



Circular models Leveraging Investments  
in Cultural heritage adaptive reuse



## D6.9 Project video



This project has received funding from  
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## Deliverable 6.9

### Project video

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#### Dissemination Level

- |                                     |   |
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## Abstract

This deliverable reports on how the CLIC video has been designed and realized to provide information on the project background, objectives and activities to a broad and heterogeneous audience, including the general public.

Actually, as for all project communication and dissemination activities and consistently with the provisions of Grant Agreement (Art. 38 and 29), CLIC promotional video has been developed keeping in mind the strong commitment of the CLIC Consortium to transfer, not only to the specialized audiences (scientific community, stakeholders, professional organizations, policymakers etc.) but also - and above all - to the general public, the great relevance of circular economy and the multiple benefits that community can derive from it, in terms of regeneration of abandoned and underused sites/buildings, urban revitalization, sustainable and inclusive economic development, creation of new jobs, citizens' increased well-being.

Although it was envisaged by Grant Agreement at M24, CLIC promo video was anticipated and presented at the Fair of European Innovators in Cultural Heritage (15<sup>th</sup>-16<sup>th</sup> November 2018) in order to maximize the impact of the project and, generally speaking, to spread information about its objectives and scope over the wide and different communities of reference from the very beginning of the project.

## Partners involved in the document

Participant No	Participant organisation name	Short Name	Check if involved
1 Coordinator	CONSIGLIO NAZIONALE DELLE RICERCHE	IRISS CNR	X
2	UPPSALA UNIVERSITET	UU	
3	GROUPE ICHEC - ISC SAINT-LOUIS - ISFSC	ICHEC	
4	UNIVERSITY COLLEGE LONDON	UCL	
5	TECHNISCHE UNIVERSITEIT EINDHOVEN	TU/e	
6	UNIVERSITY OF PORTSMOUTH HIGHER EDUCATION CORPORATION	UOP	
7	UNIVERZA V NOVI GORICI	ETCAEH-UNG <sup>1</sup>	
8	WIRTSCHAFTSUNIVERSITAT WIEN	WU	
9	UNIwersytet Warszawski	UNIWARSAW	
10	ICLEI EUROPEAN SECRETARIAT GMBH	ICLEI	
11	FACILITYLIVE OPCO SRL	FacilityLive	
12	VASTRA GOTALANDS LANS LANDSTING	VGR	
13	GRAD RIJEKA-GRADSKO VIJECE	RIJ	
14	COMUNE DI SALERNO	SA	
15	STICHTING PAKHUIS DE ZWIJGER	PAK	

<sup>1</sup> This Partner has required the change of the short name of the organization from ETCAEH to UNG. This request has been included in the amendment which is currently being submitted.



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## 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



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 6.9, *Project video*, falls within the project work package focused on *Dissemination, Exploitation and Communication* (WP6) and, precisely, within the Task 6.6, *Maximization of communication and dissemination activities* (M1-M36). The present report illustrates how the CLIC promotional video has been designed and implemented, based on a non-technical language and emotional images, accessible to and able to engage the diverse communities of reference, including the general public.

Available on the official website at <https://www.clicproject.eu/media/> as well as on the project Youtube account ([https://www.youtube.com/channel/UC9Alqja1DbIv-aS\\_veGUGdw](https://www.youtube.com/channel/UC9Alqja1DbIv-aS_veGUGdw)), CLIC first video is online since 18<sup>th</sup> January 2019, ten months before the deadline set by the Grant Agreement. Actually IRISS CNR, as Project Coordinator, subcontracted an external communication agency, Estrogeni Srl (<https://estrogeni.net/>) in charge of making the video in order to bring project's mission, main objectives, activities and results to a higher level of visibility, granting the quality of the final product.

The early realization of the video and its spread through the related social media have allowed to maximize CLIC impact towards scientific community, stakeholders and the general public, showing how the project activities are relevant to the everyday life of people, by fostering urban regeneration and revitalization, stimulating equitable and inclusive economic growth and increasing community' well-being.

### 2.1 Document structure

The document is structured as follows:

**Section 3** describes the preparation of the video, its structure and content as well as a plan for the realization of further video.

**Annex 1** provides the script of the CLIC promo video.

### 3 Design and implementation of CLIC promotional video

The first step in the creation of the video was to draft a storyboard, based on the definition of the main concept and identification of keywords and key themes.

Basically, the Consortium intention was that the video could:

- communicate immediately and effectively the objectives of the CLIC project as well as the main challenges and multiple benefits connected to cultural heritage adaptive reuse, by explaining them in the simplest and most direct way possible, thus making them accessible even to a non-specialized audience;
- describe the overall impact (scientific, environmental, economic, social) that the project may have at the European, at the national and particularly at the local level, through the close cooperation with the four project pilot cities/region, making also local communities more aware of the opportunities of the circular economy implementation in the territorial dimension;
- provide the target audiences with the basic information about the Consortium (organizations, related missions and expertise, and countries of origin);
- contribute to maximizing the visibility of the project within the scientific community, thus creating synergies with other European research and innovation projects and cross-cutting EU/global organizations focused on cultural heritage conservation and circular economy implementation, fostering cooperation which is an essential requirement for the production and dissemination of knowledge in any sector.

The IRISS CNR team, as WP6 leader, organized several meetings with the subcontracted communication agency to discuss the ideas previously shared with all CLIC partners and enable Estrogeni Srl to gain a clear understanding of the mission and main goals of the project, to be conveyed with an appropriate tone of voice and effective images. A first draft of the script was outlined by the IRISS CNR team, illustrating the key messages the Consortium wanted to get across, based on which the video producer identified evocative images and a lively music:

The video intends to convey the overarching goal of CLIC research project, that is to say 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.

Figure 1 - Adaptive reuse of cultural heritage



Figure 2 - Adaptive reuse of cultural heritage\_1

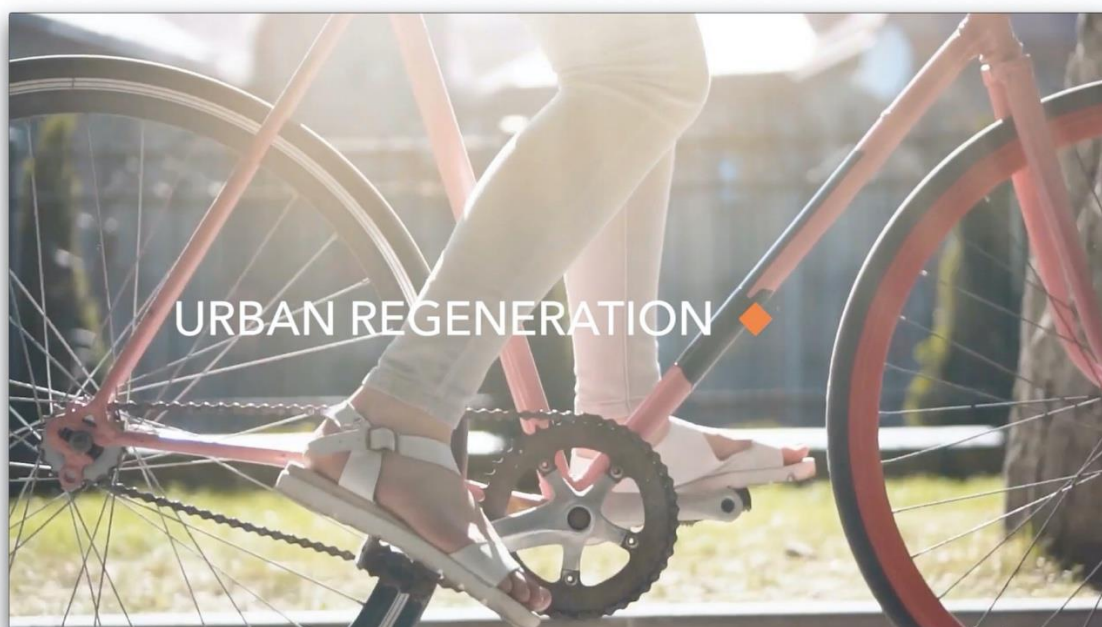




Figure 3 - Adaptive reuse of cultural heritage\_2



Figure 4 - CLIC keywords: Urban regeneration

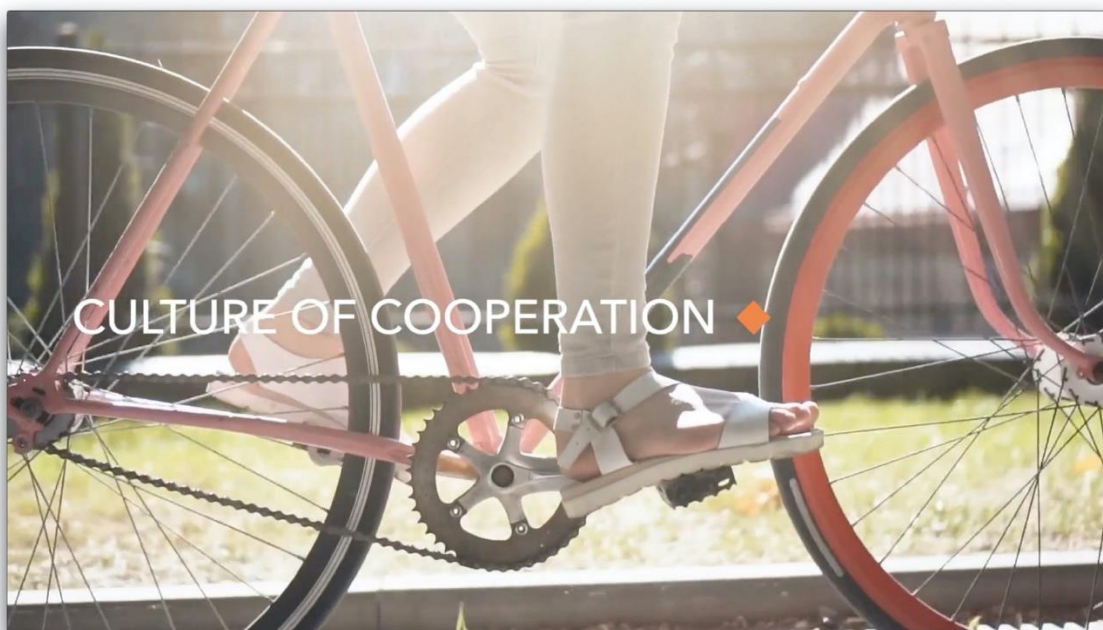


Accordingly, the multiple benefits stemming from the adaptive reuse of abandoned or underused cultural assets at the environmental, social and economic level are highlighted through some key words.

Figure 5 - CLIC keywords: Social innovation



Figure 6 - CLIC keywords: Culture of cooperation





**Figure 7 - CLIC keywords: Value for business**

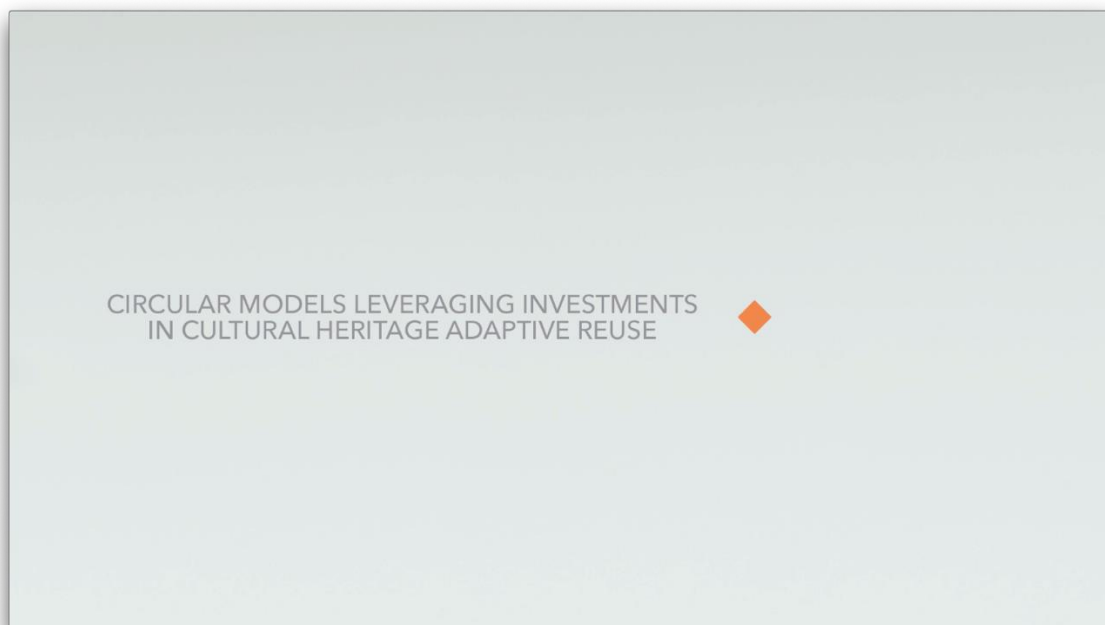
The duration of the video is about three minutes. Given that the attention span of all audience members is short, the communication team choice was to be direct and to the point to grab their attention and keep it. Taking into account that the video represented a powerful communication tool about the project, especially for the general public, we have opted for a non-technical and easy-to-understand language so that key messages could come across clearly and successfully. Therefore, the tone of voice is serious but, at the same time, direct, plain, able to engage the audience emotionally and connect it with the project. A key role is played also by music, sound effects and pauses. Actually, pauses were used not only to emphasize key messages but also to give the audience the possibility to absorb the information.

The video is characterized by animated mechanisms which exploit almost all the elements of CLIC visual identity to help the audience with project recognition. At the beginning of the video a slide like an animation of the capital letter C introduces the project logo. Then an orange rhombus, another element of CLIC image identity, slides the full title of the project.

Figure 8 - CLIC logo



Figure 9 - CLIC full title





To avoid the risk of bombarding the audience with a huge amount of text, some information related to the project is provided as visual information, as for the CLIC project pilot cities/region introduced by a strongly evocative image of a young girl dancing in a beautiful building, maybe one of our cultural assets to preserve. Then the video shows a picture for each one of the four pilots where CLIC will test innovative circular governance, business and financing models for the management of cultural heritage adaptive reuse initiatives and the promotion of efficient and financially innovative practices for the revitalization of buildings and sites that were abandoned or underused.

Figure 10 - CLIC Pilots

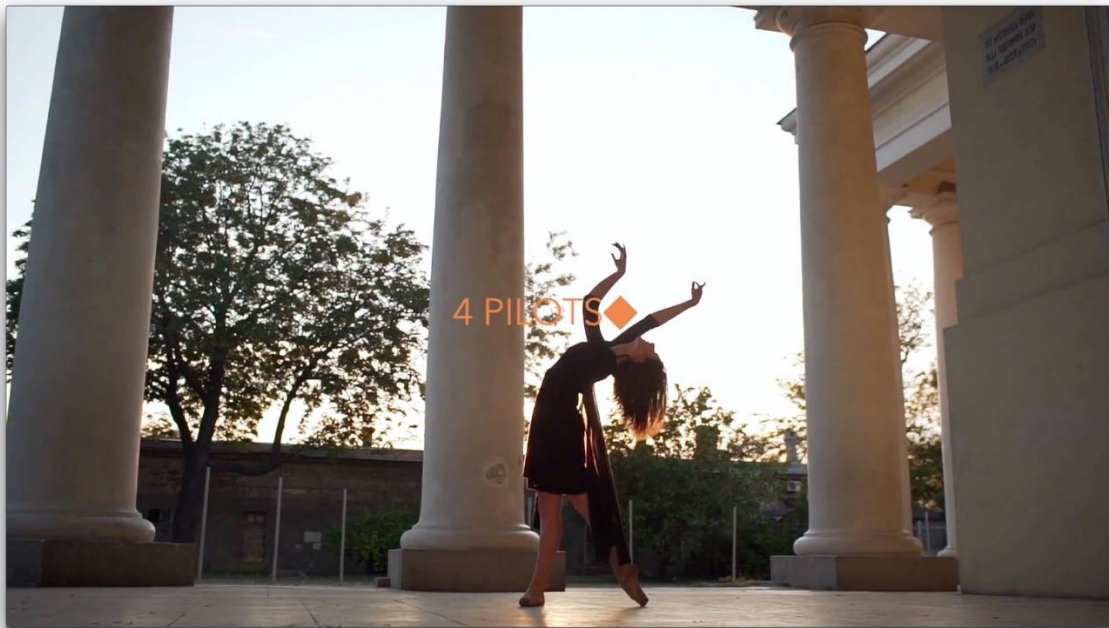


Figure 11 - CLIC Pilots: Amsterdam (Netherlands)



Figure 12 - CLIC Pilots: Salerno (Italy)





Figure 13 - CLIC Pilots: Rijeka (Croatia)

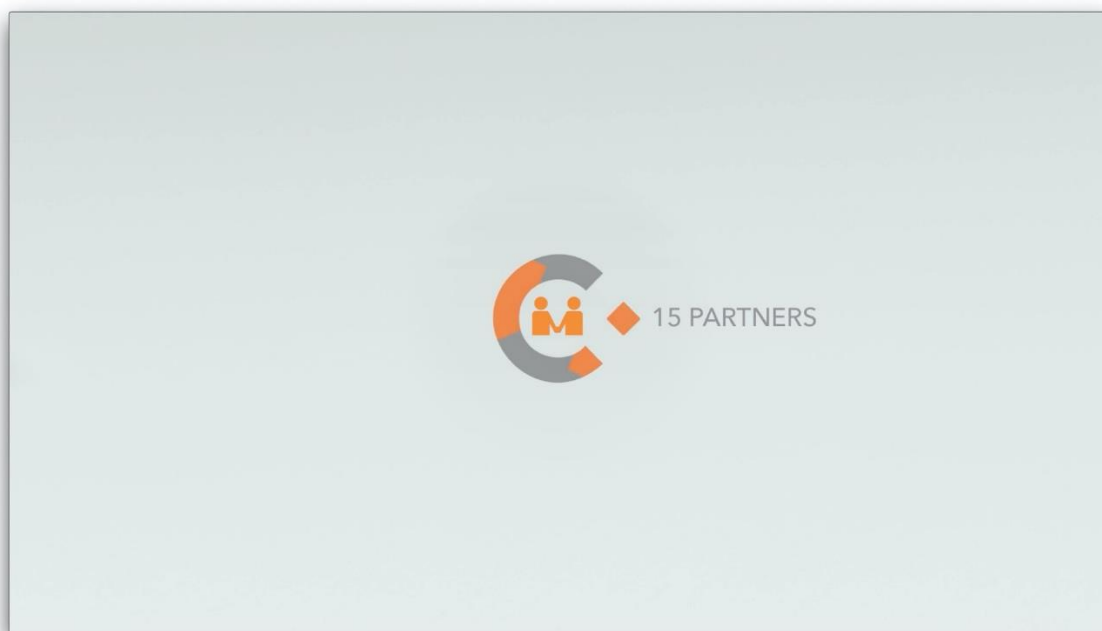


Figure 14 - CLIC Pilots: Västra Götaland region (Sweden)

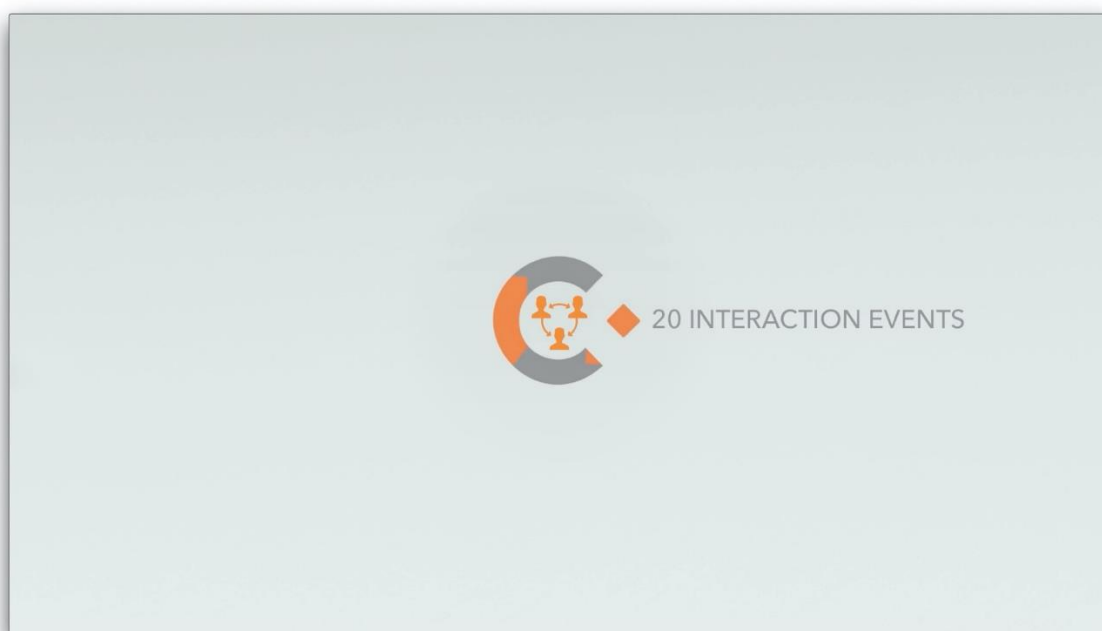


For the same reason, some information related to the projects is presented as factsheets so that it could be more easily remembered by video viewers.

**Figure 15 - Number of partners involved in the project**



**Figure 16 - Number of project events**



At the end of the video, the project website URL (<https://www.clicproject.eu/>) is shown. The CLIC Consortium is presented and information about the video producer Estrogeni Srl (<https://estrogeni.net/>) is provided. The EU emblem and EYCH 2018 logo are displayed, precisising that the project has received funding from the European Union's H2020 Research and Innovation Programme under Grant Agreement No 776758, in compliance with the Consortium obligations on communication and dissemination envisaged respectively by Art. 38 and Art. 29 of the Annotated Model Grant Agreement.

**Figure 17 - CLIC Consortium and EU funding**



The ending of the video consists in a call to action: we invite people who are watching the video to join the community, reminding them of the key role they may play in building more circular and smarter cities in the next future, taking part in project activities. The closing is short, direct and memorable. To build a better future, it is essential to cooperate, as effectively summed up by the project motto *CLIC: it's worth to cooperate*.

Figure 18 - CLIC video closing



CLIC promotional video has been spread through the project social accounts and presented at many events at national and international level, giving the project even more exposure.

It should also be noted that the CLIC Consortium has decided to carry out two further videos not included in the Grant Agreement: actually, a second video will be realized to promote the Start-up Competition which will be held during the European Start-up Week (16<sup>th</sup>-20<sup>th</sup> March 2019), one of the project milestone; a final "reporting" video has been planned to focus on projects' activities and main outcomes, European events and initiatives, the sum of experiences, good and best practices. The development of the videos is under the responsibility of the Project Coordinator with support of all the project partners.

As far as video are concerned, as required by Grant Agreement, HUL workshops have been recorded. The related videos, as well as the video of the Midterm Conference, are available at <https://www.clicproject.eu/media/>

## 4 Acronyms

[ART]	[Article]
[EU]	[European Union]
[EYCH]	[European Year of Cultural Heritage]
[HUL]	[Historic Urban Landscape]
[WP]	[Work Packages]

## 5 Annex 1 - Script of CLIC promotional video

Circular economy is the new path towards sustainability.

By learning and supporting natural processes, it reduces entropy and stimulates the system's ability to self-organize and move towards a better overall productivity.

CLIC applies the principles of circular economy and circular city to cultural heritage, considered as the very memory of the urban-territorial system. It promotes the adaptive reuse to create a sustainable development of the urban and territorial system from the environmental, social, cultural and economic point of view. The adaptive reuse of cultural heritage is first of all a natural way of circumscribing the flows of usage of raw materials, energy as well as cultural and social capital.

Within the broader concept of circular economy as a regenerative economy, the adaptive reuse occurs in a perspective of coevolution of the landscape system, increasing the dynamics through which heritage generates cultural, economic, environmental and social impacts within the territory, boosting urban regeneration and social innovation processes through self-generating virtuous circuits, in which each value generates others, which remain incorporated in the territory.

CLIC promotes, in this territorial perspective, the culture of cooperation, transforming differences and conflicts into synergies and opportunities for wealth creation.

15 partners

10 countries involved

4 pilots

20 interactions

1 start-up competition

Almost 5.000.000 euros invested

These are the numbers through which CLIC will develop and test innovative circular governance, business and financing models for the management of cultural heritage adaptive reuse initiatives and the promotion of efficient and financially innovative practices for the revitalization of buildings and sites that were abandoned or underused. New use values will take into account and enhance the historical/cultural significance of heritage (its intrinsic value) and will preserve it from the negative environmental impacts that are typical of abandonments, demolitions and reconstructions.

CLIC's strategic objective is, therefore, to explore new uses of cultural heritage that can increase the attractiveness of historic-cultural buildings and sites, thus generating value for businesses and improving the quality of landscape, generating positive social, economic and environmental impacts, for the benefit of the whole community as well.

Pakhuis De Zwiger in Amsterdam Netherlands, Salerno in Italy, Rijeka in Croatia, Västra Götaland region in Sweden.

Creation, testing, implementation and validation of four Heritage Innovation Partnerships, each stimulated by a local practice partner and supported by a twin research partner. Join the community!

CLIC - It's worth to cooperate!





## Deliverable D6.9 Project video

A total of 15 partners are involved in CLIC project including research institutions, SMEs, local governments and cultural organizations.

The video was created and produced by: [estrogeni.net](http://estrogeni.net)