive and bottom-up view, which puts those intimately linked to cultural heritage front and centre. As we will see in this document, the HIPs are conceived of as a means to translate this vision into practice, thereby strengthening both the legitimacy and impact of the project's efforts.

The idea of **cultural heritage as a 'common good'** is a second key concept in this regard. Common goods are a hybrid between public and private ones, meaning that like a public good (e.g. air, sunlight) they are (or should be) accessible to all, but unlike them they can be depleted or degraded (e.g. forests).⁵ The very nature of cultural heritage therefore implies the need for certain **governance models**, which are able to manage our heritage commons. This in turn calls for collaborative approaches that offer a pro-active role to all types of users, including role of civil society organizations, social enterprise, civic foundations, and community hubs.

Considering these two concepts – heritage communities and heritage as a common good – we are, in essence, speaking of the need for a **bottom-up** approach to collectively explore the cultural, economic, social and environmental potential of circular adaptive reuse practices for European cities, and this especially in relation to efforts to improve urban wellbeing and quality of life.

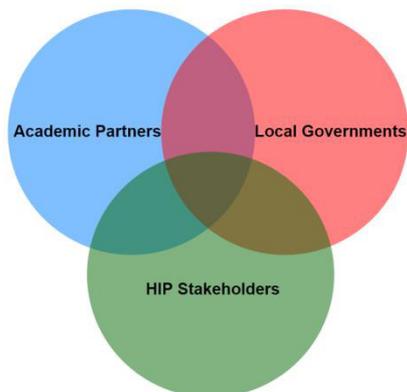
CLIC will therefore establish four **Heritage Innovation Partnerships (HIPs)**, each convened by a tandem of local partners, one academic and the other from the city-region ecosystem (either the local authority in the cases of Salerno and Rijeka, the regional authority in that of Västra Götaland, and an NGO in that of Amsterdam). Together, they will invite a diverse array of stakeholders to participate in a series of structured meetings (see Figure 1), which we will refer to here as HIP meetings. The overall process will be facilitated by ICLEI, a city network that represents local governments in all relevant policy processes for sustainability in Europe.

⁴ [Council of Europe Framework Convention on the Value of Cultural Heritage for Society, Faro, 27/10/2005, CETS No.199](#), Art. 12 (b).

⁵ As common good, cultural heritage has a Complex Value. This includes: (1) a use-value, which depends on its localization (e.g. real estate values), state of conservation (related to costs), re-functioning possibilities (economically productive / non-productive functions), branding (attractiveness for tourism / local use); (2) an independent-of-use value, which is linked to its historic-cultural significance, symbolic value for the community, local identity that it expresses / conveys, and its value for future generation.



From the outset, it is important to emphasize a set of overarching principles in order to achieve meaningful and inspiring results:



Inclusiveness & diversity: each HIP will have its own identity, characteristics, challenges and participants. It is important to respect this diversity.

Equity & fair opportunities: all participants should be given the opportunity to contribute equally to the HIPs.

Flexibility & openness: the HIPs are open to new participants and contributions; they will balance local needs with those from the project.

Consistency & reliability: HIP activities and outcomes should be consistent across pilot areas, underscoring the importance of communication and knowledge sharing.

Figure 1: Actors involved in the HIPs

Box 1. Adaptive Reuse

Adaptive reuse is a key concept to consider when discussing cultural heritage. It refers to processes that change disused, misused or ineffective buildings or sites into new ones with different uses. Where a building is no longer able to function with its original purpose, a readapted use may be the only way to preserve its heritage significance, avoiding the process of demolition and reconstruction (see Annex I for a more detailed description of adaptive reuse).

In this sense, adaptive reuse is at the intersection of cultural heritage and sustainable development by offering an avenue to preserve those elements that we value as a society, while also creating new opportunities for sustainable practices. More broadly, the adaptive reuse of cultural heritage involves a wide range of values (social, cultural, environmental, economic) that can trigger or support processes of urban regeneration.

2. The HIPs: A User Manual

The Heritage Innovation Partnerships or HIPs aim to gather stakeholders to co-create and test adaptive reuse blueprints for culturally, socially and economically inclusive societies in selected cities across Europe. This section is a kind of user’s manual for the HIPs, detailing how they will work, what they will focus on, when and how they will convene, and who will take on which roles and responsibilities.

The Heritage Innovation Partnerships (HIPs) are multi-actor partnerships, which are convened by four city/region partners and four research partners (see Figure 2). Both have an equal part to play in the partnerships and the success of each HIP largely depends on their commitment and collaboration. ICLEI will also remain present throughout the process and aim to support the HIP partners in effectively communicating within and across the HIPs.

City-region HIP leader	Academic HIP leader
City of Salerno (Italy) <i>SAL</i>	Italian National Research Council <i>IRISS</i>
Västra Götalandregion (Sweden) <i>VGR</i>	Uppsala University <i>UU</i>
City of Rijeka (Croatia) <i>RIJ</i>	University of Nova Gorica <i>ETCAEH</i>
Pakhuis de Zwijger (Amsterdam, The Netherlands) <i>PAK</i>	Technical University of Eindhoven <i>TU/e</i>

Figure 2: City-regions and academic leaders of the HIPs



Figure 3: The Four Heritage Innovation Partnerships (HIPs)

3.1 How do the HIPs work?

Each HIP is steered by two local partners: a representative from a municipal/regional or non-governmental organisation and a representative from a local research institute. The responsible local organisation is referred to as the **city-region HIP leader**, whilst the research staff member is the **academic HIP leader**. Though each plays an equal part in convening the HIPs, the city-region leader organises, hosts and facilitates the meetings, whereas the academic leader helps to broker the knowledge generated by the project, and records and keeps track of the meetings’ outcomes and agreements in a summary report.

ICLEI will be responsible for the overall coordination of all implementation and review activities and will furthermore act as an “external coach” for the partnership as a whole. Each HIP will need to sit down and clearly allocate responsibilities at the outset of the process and reflect on them on a regular basis to ensure it works.

Throughout the project, each HIP should involve actors that have a stake in planning, implementing and/or are affected (positively and negatively) by the adaptive reuse of cultural heritage. Together they will seek to identify challenges encountered in developing adaptive reuse at local level and test out the knowledge and tools from CLIC that could help to support the development of it on the ground. The stakeholders participating in the HIPs should represent different forms of expertise, as well as the diversity of urban society and the purposes for which adaptive reuse can be used. Participants could include utilities, urban developers and planners, conservation organisations, community groups, schools/education departments and businesses as well as the local research team.



The HIP meetings will bring together approximately 10-15 participants from a broad range of organizations, including conservation organisations, community groups, and local businesses. The process is designed in such a way that the HIPs will at once provide input into the CLIC research programme, and draw on the knowledge and expertise of the CLIC consortium to address more localized challenges (see Figure 4). By embedding the project’s work locally, the aim is to produce outcomes that are effective and adapted to the particularities of the different pilot areas.

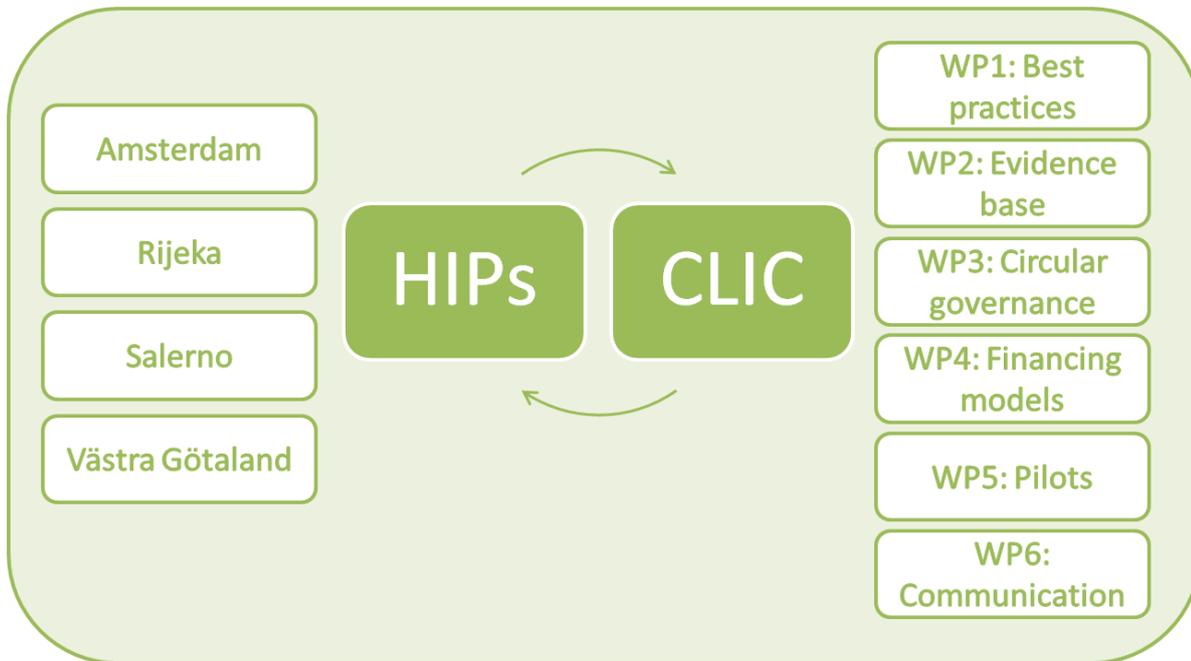


Figure 4: Knowledge transfer between the HIPs and CLIC



3.2 What will the HIPs work on?

The HIPs will contribute to the development of a coherent framework of reference for *existing* adaptive reuse initiatives and together create new knowledge and tools to establish a basis for better, more effective adaptive reuse of cultural heritage as well as decision-making processes that make it possible to implement them. In particular, the HIPs will be the primary forum for embedding findings at the local level and ensuring their applicability.

Both the work of the HIPs and the CLIC findings as a whole should support policymakers and practitioners in anticipating the social, economic, environmental and cultural implications of adaptive reuse (whether positive or negative) in their decisions. The HIPs will thus be involved in different aspects of the work programme⁶ (see Figure 5):

- Analysing best practices, both in and outside Europe, together with the assessment of cultural, social, economic, institutional, legal and administrative barriers at city, regional, national and EU level (WP1);
- Developing a holistic impact assessment framework on key impact indicators and methodologies for monitoring them in the four dimensions of sustainability: economic, social, environmental and cultural (WP2);
- Designing innovative circular financing, business and governance models through informed decision-making support tools (WP3);
- Collaborating in the development of circular financing and business models (WP4) to specify feasible financial products that support impact investment and circular economics in the adaptation of cultural heritage assets;
- Implementing the process through the assessment of Heritage Commons in their pilot areas to diagnose the challenges and possible solutions of adaptive reuse (WP5);
- Structuring the whole implementation activity with CLIC local partners, involving six additional European cities and six additional International cities to disseminate and transfer the project’s findings (WP6);

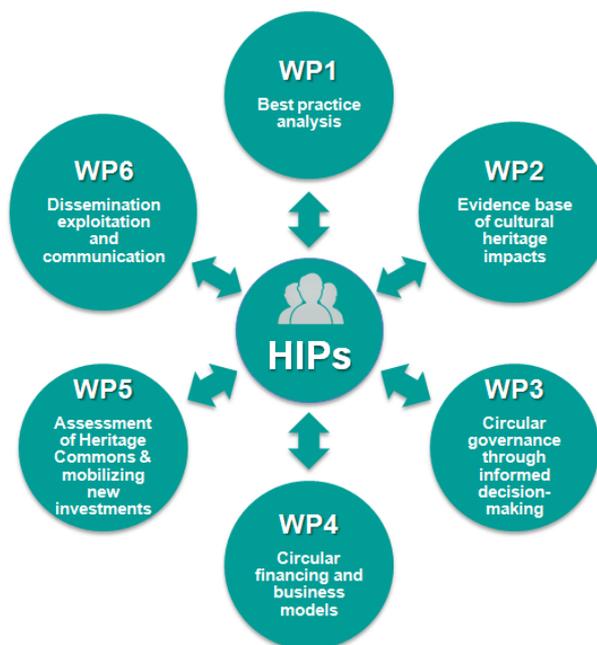


Figure 5: Involvement of HIPs in CLIC’s work packages

3.3 When will the HIPs meet?

There will be six HIP dialogues, four Peer Review visits and four Open Days during the project timeframe. They will take place in each pilot area. The **HIP dialogues** will be important occasions to create and strengthen local multi-actors partnerships, co-create local action plans, and enhance local knowledge, ideas, capacities and

⁶ Subject to adaptations based on the work of the consortium and local priorities.



cooperation. The **Peer Review visits** will provide the HIP leaders with opportunities to exchanging experiences among peers. Finally, the **HIP Open Days** will showcase HIP results at public events in September 2020.

3.3.1 HIPs dialogues

These local events will take place in each pilot area and will be facilitated by local city-region and academic partners. Participants will be interested stakeholders (e.g., community groups, civil society organizations, enterprises, institutions banks, investment funds, researchers, practitioners, professionals’ organizations). It is important to bear in mind the HIP leaders should set sufficient time apart to discuss any other adaptive reuse related aspects, developments, questions or demands that come up throughout the process or are proposed by the stakeholders. The discussions of the meetings should be formulated into feedback or research needs for the academic project partners in each work package by the HIP leaders with the support of ICLEI.

3.3.2 Peer Review Processes for HIP leaders

These four visits will involve representatives of the four pilot territories of CLIC (Salerno, Rijeka, VästraGötaland, Pakhuis de Zwijger in Amsterdam), facilitated by ICLEI, with the aim of exchanging local experiences, gathering inspiration from others, and engaging in a review of what worked, what did not work, what could be done differently. The aim is to support the implementation of the four HIPs. During these visits, the **host city-regions** will present their implementation process and activities so far, and the **visiting city-regions** (peer-reviewers or ‘critical friends’) will have the possibility to ask questions, assess the implementation and provide feedback on the presented process and activities. The visiting party will summarise their feedback after the visits in a short report to provide input to the further implementation process, focusing on areas that could be further strengthened. It is also advisable that the host city-regions invite relevant experts from other organizations (e.g. other departments for city administrations) to provide a more extensive view of activities in the host area and to ensure the broader dissemination of the visit’s outcomes locally.

Through the Peer Reviews, cities will learn from their peers by focusing on local experiences through the exchange of cases that worked and did not work, different mechanisms to overcome existing problems, building an understanding of the issues, situations and challenges and exploring new ideas, options and solutions. For this purpose, ICLEI will provide a training session (webinar) to explain how the peer-review process works and to help the HIPs in defining their priorities and needs. To further enhance knowledge exchange between HIPs, the Peer Review visits will be set up in an interactive way. Figure 6 below details the configuration of the visits.

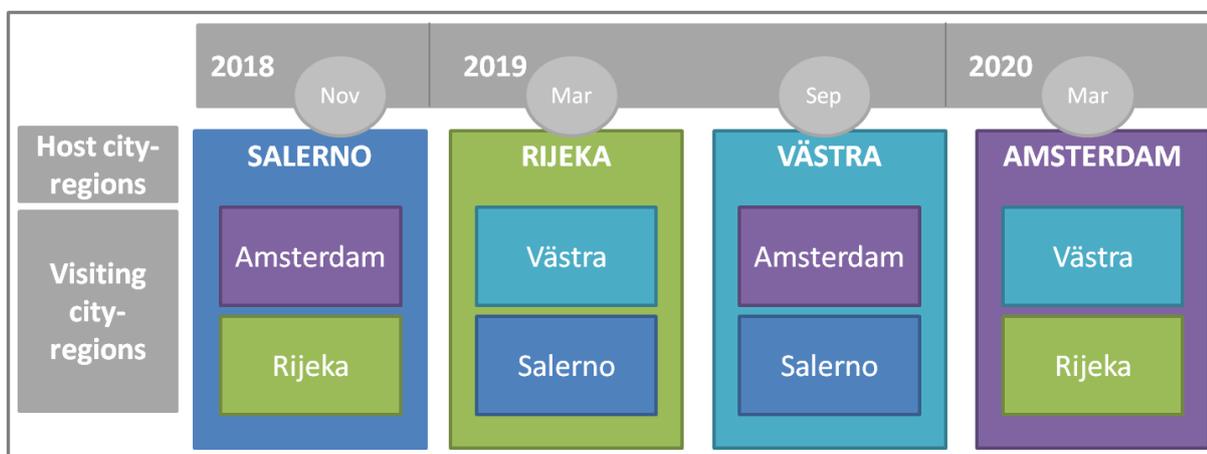


Figure 6: The Peer Review Process in the four pilot territories



3.3.3 HIPs Open Day

Each local partner will organise a **HIP Open Day** in September 2020 with the aim of sharing with results and experiences of the HIPs with a broader public. This will be an occasion for local partners to host an inspiring event (e.g. like TED talks). Each HIP will have the opportunity to shape the specific format of their event with both ICLEI and their stakeholders.

In conclusion, as aforementioned, there will be six HIPs Local Workshops + one HIPs Open Day that will take place in each city, with the facilitation of local universities / research centres. A tentative calendar of the HIP dialogues and Peer Review Processes that will take place in each city is highlighted in the table below (see Figure 7). The possible themes of each meeting are described in Figure 8.

		MEETINGS		OUTCOME	
2018	Sep	HIP Dialogue 1	Heritage commons perceptions mapping workshop	Summary reports	City Leaders Guidebook & Local Action Plans
	Nov	Peer Review visit 1	Salerno hosts Amsterdam and Rijeka		
2019	Jan	HIP Dialogue 2	Governance models and selection of the sites for circular models implementation	Summary reports	
	Mar	Peer Review visit 2	Rijeka hosts Vastra Gotaland and Salerno		
	May	HIP Dialogue 3	New destinations for cultural heritage: financing and business models		
	Sep	Peer Review visit 3	Vastra Gotaland hosts Amsterdam and Salerno		
	Sep	HIP Dialogue 4	Feasibility Evaluation of proposals and the first draft of the Local Action Plans		
2020	Feb	HIP Dialogue 5	Creation of innovative procedures for adaptive reuse (tender procedures, service contracts, ...)	Summary reports	
	Mar	Peer Review visit 4	Amsterdam hosts Västra Götaland and Rijeka		
	Jun	HIP Dialogue 6	Calls Launch and submission of the Local Action Plans		
	Sep	Open Day			

Figure 7: Indicative calendar of HIP meetings and Peer Reviews, their thematic focus and potential date



YEAR	MONTH	HIP DIALOGUE	OUTPUT	OUTCOME	
1° 2018	M10 September	<p>HIP 1 – Heritage commons perceptions mapping workshop (Parallel in the four pilot cases)</p> <p>This meeting opens the HIP Dialogue Process and aims at introducing the process, its schedule clarifying general objectives and working hypothesis for which the cultural heritage is unused or underused, as well as the Knowledge and Information Hub.</p> <p>In addition, this step will focus on what the local community identifies as cultural capital assets (tangible and intangible) in their city/surrounding environment through a participatory process based on active listening, feedback, and reflection (e.g. five senses workshop of Cuenca).</p> <p>Supporting material could be maps, stationary, writing boards, visual materials (pictures/videos) and examples of cultural capital assets, as well as lists of potential threats and opportunities.</p>	<p>Presentations of experts online</p> <p>Map of heritage resources</p> <p>Perceptions maps of heritage commons</p> <p>Report on local barriers and bottlenecks (why the built heritage was not reused?)</p> <p>Implementation of the Knowledge and Information Hub</p>	Summary reports	
	M12 November	<p>Peer Review Visit 1 – Salerno hosts Amsterdam and Rijeka</p>			
2° 2019	M14 January	<p>HIP 2 – Governance models and selection of the sites for circular models implementation (Parallel in the four pilot cases)</p> <p>This meeting aims at highlighting what governance models work for cultural heritage adaptive reuse, selecting the sites the HIP will work on, forming subgroups linked to each selected site, observing possible tender procedures for cultural heritage adaptive reuse. The phase of site selection and analysis of the possible scenarios/impacts could be supported by evaluation methods such as Scenario Planning and Community Impact Evaluation.</p> <p>Supporting material could include photos and videos of current sites, interviews and notes from the field.</p>	<p>Presentations of experts online</p> <p>Report on selected sites and workgroups (focused on regulatory and normative framework at local and national level)</p> <p>Implementation of the Knowledge and Information Hub</p>	Summary reports	City Leaders Guidebook & Local Action Plans
	M16 March	<p>Peer Review Visit 2 – Rijeka hosts Västra Götaland and Salerno</p>			
	M18 May	<p>HIP 3 – New destinations for cultural heritage: financing and business models (Parallel in the four pilot cases)</p> <p>This meeting is crucial to define the new destinations of the sites and the process through which the reuse is sustainable in short/medium and long terms regarding financing and business – in this phase the focus is on the HOW rather than on the WHAT. A dedicated session about compatibility of different functions to adaptive reuse will be hosted and a workshop session to propose new destinations will be supported by evaluation methods (e.g. CIE) and decision support tools.</p>	<p>Presentations of experts online</p> <p>Catalogue of proposals: the importance of the destination</p> <p>Report on evaluation session</p>		
	M22 September	<p>Peer Review Visit 3 – Västra Götaland hosts Amsterdam and Salerno</p>			
	M22 September	<p>HIP 4 – Feasibility Evaluation of proposals and the first draft of the LAP (Parallel in the four pilot cases)</p> <p>Starting from the CLIC evaluation criteria of “circular” model for adaptive reuse, this meeting aims at verifying how the emerged proposals fit with the selected criteria.</p>	<p>Presentations of experts online</p> <p>Report on Heritage Reuse Impact Assessment of proposals</p>		



		A specific Heritage Reuse Impact Assessment, derived from Heritage Impact Assessment (HIA), could be a potential tool to verify the compatibility and impacts. This is the basis to define the first draft of the Local Action Plan (LAP) – What strategy do we need for the selected typology of good within the city? How can we operationalize these proposals?	First draft of the Local Action Plan		
3° 2020	M27 February	HIP 5 – Creation of innovative procedures for adaptive reuse (tender procedures, service contracts, ...) (Parallel in the four pilot cases)	Presentations of experts online (best practices) Report on emerged proposals Review of the LAP	Summary reports	
	M28 March	Peer Review Visit 4 – Amsterdam hosts Västra Götaland and Rijeka			
	M29 June	HIP 6 – Calls Launch and submission of the LAP (Parallel in the four pilot cases)	Evaluation review of the HIP process and take away for practice Report on emerged proposals		
	M32 September	Open Day (Parallel in the four pilot cases)	Public presentation of the process		

Figure 8: Possible thematic focus of HIP meetings

3.4 Who does what?

There are essentially four HIPs, organized as duos of city-region leaders and academic leaders, supported by ICLEI. The HIP leaders guide the local process and work with stakeholders to develop insights on adaptive reuse and provide input into the CLIC work programme. ICLEI coordinates the HIP process as a **knowledge broker**, ensuring that the relevant material required from the work packages is **accessible** and available for each meeting and feeding the insights from the process back to the work package co-ordinators. The tasks of each partner are as follows (see Figure 9):

Each city-region HIP leader will be responsible for organising and co-hosting the HIP meetings. This role includes:

- Organizing and hosting the HIP meetings
- Clarifying roles and expectations among stakeholders
- Formulating goals together with the academic leader
- Guiding the development of locally relevant content that tackles issues or challenges raised by the HIP participants

Each academic HIP leader will be responsible for drawing knowledge from CLIC into the meetings and reflecting their outcomes to ICLEI. This entails:

- Supporting the HIP city-region leader in conducting and organising the HIP meetings (e.g. through co-facilitation)
- Writing a summary report at the end of each meeting (ca. 3-5 pages), which is to be submitted to ICLEI within 3 weeks of the meeting. It should identify additional research needs, as well as potential links to CLIC WPs as appropriate
- Informing ICLEI of emerging issues related to the practice or connection to the work programme



- Discussing with ICLEI and local partners how to strategically embed the HIPs locally (e.g. by linking to existing activities or processes) and to develop locally-relevant communication strategies

ICLEI, as coordinator of the HIP process, in consultation with the HIP leaders will be responsible for:

- Setting up the HIP process, developing appropriate guidance materials (e.g. Deliverable 5.1)
- Coordinating the HIP process, both ensuring its smooth progression and ensuring that relevant material are accessible and available (i.e. knowledge brokerage)
- Facilitating the Peer Review process among the four partnerships
- Producing a final report on the value added of the HIPs for the adaptive reuse of cultural heritage
- Compiling a Report on Local Action Plans for adaptive reuse of heritage and landscapes comparing findings from the four partnerships

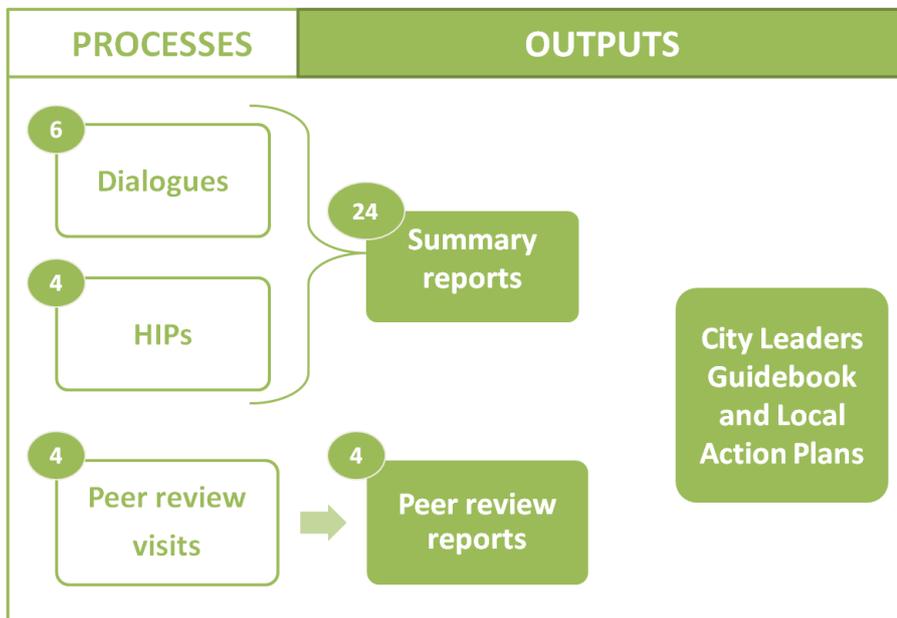


Figure 9: Outputs of the HIPs

3.5 Who are the participants in the HIP dialogues?

The working platform of the HIPs is based on the following actors (see Figure 10):

- 3-4 representatives from the academic partner
- 3-4 representatives from the local government partner
- 10-15 stakeholders (local, regional public and private stakeholders relevant to adaptive reuse, e.g. cultural heritage institutions, community groups, conservation organisations, schools/education departments, private companies, urban developers, experts working on the field of heritage restoration and preservation, etc.).

Ideally, stakeholders would participate in all (or most) HIP dialogues. However, this may be difficult in reality, due to the frequency and length of the meetings and the need for organisations to send different individuals due to conflicting commitments. This issue is particularly salient for civil society stakeholders who are often



engaged on a voluntary basis and need to juggle with other commitments (e.g. paid employment). ICLEI therefore advises to:

- I. Seek to establish a core group of participants who will be able to attend regularly and are interested in promoting adaptive reuse at local level
- II. Invite additional participants depending on the theme and/or discussion points (e.g. schools/education departments for a HIP meeting in which the educational aspect is a particular focus; business for the meeting in which adaptive reuse with a benefit for the participants are discussed) and encourage additional “spontaneous” meetings, if needed.
- III. Respect the project’s principles or criteria: diversity, inclusiveness, flexibility, openness, equity, reliability etc. All stakeholders will have equal role and will be open to each other. It is of utmost importance to balance both project needs and local needs.
- IV. Try to schedule meetings in a way that allows all stakeholder groups to take part and do not forget to emphasize the benefits of attendance, enhancing responsibility.

Other participants with a less obvious stake in adaptive reuse should also be invited (e.g. socio-economically marginal residents from neighbourhood in which adaptive reuse is planned; migrants and/or representatives from their communities with little knowledge of the local language but with high demand for open spaces). Local actors opposing cultural heritage generally or on a site specifically researched for CLIC should not be disregarded in the discussion.

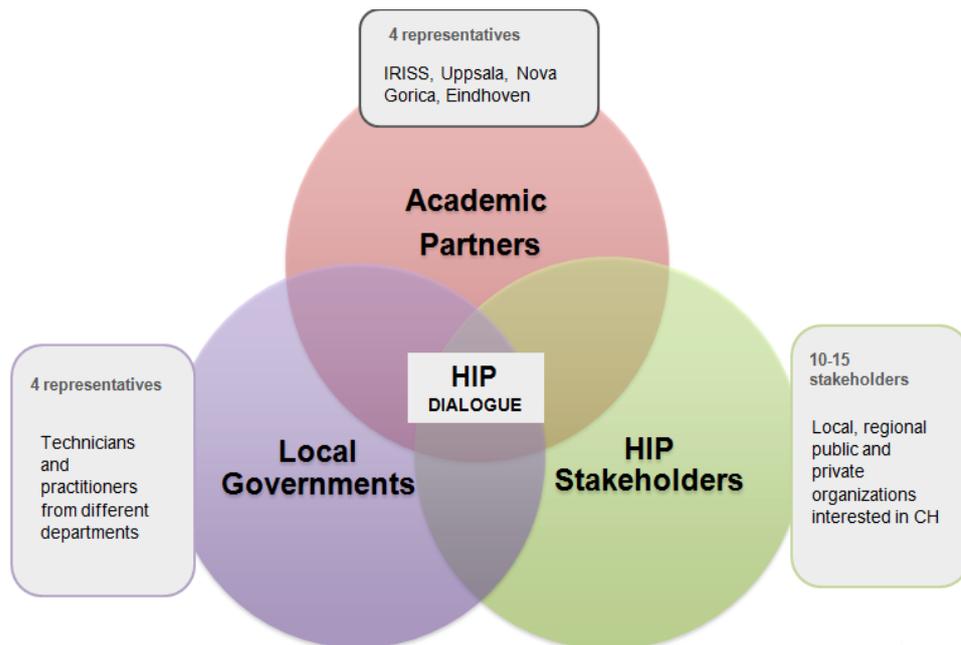


Figure 10: Working platform of the Heritage Innovation Partnership

3.6 Where will the HIPs find informal strategic advice?

The HIPs will be able to receive support from the Advisory Board, which is a valued group of experts that will provide input, feedback and recommendations throughout the project. This will enable the HIP dialogues to address the adaptive reuse of cultural heritage in a more strategic and comprehensive way.

The Advisory Board is composed of high-level international experts, many of them members or collaborators of the [Laboratory of Research on Creative and Sustainable City](#), Lead Partner of the World Urban Campaign, based



in Naples, which will be actively involved in the implementation of the CLIC project. The World Urban Campaign (WUC), a global partnership platform acting to promote sustainable urbanisation, will also be informed by the CLIC results and feed the project with important insights from its global partners.

Through the **Advisory Board**, the HIPs will have the possibility of benefiting from the following opportunities:

- Create important synergies with global initiatives on the future of urbanisation. This includes representatives of organizations active in and beyond Europe, such as [ZET Foundation](#) in the Czech Republic (M. Zeleny), CIVVIH (S.A. Kolonias), Icomos Turkey (E. Yldirim), as well as representatives of international organizations such as [UN-Habitat UNI](#), The World Bank, ICOMOS, ICCROM.
- Move forward in achieving and monitoring the Sustainable Development Goals (SDGs), producing an evidence base (through the identified indicators) on the role of cultural heritage in achieving the SDGs and the New Urban Agenda 2030 for global sustainable urban-rural development.
- Work closely between the local authorities and the Advisory Board members. Each HIP is different and unique, as a result, the Advisory Board could be helpful as they understand the local political culture and can act as ambassadors on behalf of the project. Such actions could also be part of exploring the relationships between local and project needs.

Moreover, information will be shared with the HIPs from case studies undertaken in an additional 12 EU and non-EU “follower” cities. This will provide a broader ‘horizon’ in terms of adaptive reuse practices and allow for additional learning processes (Figure 11).



Figure 11: The follower six EU and non-EU cities

3.7 How can HIP leaders address challenges that may arise?

Steering a transdisciplinary process of as part of a complex European project can be challenging at times, particularly for the HIP leaders. ICLEI is happy to discuss arising challenges and offer advice wherever possible. It is therefore crucial that you approach ICLEI early on as issues arise.



Based on ICLEI's experience, the following is a list of potential challenges and suggestions to overcome them:

Difficulty in discerning the role and influence of the partnership and its interaction with other partnerships ("Who are we and who do we want to be?"):

- Get inspired by similar projects, meeting involved partners and looking for advice. Meetings to facilitate knowledge exchange may be useful.
- Discuss expectation of HIP process with all HIP participants and reflect regularly whether they are being achieved and/or whether another round of reflections is needed.
- Together with the core HIP participants – and preferably at an early stage – clearly define the outcomes of the process, including the stakeholder engagement approach. This will give legitimacy to the process and guide all actions towards common goals.

Difficulty in engaging stakeholders and keeping them "connected" throughout the whole project:

- Identify suitable stakeholders by carefully studying their background and including in the process i) those who could be directly affected by adaptive reuse of cultural heritage, ii) those who are attempting to help and iii) those who could help but are unaware of their role. Do not disregard stakeholders that may oppose adaptive reuse activities.
- Establish a solid core of participants that provide constant support throughout the process, yet allow for some degree of flexibility. Select other stakeholders according to their interest, expertise and/or background in the theme of the meeting.
- Give all participants the opportunity to express their concerns and share their ideas. Do not neglect any of them or exclude those from the process who do not have a big influence despite showing high levels of interest.
- Use a language that is accessible and easily understood by all the participants and stakeholders.
- Do not expect the same level and type of engagement from all the HIP participants. Offer suggestions, but let them decide how they want to contribute.
- Assess whether linking up to already ongoing local activities/initiatives/programmes on adaptive reuse and cultural heritage regeneration may make sense. Often this promotes uptake and is in the long run more sustainable.
- Communicate the date for the next meeting already at the end of the current HIP meeting and delegate tasks to participants.

Very limited inclusion of diverse representatives at meetings:

- Make good use of the peer-to-peer learning processes (cities and stakeholders are generally interested in them). Search for common goals to maximize their impact and enhance key motivation factors for collaboration.
- Invite representatives from every organization (i.e. one or two), otherwise some smaller organizations could feel intimidated and powerless. Small working groups ensure a better communication.
- Make sure that place, date, hour and agenda of the event communicated well in advance and using the right communication channels and formats. Take some time deciding which option is more suitable for the majority and at a time that is **inclusive** and **open** to everyone.
- Propose to host the HIP meetings at different participants each time.



Difficulty in identifying knowledge gaps and joint exploration of approaches to address them:

- A good communication channel between the local and academic leaders should be established by being **open** and **flexible** to each other's differences. Together, come up with an approachable **language** to address complicated technical expertise.
- Stakeholders are valuable: involve them in the identification of knowledge gaps and motivate them to think about solutions in the HIP meetings. These dialogues are an excellent opportunity to co-design and co-implement adaptive reuse measures.

Limited link to other policy processes (“What are the next steps?”) and difficulty in promoting actions beyond conventional meetings (“Why” questions not followed-up by “So what” and “How to do it” initiatives):

- Undertake envisioning exercises to translate complex concepts and sophisticated tools into a set of practical and visual steps.
- Use the support offered by ICLEI (through involvement in meetings or via calls).
- Develop tangible questions for the participants and establish a clear workflow with milestones to be agreed by all stakeholders. Provide networking opportunities; promote active involvement of participants in working groups and brainstorming activities.

All HIP leaders will work with ICLEI to monitor and evaluate the local processes, distilling ‘lessons learnt’ from them, and building the project’s transdisciplinary capacities. Clear lines of communication with and amongst these HIP leaders, participants and other stakeholders are essential to create trust for which the HIP leaders are responsible. Inclusiveness, equity, flexibility and consistency will be reflected on by the academic HIP leader after each meeting and will help to promote this process. These four criteria or principles are described in more detail in the next section.

4. How to secure the co-creation of knowledge and how to monitor it in practice?

There is no single ‘recipe’ for securing that a research project – which does always imply a partly structured, and partly ‘unstructured’ process of interaction among participants – evolves and delivers consistently while adhering to transdisciplinarity. It is helpful to have handful criteria to refer to in making decisions to shape the HIP process – and to reflect on the outcomes from these choices made regularly. The criteria are set out in a series of questions that provide ‘food-for-thought’ for the HIP leaders, ultimately helping to generate insights into how processes of knowledge co-creation work in the context of each HIP. These same criteria will be used by ICLEI to observe and reflect on the HIP activities and lessons – and the relevant outcomes regarding the knowledge on adaptive reuse.



1. Inclusiveness & diversity: Are heterogeneous scientific, professional and experiential perspectives on adaptive reuse involved in the HIP? Do the stakeholders, participants and the extended HIP network represent different cultural, social and gender perspectives on adaptive reuse? Are any measures taken to secure contributions by diverse stakeholders along the project?

2. Equity & fair opportunities: Are participants in the HIPs encouraged to contribute equally? Are there 'predominant' actors and/or views that risk excluding or inhibiting participation of some? Are all inputs and feedbacks taken into account equally by the HIP leaders, and reflected in the strategy deployed for setting up and in the findings generated by the HIP meetings?

3. Flexibility & openness: Are the HIPs open to new participants and contributions? Are original and creative activities encouraged? Are HIP members resilient to changes, feedbacks and new learning's? Can HIP members interact in informal and 'unplanned' way? Are stakeholders able to influence the type and course of activities promoted according to their views and priorities?

4. Consistency & reliability: Are HIP activities and the relevant outcomes conducted and reported in a consistent way with the adopted transdisciplinary practice? Are periodic reflections on the knowledge co-creation process promoted and shared among HIPs leaders and their participants? Are some of them acting in ways that undermine or are contrary to the achievement of CLIC's objectives? Is reflection on these possible obstacles and on the learning's derivable from them encouraged and documented by HIP leaders?

5. Outlook

CLIC provides the opportunity for the four HIPs to work collaboratively on a range of adaptive reuse issues. This guidance document outlines the path of the transdisciplinary working approach. It lays out the first practical steps towards this collaboration and the experience in working with this approach will help to improve it continuously. At the end of the three-year project, the four HIPs under the guidance of ICLEI, will strive to have set up a transdisciplinary approach for adaptive reuse of cultural heritage, which is designed to achieve impact and effectively help formulate what it takes for cities to understand and assess the full potential of adaptive reuse and apply them.



Reference list

Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, COM (2014) 477 Final.

COM(2007)242 final and Resolution of the Council of 16 November 2007 on a European Agenda for Culture. See at https://ec.europa.eu/culture/policy/strategic-framework_en.

Consolidated versions of the Treaty on European Union and the Treaty on the Functioning of the European Union 2012/C 326/01.

Council of Europe Framework Convention on the Value of Cultural Heritage for Society, Faro Convention, 27/10/2005, CETS No.199.

Council Conclusions on participatory governance of cultural heritage (2014/C 463/01).

Decision (EU) 2017/864 of the European Parliament and the Council of 17 May 2017 on a European Year of Cultural Heritage (2018).

Declaration on a New Narrative for Europe. See at ec.europa.eu/debate-future-europe/new-narrative/pdf/declaration_en.pdf.

European Year of Cultural Heritage (Decision 2017/864).

Recommendation on The Historic Urban Landscape, 10 November 2011. See at <https://whc.unesco.org/uploads/activities/documents/activity-638-98.pdf>

Report of the Horizon 2020 Expert Group on Cultural Heritage 'Getting Cultural Heritage to Work for Europe', Directorate-General for Research and Innovation (2015).

Annex I

What is Adaptive Reuse?

In the absence of one single definition, adaptive reuse can be broadly defined as “any building work and intervention to change its capacity, function or performance to adjust, reuse or upgrade a building to suit new conditions or requirements” (Douglas, 2006). The concept and techniques of adaptive reuse can be summarised as follows:

- Adaptive reuse allows the present and future use of an abandoned or ineffective building, group of buildings, landscape or site, changing / improving its functions and adapting its technology to new needs (Bullen and Love, 2010), to a threshold that does not compromise its multidimensional significance, its “complex value”.⁷
- The recovery of unused buildings and landscapes is a form of sustainable regeneration, as it extends the building’s life and avoids demolition waste, encourages reuses of the embodied energy, lowers transport consumption/pollution, reduces the need of new soils for urban development and provides significant social and economic benefits to the society.⁸
- It embraces the different dimensions of sustainability (Yung, H.K. & Chan, H.W., 2012) and links to the aims of the circular economy and circular city.
- Adaptive reuse should not be merely understood as the act of transforming an obsolete monument or site into liveable object without respecting the authenticity and integrity of built heritage that is not merely related to the architectural features, but also to all those aspects that made it “lived”. This includes the workers’ efforts, the social stories, and the structural and material change constraints.
- Adaptive reuse can ensure that cultural heritage continues to “live” for present and future generations, because it ensures use-values in an indefinite time span, preserving its intrinsic value in the cases where abandonment or obsolescence threaten its existence.⁹

⁷ CLIC Proposal, Part B Technical Annex, 3.

⁸ For instance, it can create economic viability for both owners and users: historic buildings can be “recycled” to suit multiple appropriate and compatible uses, such as offices, hospitals, businesses, and residences ensuring the cultural significance.

⁹ Adapted from keywords definitions of CLIC partners, discussed at the kick-off meeting on 29-30/01/2018.



Annex II

What is Europe doing for Cultural Heritage & Adaptive Reuse?

Cultural heritage is a significant force for 21st century Europe:¹⁰ ‘A powerful instrument that provides a sense of belonging amongst and between European citizens’.¹¹

Article 3.3 of the Treaty on the European Union (TEU)¹² requires EU to “ensure that Europe’s cultural heritage is safeguarded and enhanced”. Article 167 of the Treaty on the Functioning of the European Union (TFEU)¹³ says: “The Union shall contribute to the flowering of cultures of the Member States, while respecting their national and regional diversity and at the same time bringing ‘common cultural heritage to the fore’”.

Promoting culture as a vital element in EU international relations has been one of the three main objectives of the European Agenda for Culture since 2007¹⁴ and political interest at EU level has steadily grown. The European Commission’s 2014 Communication “Towards an integrated approach to cultural heritage for Europe”¹⁵ underlined the importance of maximizing the intrinsic, economic and societal value of cultural heritage in order to promote inter-cultural dialogue. In addition, the objectives set forth in the Council conclusions on participatory governance of cultural heritage (2014)¹⁶ foster democratic participation, sustainability and social cohesion and contribute to increasing awareness about the values of cultural heritage as a shared resource, thus reducing the risk of misuse and increasing social and economic benefits.

In this respect, Europe is facing challenges of adapting its cultural built heritage to growing pressures from globalisation and the European Commission is exploring innovative ideas and solutions for new use and reuse of cultural heritage, recognising that adaptive reuse is a key factor in the regeneration of European living together capacity and its common values.¹⁷ The results of the CLIC project are foreseen to be disseminated and exploited throughout Europe in order to provide blueprints for culturally, socially and economically inclusive societies with reduced financial and operational burden for the public sector in heritage conservation.

To encourage the appreciation of cultural heritage as a great value to European society from a cultural, environmental, social and economic point of view, the year 2018 has been designated as the ‘European Year of Cultural Heritage’

¹⁰ Report of the Horizon 2020 Expert Group on Cultural Heritage ‘Getting Cultural Heritage to Work for Europe’, Directorate-General for Research and Innovation (2015), 5.

¹¹ Cultural and heritage stakeholders highlighted in the Declaration on a New Narrative for Europe. See at ec.europa.eu/debate-future-europe/new-narrative/pdf/declaration_en.pdf. Cited by ‘Towards an integrated approach to cultural heritage for Europe’ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, COM (2014) 477 Final, 2-3.

¹² Art. 3.3 TEU requires the EU to ‘ensure that Europe’s cultural heritage is safeguarded and enhanced’.

¹³ The TFEU also recognises the specificity of heritage for preserving cultural diversity and the need to ensure its protection in the single market (see Art. 36).

¹⁴ COM(2007)242 final and Resolution of the Council of 16 November 2007 on a European Agenda for Culture. See at https://ec.europa.eu/culture/policy/strategic-framework_en.

¹⁵ ‘Towards an integrated approach to cultural heritage for Europe’ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, COM (2014) 477 Final.

¹⁶ [Council conclusions on participatory governance of cultural heritage \(2014/C 463/01\)](https://ec.europa.eu/culture/policy/strategic-framework_en).

¹⁷ Accordingly, the [Faro Convention](https://www.faro-convention.eu/) emphasizes that objects and places are important because of the meanings and uses that people attach to them and the values they represent.



(‘European Year’) – a crucial year to raise public awareness, share information on good practices, promote policy debate, research and innovation and improve the collection and analysis of qualitative evidence and quantitative data.¹⁸

Finally, the role of cultural heritage is recognised in the UN 2030 Agenda for Sustainable Development, which acknowledges global citizenship, cultural diversity and intercultural dialogue as overarching principles to sustainable development. Likewise, the UNESCO Recommendation on Historic Urban Landscape (2011)¹⁹ integrates policies and practices of conservation of the built environment into the wider goals of urban development in respect of the inherited values and traditions of different cultural contexts.

¹⁸ European Year of Cultural Heritage (Decision 2017/864). See Art 2. on the [Decision \(EU\) 2017/864 of the European Parliament and the Council of 17 May 2017 on a European Year of Cultural Heritage \(2018\)](#).

¹⁹ [Recommendation On The Historic Urban Landscape, 10 November 2011](#). See more at <http://whc.unesco.org/en/activities/638>.

Welcome to all who share our interest in the adaptive reuse of cultural heritage!

In taking part in the CLIC Heritage Innovation Partnerships – or, HIPs – you become part of a community of practice that explores how the adaptive reuse of cultural heritage can foster circular and sustainable cities across and beyond Europe. This note will give you an overview of these partnerships and their context, while also suggesting some of their benefits.

What is CLIC?

CLIC (Circular models Leveraging Investments in Cultural heritage adaptive reuse) is a three-year research project financed by the European Commission. It develops and tests innovative business, financing and governance models for the adaptive reuse of cultural heritage and landscapes to implement a fully circular economy in cities and regions.

These new models will be based on two key concepts: heritage communities – or groups who value specific aspects of cultural heritage and want to transmit them to future generations – and cultural heritage as a ‘common good’ – something that belongs to all, but requires collective and responsible use to avoid its destruction. Together, these call for *participatory* and *bottom-up approaches* to effectively exploring the potential of circular adaptive reuse practices.

What are Heritage Innovation Partnerships?

The HIPs are four multi-actor partnerships each one formed by one city/region partner and one research/academic partner.

The HIP leaders will guide the local process and collaborate with you to develop insights on adaptive reuse that both contribute to (i) addressing local adaptive reuse challenges and (ii) providing input to the project’s work programme.



The process as a whole will be guided by a set of principles: inclusiveness or diversity, equity or fair opportunities, flexibility or openness and consistency or reliability. Taken together, these will help to achieve a meaningful and inspiring experience for all involved in CLIC and the HIPs.

In each city-region, you will participate in six HIP dialogues and one Open Day:

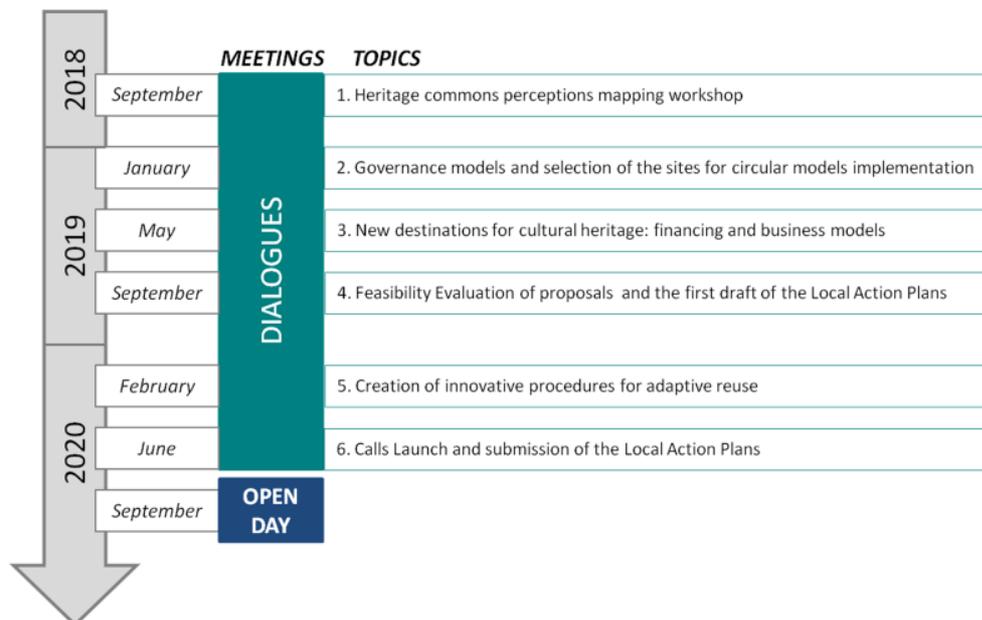
- The *HIP dialogues* will be important occasions to create and strengthen local multi-actors partnerships, co-create local action plans, and enhance local knowledge, ideas, capacities and cooperation.
- The *HIPs Open Day* showcase the HIPs' results at public events.

ICLEI – Local Governments for Sustainability, the leading network of cities and regions working towards sustainability, will coordinate the HIP process as a knowledge broker, creating a bi-directional bridge between the project and the local processes, in order to support the project's impacts and learning outcomes.

What will the HIPs work on?

The HIPs function as a platform in which a broad range of stakeholders together with 3-4 representatives from academia and local or regional governments meet. Each participant's practical experience will be engaged, in order to contribute to a more coherent planning and implementation framework for the adaptive reuse of cultural heritage.

The HIPs will work on a number of themes over the next three years (see table below). This will provide opportunities for participants to share and develop their knowledge through a dialogue with the CLIC academic and city/region partners.



Why take part in the HIPs?

Participating in the HIPs will give you the unique opportunity to collaborate with your local or regional authorities, researchers and other actors. Together, you will be involved in shaping adaptive reuse processes for cultural heritage and historical urban landscape in your area.

You will also be part of a broader community. Through your HIP leaders, you will learn from experiences in the other HIPs, which can help you in overcoming common challenges or discovering innovative practices.

Beyond the partnerships, you will gain access to many EU and non-EU case studies, become aware of synergies with global initiatives on the future of urbanization (including representatives of international organisations like UN Habitat or The World Bank), and occasionally interact with leading specialists from the CLIC Consortium and its international Advisory Board.

How can you participate in your local HIPs?

CLIC is inviting a wide range of stakeholders to participate in all main HIPs meetings to make sure that those involved with adaptive reuse on the ground, such as cultural heritage institutions, community groups, conservation organisations, schools or education departments, private companies, urban developers and planners or experts working on the field of heritage restoration and preservation, are engaged. Each HIP is looking to involve 10 to 15 stakeholders.

Therefore, if you implement adaptive reuse of cultural heritage and you are affected by it or interested in seeing how you can contribute to it, please contact your local city-region HIP leaders in Salerno (IT), Rijeka (CR), Amsterdam (NL), Västra Götaland (SE) or ICLEI ES, the coordinator of the HIP process, for more information.