



Circular models Leveraging Investments
in Cultural heritage adaptive reuse



D1.1 Reports of HUL Workshops



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Abstract

The present document reports on the series of CLIC Historic Urban Landscape (HUL) workshops held within the CLIC project between May 2018 and September 2020 under the leadership of the Eindhoven University of Technology. These workshops aimed to involve relevant local, national and European stakeholders to investigate the cultural heritage adaptive reuse processes. The first three workshops assessed the adaptive reuse of cultural heritage to identify the barriers hampering it and solutions to overcome them. These HUL workshops were held in Amsterdam (NL), Salerno (IT), and Rijeka (HR) and respectively hosted by the CLIC pilot partners Pakhuis de Zwijger, the Municipality of Salerno, and the Municipality of Rijeka. The fourth and the fifth HUL workshops were part of the project-long assessment of the CLIC project. The participants assessed the usability and feasibility of the tools and models developed within the CLIC project and identified the barriers related to their use and implementation within the local contexts of the CLIC pilots (Västra Götaland region, the city of Salerno, the city of Rijeka, and Pakhuis de Zwijger). These HUL workshops were held in Västra Götaland (SE) and online—instead of Amsterdam, due to the outbreak of the COVID-19 pandemic. For these workshops, the hosting CLIC pilot partners were the Region of Västra Götaland (Västravet department) and Pakhuis de Zwijger. After introducing the CLIC project, this report introduces the UNESCO Historic Urban Landscape approach, the general framework of the HUL workshop, and the detailed report of each workshop. This document consolidates the reports issued by the Eindhoven University of Technology after each workshop.

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14	COMUNE DI SALERNO	SA	
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Executive Summary

Introduction

The present document reports on the **series of CLIC Historic Urban Landscape (HUL) workshops** held within the CLIC project. These workshops took place between May 2018 and September 2020 and they were led by the Eindhoven University of Technology. The aim of these research activities was to **involve a wide range of stakeholders in investigating the cultural heritage adaptive reuse processes**. Besides the CLIC partners, these participants were representatives of the public and private sector, knowledge institutions, NGOs and associations of citizens. This wide range of participants reflects the **variety of stakeholders** of the adaptive reuse of cultural heritage (Conejos et al. 2016; Misırlısoy and Günce 2016; Shipley, Utz, and Parsons 2006). Furthermore, the adaptive reuse of cultural heritage is a process that encompasses disciplines such as heritage studies, architecture, engineering, urbanism, etc. (Foster 2020; Plevtoets and Van Cleempoel 2019). Hence, the variety of participants also represented the variety of disciplines involved in the adaptive reuse of cultural heritage. This allowed for an **interdisciplinary investigation** of the adaptive reuse of cultural heritage.

This document consolidates the reports issued by the Eindhoven University of Technology after each workshop. For each workshop, the workshop programmes, content, participant profiles, the data collected, and results of data analysis are shared separately. Extensive and in-depth analysis of the results are reported in deliverable D1.5 [“Report on barrier and bottlenecks”](#), which also discuss solutions and proposes recommendations, and deliverable D1.6 [“Project-long assessment”](#).

Historic Urban Landscape approach and HUL workshops

During the General Conference held on the 10th November 2011, **UNESCO** has adopted the **Recommendation on the Historic Urban Landscape**. The Recommendation introduces a holistic and integrated approach towards heritage conversation and management with a landscape context, that complements and brings forward the existing conservation approaches (UNESCO 2011).

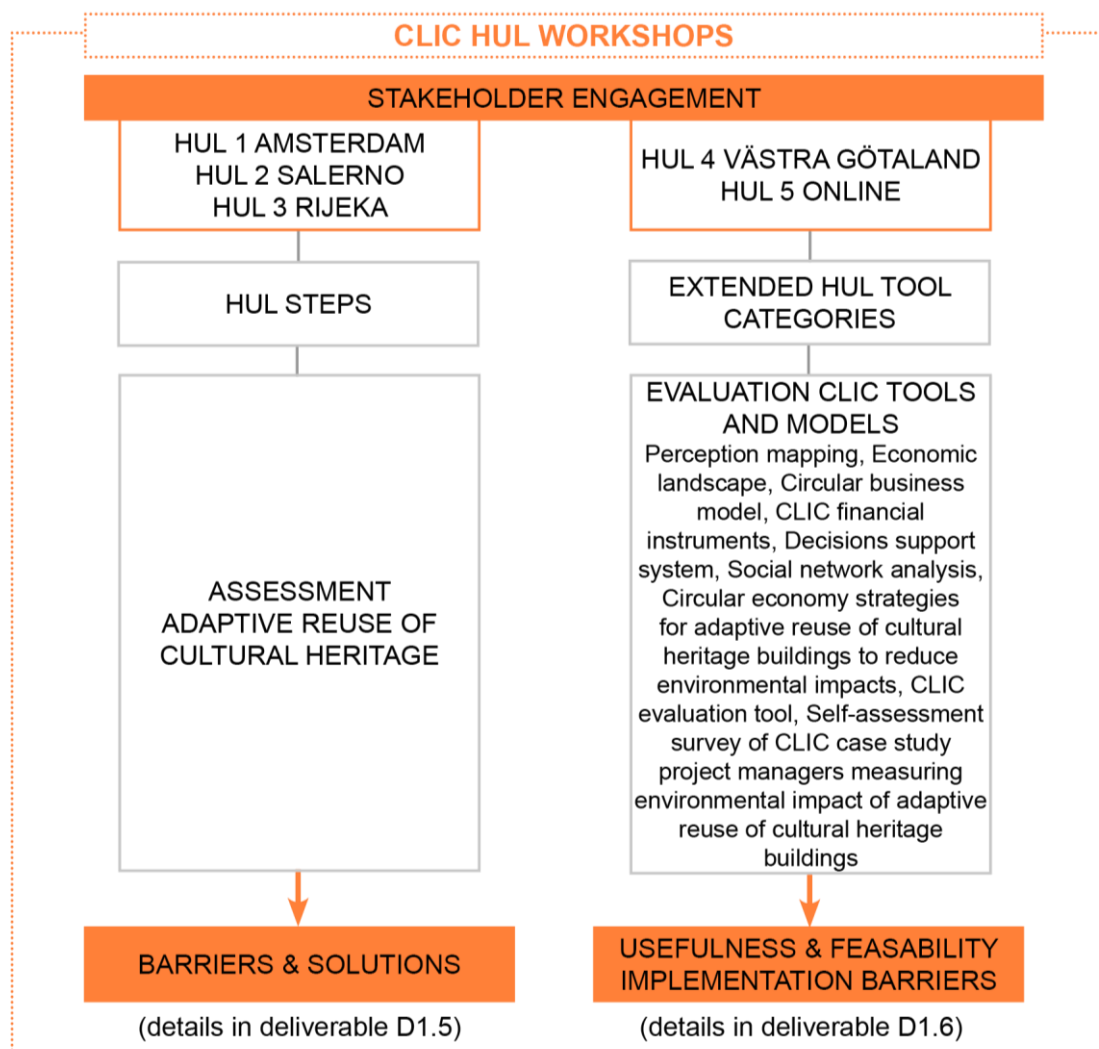
The Historic Urban Landscape is an approach that aims to **manage urban heritage conservation and sustainable development in a holistic fashion**. This landscape approach plays a significant role in promoting a balanced and integrated sustainable development model that takes into consideration a variety of stakeholders, scales and processes. In parallel, the European Green Deal highlights building and renovation as one of its seven main policy frameworks to reach its net zero carbon emissions goals for 2050. In this context, the human-centred approach towards circular economy promoted by the CLIC Circular Economy framework providing a number of cultural, social, economic, environmental and governmental instruments and evaluation tools supports the transition of devaluated heritage sites and landscapes into living ecosystems through circularity (Fusco Girard, 2020).

In parallel with the integrated circular economy notion defined by the CLIC consortium and the holistic framework of the HUL approach, a series of stakeholder engagement workshops, entitled as Historic Urban Landscape workshops (HUL workshops), was conducted. The first three workshops assessed the adaptive reuse of cultural heritage to **identify the barriers hampering it and solutions to overcome them**. These HUL workshops were held in **Amsterdam (NL), Salerno (IT), and Rijeka (HR)** and respectively hosted by the CLIC pilot partners Pakhuis de Zwijger, the Municipality of Salerno, and the Municipality of Rijeka. During these three workshops, not only the identification of the barriers and solution was interdisciplinary, but it also considered **multiple scales**, in other words the site/building scale, the urban scale as well as other scales and contexts. By obtaining an overview of the barriers and bottlenecks, it is possible to **facilitate the implementation** of the adaptive reuse of cultural heritage by **informing stakeholders, planning and decision**

making; finding solutions to overcome them; and assuming a **proactive approach** that anticipates problems thinking ahead how to overcome them and **manage the available resources** to do so.

The fourth and the fifth HUL workshop were part of the **project-long assessment** of CLIC project: participants assessed the **usability and feasibility of the tools and models** developed within the CLIC project, and identified the **barriers** related to their use and **implementation** in the CLIC pilot local contexts. These HUL workshops were held in **Västra Götaland (SE) and online—instead of Amsterdam**, due to the outbreak of the COVID-19 pandemic. For these workshops, the hosting CLIC pilot partners were the Region of Västra Götaland (Västravet department) and Pakhuis de Zwijger. This **monitoring and reviewing feeds the implementation** of CLIC tools and models at the local level.

Figure 1 – Overview of the series of HUL workshops and their outcomes.



Source: Authors

Particularly, the CLIC HUL workshops were based on an adaptation of the **World Café method** (Brown et al., 2005), a participatory method that uses the **group intelligence** to investigate an issue by relying on the participants experiences and knowledge. Through several roundtable discussions, information is gathered in a comprehensive message from a broader perspective while the participants also are engaged in mutual learning and relationship building (Bergold & Stefan, 2012; Löhr et al., 2020). This use of a participatory methodology acknowledges the **need for involvement in cultural heritage management and in identifying its challenges**, as mentioned in the so called “Faro Convention” on the value of cultural heritage for Society (Council of Europe, 2005, article 12).

Conclusive Remarks

The HUL workshops allowed **stakeholders engagement** in a participatory and multidisciplinary discussion identifying the barriers to cultural heritage adaptive reuse and how to overcome them as well as focusing on the **assessment of governance, economic, environmental, business-oriented and cultural tools and models developed and tested by CLIC partners** in term of **usefulness and feasibility**, and on the **implementation barriers from a multi-scalar perspective**.

Concerning the barriers encountered in cultural heritage adaptive reuse, the detailed account is provided in the dedicated [deliverable D1.5 “Report on barriers and bottlenecks”](#).

In Amsterdam, Salerno and Rijeka, the predominant category of barriers to adaptive reuse have been identified as **administrative and governance issues** such as the lack of cooperation, collaboration and communication, and public participation in relation to decision making. These barriers emphasize the **necessity of open dialogue and participatory processes of governance and decision making** to tackle these administrative barriers.

Economic barriers included the availability of **limited funding and financial resources** for the adaptive reuse of cultural heritage. However, the context of these limitations varies based on the size, scale and governance model of the cities. In Amsterdam, the lack of cooperation and communication between different public and private parties results in problems in public-private partnerships. In Salerno and Rijeka, limited public investments from the national authorities are the biggest concern. Similarly, lack of public investments has also been an issue in Västra Götaland, paired with lack of interest from entrepreneurs and private investors.

Social and cultural barriers followed similar trends in all CLIC pilots. One of the most commonly articulated problem has been the **lack of awareness on cultural heritage, its significance and potential** for adaptive reuse and circular economy.

The topic of **tourism** has come out as a major issue in all the four CLIC pilots, following different trajectories. In Amsterdam, overtourism has been a major concern having regulatory, economic, social and cultural impacts on adaptive reuse. In Salerno and Västra Götaland, seasonality of tourism activities have been identified as a barrier, resulting in seasonality in business and economic activities and temporality in the job and real estate markets.

The reference to **environmental concerns**, e.g. the impact of climate change, natural hazards, as well as pollution and environmental degradation and decay of buildings and sites, have been highly limited. This limited reference is due to the lack of awareness on environmental concerns, and the missing link between climate change and cultural heritage. Only in Salerno, natural threats have been indicated.

In the HUL workshops, issues barely indicated relate to the **physical structure** of the historic buildings and issues concerned with its **adaptation**, which are prominent in literature. This is based on the holistic view of the historic landscape approach extending the context of cultural heritage that used to be limited to individual building and site scale.

Barriers such as the lack of collaboration and communication and the difficulties in communication requires to build capacity in cooperation and for participatory practices. Concerning environmental barriers, the implementation of mitigation measure could contribute to address the threat of climate change, produce revenue streams contributing to finance the heritage reuse and/or reducing the operational costs both in the construction phase and the management and use one. Examples of these measures are the use of renewable sources of energy, the improvement of the energy efficiency of the heritage, the water recovery and the reuse of materials and construction elements. A detailed overview of the solutions identified is reported in the deliverable (Table 18 to 21). These solutions encompass knowledge and planning, regulatory, financial, environmental, governance, and educational tools and strategies

The relevance of identifying barriers and solutions is twofold. On the one hand, this provides **policy makers and key decision makers** with the **underlying factors** that need to be considered when implementing an adaptive-reuse policy as part of their sustainability and circular economy strategy. It is recommended to consider these factors in developing strategic cultural plans for cities and regions. Plans that can facilitate the implementation of circular economy and favour behaviours contributing to achieve Goal 12 of the Sustainable Development Goals (SDGs): a more sustainable production and consumption. On the other hand, this overview of barriers and solutions informs **practitioners and communities** implementing cultural heritage adaptive reuse on these barriers and how to solve them, fostering the shift towards a **proactive approach** that anticipates how to overcome problems and manage the available resources to do it.

Concerning the long-project assessment, the detailed account of the results will be provided in the [deliverable D1.6 “Project long-assessment”](#).

With few exceptions, the tools and models assessed have been tested in one or more of the CLIC pilots. The subjective evaluation of the involved stakeholders in their assessment allows a better understanding of the challenges that are / can be encountered in the implementation of these tools as part of the adaptive reuse processes, and informs further improvements to be made in their design. This assessment is based on the stakeholders' experience and understanding of the CLIC tools and models. Hence, for those tools that were not yet implemented, the understanding of the stakeholders is limited to the brief introduction that they received during the workshop.

According to the results, participants evaluated the **tools and models to be useful**. Conversely, their feasibility was lower, reflecting the **difficulties** encountered in the use and implementation of such tools and models. Among the **implementation barriers**, the ones more **often** reported are **expertise, data and information, demands and times, finance, and integration**. Furthermore, some tools and models might require specific background and expertise, lowering the perceived feasibility for non-expert stakeholders.

These outcomes indicate that improvements can be made in terms of resource management and allocation, better communication and dissemination of these tools and models to further support their implementation at local contexts across Europe. These results can be regarded as **a starting point to facilitate the implementation** of these tools and models. They also provide **feedback** for the researchers developing these tools and models. The identification of the implementation barriers can thus be used as **reference for future implementations within the pilots as well as in similar contexts**. The outcomes also indicate that each pilot is unique with its priorities and challenges in heritage-related decision making, and individual assessments and adjustments are vital for the effective use of certain tools, models and policies.

To overcome the implementation barriers identified, it is recommended to build capacity to increase the expertise or provide support; improve knowledge management to gather data and make

information findable and accessible. It is also recommended to plan the implementation in order to allocate the necessary resources and identify the opportunity for synergies and cooperation. The facilitation of the implementation of the CLIC tools and models can contribute towards the implementation of the HUL approach, i.e. conservation through transformation, and benefit the integration of the adaptive reuse of cultural heritage in its landscape. Particularly, the development of circular business models for this reuse foster knowledge and planning as well as stakeholder participation while also contributing to the financial soundness, and sustainability of reuse projects which create values.

Facilitating the adaptive reuse of cultural heritage—by addressing its barriers and the ones encountered in implementing tools and models supporting it—fosters heritage conservation enabling and driving sustainable development. The inter-relation between conservation and sustainable development is key to the HUL approach which advocates for conservation through transformation, such as adaptive reuse. Similarly, circular economy processes create values through the transformation of resources. Hence, implementing circular economy can benefit the implementation of the HUL approach and vice-versa favouring a human-centred urban/rural development (Fusco Girard 2019, 2020). Furthermore, for circular cities the role of local community is key for a human-centered development (Fusco Girard 2020) and circular economy is “is grounded on cooperation, collaboration, synergies, integration between multiple subjects and activities” (Fusco Girard 2019:251). Community and civic engagement are also paramount to the successful implementation of the HUL approach. Hence, tools and models fostering participation as well as addressing the barriers encountered in participatory practices entail a mutual benefit for circular cities and historic urban/rural landscapes.

In this regard, **future initiatives** could be launched to further and **in-depth study** of both the barriers encountered in the adaptive reuse of cultural heritage and the implementation barriers and other factors negatively affecting the feasibility of these tools and models. In addition, a comparative assessment based on the different background and expertise of stakeholders could help revealing what tools and models demand for an expert support to be implemented. Furthering this understanding could positively impact on the implementation of cultural heritage adaptive reuse, and such tools and models, hence **facilitating their adoption and implementation** contributing to heritage conservation, urban sustainability, and the adaptive reuse of cultural heritage and related practices.

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 present document reports on the **series of CLIC Historic Urban Landscape (HUL) workshops** held within the CLIC project. These workshops took place between May 2018 and September 2020 and they were led by the Eindhoven University of Technology. The aim of these research activities was to **involve a wide range of stakeholders in investigating the cultural heritage adaptive reuse processes**. Besides the CLIC partners, these participants were representatives of the public and private sector, knowledge institutions, NGOs and associations of citizens. This wide range of participants reflects the **variety of stakeholders** of the adaptive reuse of cultural heritage (Conejos et al., 2016; Mısırlısoy & Günce, 2016; Shipley et al., 2006). The Faro Convention adopted by the European Commission (2005) also highlights dialogue and promotes consensus setting between different stakeholders, and stakeholder engagement workshops are one of the tools that are promoted in the Action Plan to foster participation and cooperation on heritage-related decision-making processes (EC, 2018). Furthermore, the adaptive reuse of cultural heritage is a process that encompasses disciplines such as heritage studies, architecture, engineering, urbanism, etc. (Foster, 2020; Plevoets & Van Cleempoel, 2019). Hence, the variety of participants also represented the variety of disciplines involved in the adaptive reuse of cultural heritage. This allowed for an **interdisciplinary investigation** of the adaptive reuse of cultural heritage.

The first three workshops assessed the adaptive reuse of cultural heritage to **identify the barriers hampering it and solutions to overcome them**. These HUL workshops were held in **Amsterdam (NL), Salerno (IT), and Rijeka (HR)** and respectively hosted by the CLIC pilot partners Pakhuis de Zwijger, the Municipality of Salerno, and the Municipality of Rijeka. During these three workshops, not only the identification of the barriers and solution was interdisciplinary, but it also considered **multiple scales**, in other words the site/building scale, the urban scale as well as other scales and contexts.

The fourth and the fifth HUL workshop were part of **the project-long assessment** of CLIC project: participants assessed the **usability and feasibility of the tools and models** developed within the CLIC project, and identified the **barriers** related to their use and **implementation** in the CLIC pilot local contexts. These HUL workshops were held in **Västra Götaland (SE) and online—instead of Amsterdam**, due to the outbreak of the COVID-19 pandemic. For these workshops, the hosting CLIC pilot partners were the Region of Västra Götaland (Västravet department) and Pakhuis de Zwijger.

This document consolidates the reports issued by the Eindhoven University of Technology after each workshop. For each workshop, the workshop programmes, content, participant profiles, the data collected and results of data analysis are shared separately. The overall results are then indicated as concluding remarks (cf. §11). These results are analysed in detail in two dedicated deliverables. The in-depth analysis of the barriers hampering the adaptive reuse of cultural heritage is illustrated in the deliverable D1.5 [“Report on barriers and bottlenecks”](#). This deliverable also provides a detailed analysis of the solutions and presents recommendations to overcome such barriers. The results of the project long-assessments are detailed in the deliverable [D1.6 “Project long-assessment”](#). This second report details the assessment of the CLIC tools and models and provides recommendations to facilitate their implementation.



2.1 Document structure

This document is structured as follows:

Chapter 1 introduces the CLIC projects and its objectives

Chapter 2 introduces the Report on the HUL workshops

Chapter 3 introduces the UNESCO Historic Urban Landscape approach and the CLIC circular Economy approach

Chapter 4 provides a general overview of the HUL workshop framework

Chapter 5 to Chapter 10 report on each of the HUL workshops

Chapter 11 lists the references

Chapter 12 lists the acronyms

Chapter 13 to Chapter 16 contain the annexes

3 Conceptual framework: the Historic Urban Landscape approach and the CLIC circular economy framework

3.1 The Historic Urban Landscape approach







During the General Conference held on the 10th November 2011, **UNESCO** has adopted the **Recommendation on the Historic Urban Landscape (HUL)**. The Recommendation introduces a holistic and integrated approach towards heritage conservation and management with a landscape context, that complements and brings forward the existing conservation approaches (UNESCO, 2011).

The Historic Urban Landscape is an approach that aims to **manage urban heritage conservation and sustainable development in a holistic fashion**.

“Urban heritage, including its tangible and intangible components, constitutes a key resource in enhancing the liveability of urban areas, and fosters economic development and social cohesion in a changing global environment. As the future of humanity hinges on the effective planning and management of resources, conservation has become a strategy to achieve a balance between urban growth and quality of life on a sustainable basis” (UNESCO, 2011).





The action plan to implement the **HUL** approach counts **six steps** illustrated in Figure 1.

Figure 2- Six-step action plan to implement the HUL approach.

	Step	Phase	Activity
1	 Mapping	Identify resources	Mapping natural, cultural, and human resources
2	 Consensus	Identify values and attributes	Reaching consensus on what values and related attributes to protect
3	 Vulnerability	Identify vulnerabilities	Assessing the vulnerability of the identified values and related attributes to change and development
4	 Integrate	Plan and design for conservation and regeneration	Integrating values, related attributes, and their vulnerability in urban development framework
5	 Prioritize	Prioritize	Prioritizing actions for conservation and development
6	 Partnership	Realize	Establishing local partnerships and management frameworks for each of the actions

Source: adapted by the authors from Gravagnuolo and Fusco Girard (2017) and WHITRAP and City of Ballarat. (2016).

The **four tool categories** suggested to aid the implementation of the HUL Recommendation are (WHITRAP; City of Ballarat, 2016):

-  civic engagement tools¹: e.g. consultations, workshops, surveys;
-  knowledge and planning tools²: e.g. mapping, fact sheets, assessments;
-  regulatory systems³: e.g. laws, regulations, plans, policies;
-  financial tools⁴: e.g. funding, public-private partnerships, grants.

These tools shall be adapted to local contexts.

The HUL approach goes beyond the narrow definition of cultural heritage limiting the heritage attributes and values to tangible aspects of natural and built heritage. Thus, the expanded scope of this landscape approach fully aligns with the integrated European approach that places cultural heritage at the core of sustainability and circular economy goals with its inherent values (Fusco Girard, 2016). In addition, the HUL Recommendation and toolkit also fosters participatory processes in decision-making as civic engagement is recognized as one of the fundamental tool for the implementation of this approach.

¹ “Civic engagement tools should involve a diverse cross-section of stakeholders, and empower them to identify key values in their urban areas, develop visions that reflect their diversity, set goals, and agree on actions to safeguard their heritage and promote sustainable development. These tools, which constitute an integral part of urban governance dynamics, should facilitate intercultural dialogue by learning from communities about their histories, traditions, values, needs and aspirations, and by facilitating mediation and negotiation between groups with conflicting interests” (UNESCO, 2011, article 24a).

² “Knowledge and planning tools should help protect the integrity and authenticity of the attributes of urban heritage. They should also allow for the recognition of cultural significance and diversity, and provide for the monitoring and management of change to improve the quality of life and of urban space. These tools would include documentation and mapping of cultural and natural characteristics. Heritage, social and environmental impact assessments should be used to support and facilitate decision-making processes within a framework of sustainable development” (UNESCO, 2011, article 24b).

³ “Regulatory systems should reflect local conditions, and may include legislative and regulatory measures aimed at the conservation and management of the tangible and intangible attributes of the urban heritage, including their social, environmental and cultural values. Traditional and customary systems should be recognized and reinforced as necessary” (UNESCO, 2011, article 24c).

⁴ “Financial tools should be aimed at building capacities and supporting innovative income-generating development, rooted in tradition. In addition to government and global funds from international agencies, financial tools should be effectively employed to foster private investment at the local level. Micro-credit and other flexible financing to support local enterprise, as well as a variety of models of partnerships, are also central to making the historic urban landscape approach financially sustainable.” (UNESCO, 2011, article 24d).

3.2 The HUL context and the CLIC Circular Economy approach towards adaptive reuse

The UNESCO Recommendation on Historic Urban Landscape (2011) recognizes the dynamic nature of living cities (and landscapes) and emphasizes the value of creative hybridization in historic contexts, “culturally” allowing the hybridization of new architecture in historic sites and landscapes. This landscape approach plays a significant role in promoting a balanced and integrated sustainable development model that takes into consideration a variety of stakeholders, scales and processes.

The Leeuwarden Declaration that was adopted by the Architects’ Council of Europe (2018) underlines that adaptive heritage reuse processes should, “favour and ensure flexibility, participatory approaches, innovation, quality-based procurement, multidisciplinary teams, financial viability and good story-telling” in order to ensure smart and quality based reuse processes (ACE, 2018: para. 9). In parallel, the European Green Deal highlights building and renovation as one of its seven main policy frameworks to reach its net zero carbon emissions goals for 2050. In this context, the human-centred approach towards circular economy promoted by the CLIC Circular Economy framework providing a number of cultural, social, economic, environmental and governmental instruments and evaluation tools supports the transition of devaluated heritage sites and landscapes into living ecosystems through circularity (Fusco Girard, 2020).

The CLIC project places adaptive reuse of cultural heritage at the core of human-centred urban development strategies to achieve circular economy goals. Defined as *circular re-use* by Fusco Girard (2019), the economic values of cultural heritage are embedded into the intrinsic values of these ecosystems. The CLIC circular economy framework thus introduces an integrated notion of circular economy, which defines a complex of economic, social and environmental values are incorporated into the circular reuse model (Fusco Girard, 2020).

4 Purpose and scope of the CLIC series of 5 HUL workshops

In parallel with the integrated circular economy notion defined by the CLIC consortium and the holistic framework of the HUL approach, a series of stakeholder engagement workshops, entitled as Historic Urban Landscape workshops (HUL workshops), was organized and led by the Eindhoven University of Technology team. These stakeholder engagement activities aimed to communicate this integrated framework promoted by the CLIC project, and to foster stakeholder engagement and deliberation in order to share and transfer knowledge, and reach a consensus. There had been 5 workshops hosted by the individual CLIC pilots. One workshop was held in Salerno (IT), Rijeka (HR), and Västra Götaland region (SE); while the NGO Pakhuis de Zwijger hosted two workshops, one in Amsterdam (NL) and one online due to the circumstances associated to the COVID-19 pandemic.

The first three workshops were structured as “stakeholders’ involvement processes in which to investigate barriers and bottlenecks, as well as best practices” (CLIC Consortium, 2017, ANNEX 1 (part A) p. 12) concerning the adaptive reuse of cultural heritage, by:

- **identifying barriers** and challenges to cultural heritage adaptive reuse;

- identifying **influencing factors** of cultural heritage adaptive reuse;
- **brainstorming solutions** to overcome the identified barriers and mainstreaming adaptive reuse practices.

Figure 3 – Questions answered during the first three HUL workshops



Source: Authors

The workshops aimed at identifying these barriers and bottlenecks **at city, regional, national, and EU level** (CLIC Consortium, 2017).

By obtaining an overview of the barriers and bottlenecks, it is possible to **facilitate the implementation** of the adaptive reuse of cultural heritage by **informing stakeholders, planning and decision making; finding solutions** to overcome them; and assuming a **proactive approach** that anticipates problems thinking ahead how to overcome them and **manage the available resources** to do so.

The workshop in Västra Götaland and the online workshop, on the other hand, aim at contributing to the “**project-long assessment** and analysis of **barriers to implementation**” (CLIC Consortium, 2017, ANNEX 1 (part A) p. 12). The workshop held in Västra Götaland also concerned with the testing and validation of the innovative tools developed as part of the CLIC project, and the online workshop focused on the transfer of knowledge. This **monitoring and reviewing feeds the implementation** of CLIC tools and models at the local level.

5 HUL workshop framework

The CLIC HUL workshops were based on an adaptation of the **World Café method** (Brown et al., 2005). The World Café is a participatory method that uses the **group intelligence** to investigate an issue by relying on the participants experiences and knowledge. Through several roundtable discussions, information is gathered in a comprehensive message from a broader perspective. The advantage of this method is that while investigating an issue, the participants also are engaged in mutual learning and relationship building (Bergold & Stefan, 2012; Löhr et al., 2020). Furthermore, the use of a participatory methodology acknowledges **the need for involvement in cultural heritage management and in identifying its challenges**. Needs mentioned in the so called “Faro Convention” on the value of cultural heritage for Society (Council of Europe, 2005, article 12).

Although the workshops differed per aim, all workshops shared an underline structure (Figure 3). Overall, the workshops were articulated in an introductory session for **sharing knowledge** among participants, **group discussions**, and a conclusive session for **sharing the outcomes** of such discussions (Figure 4).

Figure 4 – Phases of the HUL workshop: preparation, workshop, and finalization.

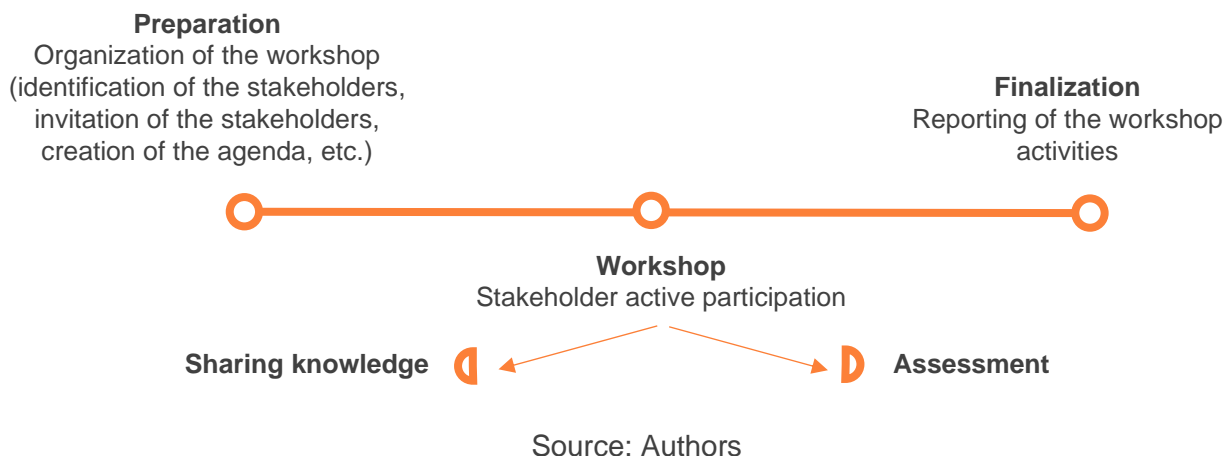
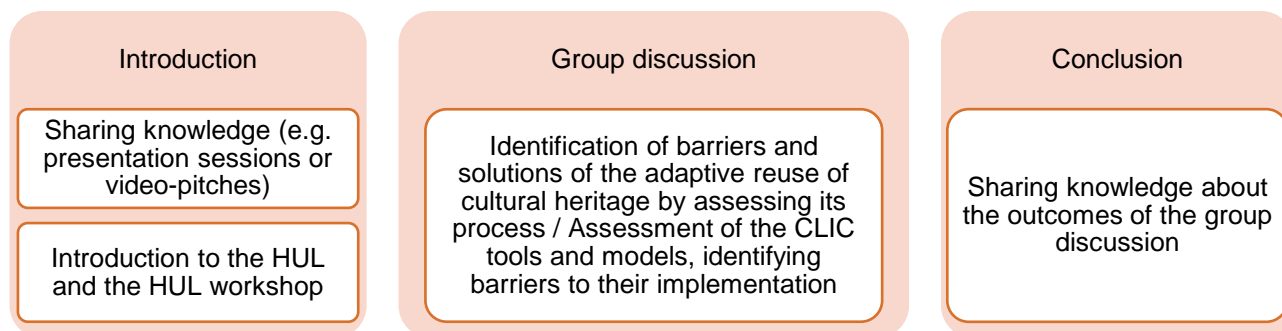


Figure 5 – Structure of the HUL workshop



The three workshops identifying barriers used the **six HUL steps to frame the assessment** of the adaptive reuse of cultural heritage. The HUL steps were chosen as identification framework because they are used to develop action plans to implement the conservation of cultural heritage and integrate it in the sustainable urban development (UNESCO, 2011; WHITRAP; City of Ballarat, 2016). Therefore, the steps can be used to assess a process such as the adaptive reuse of the cultural heritage which is also a strategy to conserve cultural heritage while expressing its potential for contributing to sustainable development and circular cities. Furthermore, the identification of barriers to the adaptive reuse of cultural heritage used a **multi-scale** approach in order to consider the interaction of the building/site level with the urban level and vice versa in identifying the barriers (The 100 Resilient Cities in Wilkinson, 2018).

The HUL tool categories were used in classifying the CLIC tools and models during the assessment of their usefulness and feasibility during the fourth and the fifth workshop. By “**usefulness**” it is meant that a tool or a model **solves a problem or fulfils a need**, by “**feasibility**” that the use of the tool or model **is doable**, and the **resources are available or acquirable** for its use.

5.1 Additional information

- The HUL workshop methodology: <https://www.clicproject.eu/historic-urban-landscape-workshop-methodology/>

6 HUL Workshop I – Amsterdam

The present document reports on the Historic Urban Landscape workshop held in Amsterdam on May 30 and 31, 2018. This workshop constitutes the first of the CLIC series of five HUL workshops aiming at involving stakeholders to investigate cultural heritage adaptive reuse.

6.1 HUL workshop framework, Amsterdam

The HUL workshop has been structured following the **six steps of the HUL approach**: there were six tables and each one investigated cultural heritage adaptive reuse focusing on a specific HUL step. Each table-step had a **facilitator** acquainted with the Historic Urban Landscape Approach (Table 1).

Table 1 – Table organization and facilitators

Table number	Table name	HUL critical step	Facilitator
1	Mapping	To map city's natural, cultural and human resources	Gamze DANE (TU/e)
2	Consensus	To reach consensus on what values and attributes to protect	Julia REY - PÉREZ (University of Seville)
3	Vulnerability	To assess vulnerability to change and development	Nadia PINTOSI (TU/e)
4	To integrate	To integrate urban heritage values and their vulnerability status into a wider framework of city development	Ana PEREIRA RODERS (TU/e)
5	To prioritize	To prioritize actions for conservation and development	Paloma GUZMAN MOLINA (Independent)
6	Partnerships	To establish partnerships and local management frameworks for each action	Antonia GRAVAGNUOLO (IRISS)

Source: Authors

To ensure multidisciplinary, cross-sector, and background mix; the participants has been asked to form six **teams** applying these rules:

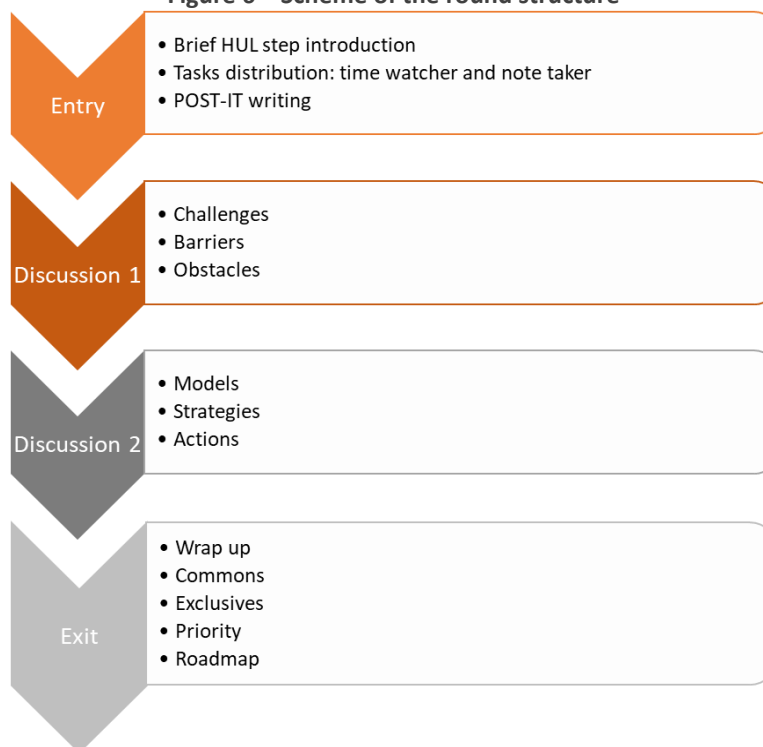
- To avoid having participants from the same institution or organization in the same team;
- To avoid team composed only by partners of the CLIC consortium.

The workshop had been structured in six sessions, each named “round”. During a round, each group sat to a table and discussed the topic from the perspective of the HUL step the table was themed after. After the end of one round the teams changed table; thus, every team discussed barriers and bottlenecks to cultural heritage adaptive reuse from the perspective of all six HUL steps.

Each 20-minute round was divided in four phases (Figure 1), namely: entry, discussion 1, discussion 2, and exit. During the entry phase, to a first introduction to the HUL step of the table followed a recap of the organization of the round; the nomination of a time watcher and a note taker; and 2-3 minutes were dedicated to write down individually the contributions on post-it. After the entry phase, the team member confronted and discussed the challenges, barriers, and obstacles

pinpointed. Subsequently, the team addressed the possible strategies to overcome what emerged during the discussion of the difficulties in the previous phase. The last part of the round was dedicated to wrap up the results of the discussion, trying to reveal common aspects, exceptions, distinctivenesses, and priorities as well as indicate possible roadmaps to tackle the challenges identified.

Figure 6 – Scheme of the round structure



Source: Authors

In order to distinguish among level of analysis, three different colours have been employed: yellow post-it for contributions regarding Pakhuis de Zwijger, fucsia for the city of Amsterdam, and blue if contributions refer to elsewhere or other scale of analysis.

6.2 Organizers

The HUL workshop I in Amsterdam has been organized by the CLIC partners **Eindhoven University of Technology and Pakhuis de Zwijger**, particularly: Ana Pereira Roders, Gamze Dane, and Nadia Pintossi (Eindhoven University of Technology), Charlot Schans, Joey van Loo and Carlijn Roovers (Pakhuis de Zwijger).

6.3 Programme

An **informative session** has been organized during the first day of the event. Relevant stakeholders from Amsterdam have presented to the participants cultural heritage adaptive reuse practices (e.g. Pakhuis de Zwijger and NDSM wharf experiences) and informed about projects related to the implementation of the circular economy in Amsterdam (cf. §6.3.1). Furthermore, to get

the international participants more acquaintance with Amsterdam context and get inspired, a **guided expedition to adaptive reuse projects** in the North of Amsterdam has been conducted (cf. §6.3.1).

The second day the participants **discussed the barriers and solutions** as described in “HUL workshop framework” (cf. §6.1).

Agenda first day – 30th May 2018

Venue: FerroTopia, NDSM-werf

- 09.00 hs - Arrival and registration at FerroTopia at NDSM Wharf
- 09.30 hs - Welcome and introduction Historic Urban Landscape workshop – Ana Pereira Roders (TU/e) and Charlot Schans (Pakhuis de Zwijger)
- 10.00 hs - Presentation stakeholders, part 1:
 - Egbert Fransen – Director and co-founder of Pakhuis de Zwijger
 - Karin Westerink – Head of the monument department of the Municipality of Amsterdam (Monumenten en Archeologie)
 - André van Stigt – Buro van Stigt. Architect among others project of Pakhuis de Zwijger and De Hallen
- 11.00 hs - Coffee break
- 11.15 hs - Presentation stakeholders, part 2:
 - Eveline Jonkhoff – Circular City Amsterdam, Municipality of Amsterdam
 - Suze Gehem – Director and co-founder of Groene Grachten
 - Paul Morel – Stadsherstel
- 12:15 hs - Introduction NDSM Wharf and FerroTopia – Rieke Vos, curator
- 12:30 hs - Lunch
- 13.30 hs - City Expedition to adaptive reuse projects in the North of Amsterdam: NDSM Wharf, Buiksloterham, de Ceuveel, and A-lab.
- 16.30 hs - End of first day at Central Station

Agenda second day – 31st May 2018

Venue: IJzaal, Pakhuis de Zwijger

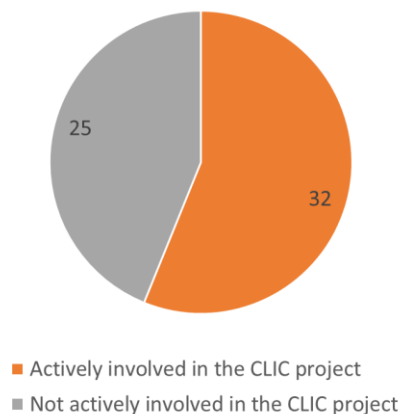
- 09.00 hs - Arrival and registration at Pakhuis de Zwijger
- 09.15 hs - Welcome and introduction on CLIC and HUL – Ana Pereira Roders (TU/e)
- 09.30 hs - Historic Urban Landscape workshop round 1 and 2
- 10:15 hs - Coffee break
- 10.30 hs - Historic Urban Landscape workshop round 3 and 4
- 11.30 hs - Lunch
- 12.30 hs - Historic Urban Landscape workshop round 5 and 6
- 13.30 hs - Wrap up per each table – Gamze Dane (TU/e), Julia Rey - Pérez (University of Seville), Nadia Pintossi (TU/e), Ana Pereira Roders (TU/e), dr. Paloma Guzman Molina (Independent) and Antonia Gravagnuolo (IRISS)

- 14.00 hs - Wrap up HUL workshop – Ana Pereira Roders (TU/e) and Charlot Schans (Pakhuis de Zwijger)
- 14.15 hs - End of the Historic Urban Landscape workshop
- 14.30 hs - Coffee break and short networking
- 15:00 hs - End of second day

6.4 Participants

The two-day event counted **57 participants**, 25 of which not actively involved in the CLIC projects (Figure 6).

Figure 7 – Participants to the HUL workshop 1 in Amsterdam: Degree of involvement in the CLIC project.



Source: Authors

Among the stakeholders participating to the two-day event there were:

- Institutions and governmental authorities:
 - Municipality of Amsterdam: head of the monument department, senior advisor sustainable strategy and Circular City Amsterdam
 - Amsterdam central district: programme manager
 - Cultural Heritage Agency of the Netherlands
- NGO:
 - Representatives of Pakhuis de Zwijger (CLIC)
 - ICLEI (CLIC)
- Practitioners and SME (e.g. architects, participatory practices professionals, consultancy professionals, developers):
 - Ama4architecture, architect
 - BOEi, heritage advisor
 - Buro van Stigt, architect in charge of the reuse of Pakhuis de Zwijger
 - De Groene Grachten, director and co-founder
 - SkyGarden Care
 - Stadsherstel, project leader

- Stipo, urban heritage professional
- Knowledge institutions (e.g. students, researchers and academics):
 - Bauhaus-University Weimar
 - Delft University of Technology, chair Heritage & Values
 - Free University of Amsterdam, area manager
 - Independent researcher
 - Reinwardt Academy, coordinator Heritage Lab
 - University of Seville
 - CNR IRISS (CLIC)
 - ICHEC (CLIC)
 - TU/e (CLIC)
 - UNG (CLIC)
 - UNIWARSAW (CLIC)
 - UoP (CLIC)
 - UU (CLIC)
 - WU (CLIC)

Some of the stakeholders were also Amsterdam inhabitants.

6.5 Pictures of the event

Figure 8 - Karin Westerink (Head of the Monument department, Municipality of Amsterdam) and Eveline Jonkhoff (Circular City Amsterdam, Municipality of Amsterdam) replying questions



Source: Nadia Pintossi

Figure 9 - Suze Gehem (Director and co-founder of Groene Grachten) presenting some projects

Source: Nadia Pintossi



Figure 10 - André van Stigt (Buro van Stigt) presenting his reuse projects such as the one of Pakhuis de Zwijger



Source: Nadia Pintossi

Figure 11 - City expedition

Source: Nadia Pintossi



Figure 12 - Stakeholders discussing during a round of the HUL workshop



Source: Nadia Pintossi

Figure 13 - Egbert Fransen (Director and co-founder of the NGO Pakhuis de Zwijger) introducing the festival WeMakeThe.City



Source: Nadia Pintossi

6.6 Remarks

The HUL workshops allowed **stakeholder engagement** in a **multidisciplinary discussion** about the cultural heritage adaptive reuse and to implement the transition towards a circular city model.

All contributions collected as post-it, notes, and summary poster have been collected by the TU/e team for analysis to gain further insights on the barriers, challenges, and obstacle to cultural heritage adaptive reuse in Amsterdam. Similarly, the solutions to the difficulties identified proposed during the brainstorming will be subject of further research. The **results** of these assessment are disseminated as part of the deliverable of WP1 “**D1.5 Report on barriers and bottlenecks**” (Ikiz Kaya et al., 2019).

The format of the HUL workshop proved positive as it allowed the participants to get in contact with each other and the hosting city. Thus, local stakeholders, as well as the CLIC consortium member, can bring their own experiences to the table and animate the discussion in a multidisciplinary and collaborative fashion.

The presence of moderators allowed to balance the personalities sitting at the table, and to ensure the engagement of all the participants.

6.7 Additional information

Videos

- Introduction and results of the roundtable discussions from the second day of the HUL workshop in Amsterdam: <https://www.youtube.com/playlist?list=PLC3G-0JxBzueEiKx0C83Ubi965glSJqeB>

Webpages

- Presentation of the HUL workshop in Amsterdam on the website of Pakhuis de Zwijger: <https://dezwijger.nl/programma/historic-urban-landscape>
- News about the HUL workshop in Amsterdam on the CLIC website with additional pictures of the event: <https://www.clicproject.eu/historic-urban-landscape-hul-workshop/>
- Introduction to the first day of the workshop: https://www.clicproject.eu/wp-content/uploads/2018/05/WP1_CLIC_Amsterdam_Tue_day1_Ana_Pereira_Roders_Charlot_Schans.pdf
- Introduction to the second day of the workshop: https://www.clicproject.eu/wp-content/uploads/2018/05/WP1_CLIC_Amsterdam_Tue_day2_Ana_Pereira_Roders_Charlot_Schans.pdf
- Programme of the HUL workshop in Amsterdam: <https://www.clicproject.eu/wp-content/uploads/2018/05/CLIC-Project-HUL-programme.pdf>

Publications

- Ikiz Kaya, D., Pintossi, N., Koot, A.M.K., Colenbrander, B.F. (2019). Deliverable 1.5 Report on Barriers and Bottlenecks. CLIC project [available at: <https://www.clicproject.eu/files/D1-5.pdf>]
- Lu, L., Pintossi, N., Dane, G., & Pereira Roders, A. (2019). The role of ICT in mapping resources for sustainable historic urban regeneration. In M. Schrenk, V. V. Popovich, P. Zeile, P. Elisei, C. Beyer, & J. Ryser (Eds.), *24th International Conference on Urban Planning and Regional Development in the Information Society GeoMultimedia 2019*. (pp. 985–991). Karlsruhe, Germany. [available at https://programm.corp.at/cdrom2019/papers2019/CORP2019_140.pdf]
- Pintossi, N., Ikiz Kaya, D. & Pereira Roders, A. 2020. Adaptive Reuse of Cultural Heritage in Amsterdam: Identifying challenges and solutions through the Historic Urban Landscape approach. In *International LDE-Heritage Conference 2019. Heritage and the Sustainable Development Goals. November 26-28. TU Delft, Delft, The Netherlands*. Delft: BK Open. [In press]
- Pintossi, N., Ikiz Kaya, D. & Pereira Roders, A. Identify challenges and solutions in cultural heritage adaptive reuse through the Historic Urban Landscape approach in Amsterdam [In preparation]

6.8 Acknowledgements

The authors wish to thank Charlot Schans, Joey van Loo, and the other member of Pakhuis de Zwijger for the collaboration in organizing the HUL workshop I. Furthermore, the authors wish to thank Julia Rey Perez (University of Seville), dr. Antonia Gravagnuolo, and dr. Paloma Guzman Molina for the help in moderating the tables during the workshop; and Roelien van Steenberg (TU/e) for supporting the moderators in the wrap up phase. We also thank the colleagues of the CLIC project and the stakeholders for taking part in the HUL workshop and bring their contributions.

The original report was co-authored by Ana Pereira Roders, Gamze Dane, and Nadia Pintossi (TU/e).

7 HUL Workshop II – Salerno

The present document reports on the **Historic Urban Landscape workshop held in Salerno** on November 26 and 27, 2018. This workshop constitutes the second of the CLIC series of five HUL workshops aiming at involving stakeholders to investigate cultural heritage adaptive reuse.

7.1 HUL workshop framework, Salerno

The two-day HUL workshop started with an introductory moment to share information about the hosting city and its adaptive reuse cases. During the introduction, local stakeholders share information with the workshop participants in order to provide a common ground upon which discussing during the second moment of the HUL workshop. The introductory moment counted a **guided expedition to relevant examples of adaptive reuse** and a **session of presentations**. The second moment of the HUL workshop demanded the active participation of all stakeholders (local ones and CLIC partners) in **round-table discussions**. The second moment was structured following the **six steps of the HUL approach**: there were six tables and each one investigated cultural heritage adaptive reuse focusing on a specific HUL critical step. Each table-step had a **facilitator** acquainted with the Historic Urban Landscape Approach (Table 2).

Table 2 - Table organization and facilitators. When two facilitators are indicated, it means the facilitators split among each other the rounds.

Table number	Table name	HUL critical step	Facilitator
1	Mapping	To map city's natural, cultural and human resources	dr. Gamze DANE (TU/e)
2	Consensus	To reach consensus on what values and attributes to protect	Lu LU (TU/e)
3	Vulnerability	To assess vulnerability to change and development	Nadia PINTOSI (TU/e)
4	To integrate	To integrate urban heritage values and their vulnerability status into a wider framework of city development	dr. Ruba SALEH (ICHEC) and dr. Cristina GARZILLO (ICLEI)
5	To prioritize	To prioritize actions for conservation and development	dr. Gaia DALDANISE (IRISS CNR)
6	Partnerships	To establish partnerships and local management frameworks for each action	dr. Antonia Gravagnuolo (IRISS CNR) and Marco ACRI (ETCAEH)

Source: Authors

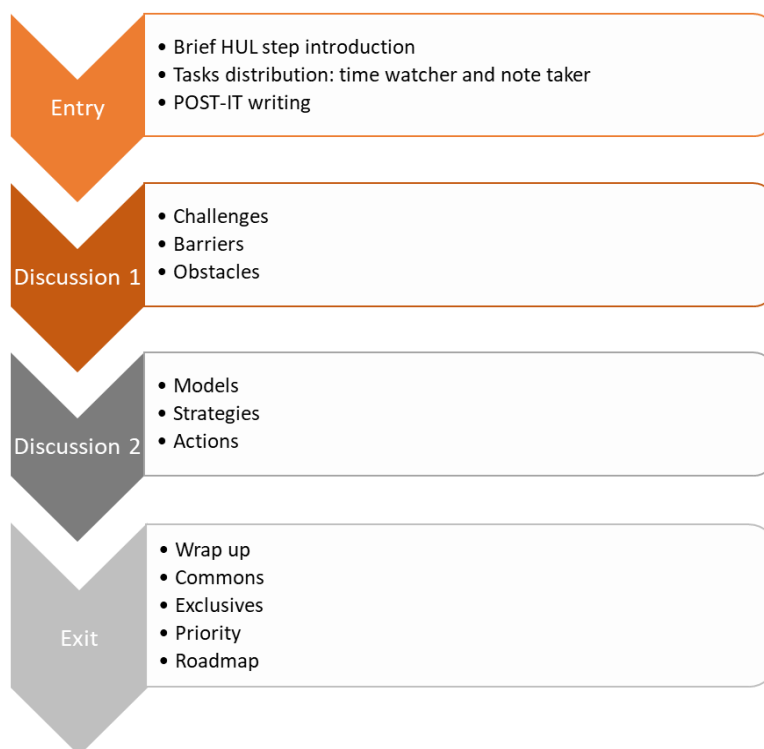
To ensure multidisciplinary, cross-sector, and background mix; the participants has been asked to form six **teams** applying these rules:

- To avoid having participants from the same institution or organization in the same team;
- To avoid team composed only by partners of the CLIC consortium.

The workshop had been structured in six sessions, each named “round”. During a round, each group sat to a table and discussed the topic from the perspective of the HUL step the table was themed after. Once a round was concluded the teams changed table; thus, every team discussed barriers and bottlenecks to cultural heritage adaptive reuse from the perspective of all six HUL critical steps.

Each 45-minute round was divided in four phases (Figure 13), namely: entry, discussion 1, discussion 2, and exit. During the entry phase, to a first introduction to the HUL step of the table followed a recap of the organization of the round; the nomination of a time-watcher and a note-taker; and 6-7 minutes were dedicated to write down individually the contributions on post-its. After the entry phase, the team members confronted and discussed the challenges, barriers, and obstacles pinpointed. Subsequently, the team addressed the possible strategies to overcome what emerged during the discussion 1. The last part of the round was dedicated to wrap up the results of the discussions, trying to reveal commonalities, variations, exceptions, and priorities as well as indicate (if possible) roadmaps to tackle the challenges identified.

Figure 14 - Scheme of the round structure in Salerno



Source: Authors

In order to distinguish among level of analysis, three different colours were employed for the post-its used during the entry phase. The colours identified to which level the contribution referred to: white for contributions regarding Giardino della Minerva (the case study chosen by Comune di Salerno); green for the city of Salerno; and yellow (or pink) if contributions refer to elsewhere or other scale of analysis.

7.2 Organizers

The HUL workshop II in Salerno has been organized by the CLIC partners **Eindhoven University of Technology (TU/e)** and **Comune di Salerno (SA)**. In the organization, Comune di Salerno got the local support of **Consiglio Nazionale delle Ricerche (IRISS CNR)**.

7.3 Programme

An **informative and introductive** moment was organized during the first day of the event. CLIC partners and a couple of local stakeholders took on a guided expedition to adaptive reuse projects in the historic centre of Salerno. The aim of the **expedition** was to get them acquainted with Salerno and its adaptive reuse context. During the walking tour, local stakeholders introduced examples of adaptive reuse to the CLIC partners participating to the expedition. The examples introduced were Palazzo Fruscione (reused for cultural purposes) and S. Pietro a corte (reused as museum), Ostello Ave Gratia Plena (reused as youth hostel), S. Sofia Palazzo Innovazione (reused as offices, co-working, and innovation and education space), Giardino della Minerva (reused as educational botanical garden) (see § 14.2). Later, a session of presentations took place. Relevant stakeholders from Salerno have presented to the workshop participants cultural heritage adaptive reuse practices. In addition, there were presentations about two Italian initiatives related to adaptive reuse and one presentation about intangible heritage related to the region of Salerno.

The second day the participants **discussed the barriers and solutions** as described in “HUL workshop framework, Salerno” (cf. §8.1).

The foreseen agenda is reported in §14.1.

Agenda first day – November 26, 2018

Venue: Former convent of St. Nicola (Ex Convento S. Nicola Fondazione EBRIS, via S. De Renzi)

- 13:20 – 13:30 h | Meeting point at Salerno municipality building (Palazzo di Città, Via Roma)
- 13:30 – ca. 15:45 h | Guided visit to Salerno historic centre: Palazzo Fruscione, S. Pietro a corte, Ostello Ave Gratia Plena, S. Sofia Palazzo Innovazione, Giardino della Minerva
- Ca. 15:45 – ca.15:55 h | Walk to Ex Convento S. Nicola (EBRIS headquarter)
- Ca. 15:55 – ca. 16:15 h | Registration of participants at EBRIS and welcome coffee
- Ca. 16:15 – ca. 18:30 h | Stakeholders presentation: presentation and discussion of successful adaptive reuse cases in Salerno and elsewhere (in Italian with professional interpreter to English. Video recorded):
 - Ca. 16:15 – ca. 16:50 | Opening and introduction
 - Ermanno Guerra, President of the cultural commission of Salerno.
 - Giulio Corrivetti, EBRIS Foundation “European Biomedical Research Institute of Salerno”
 - Raffaele Lupacchini, Salerno Municipality | Head of Office for European Resources Studies and Programmes
 - Antonia Gravagnuolo, CNR IRISS | CLIC Coordinator
 - Nadia Pintossi, Eindhoven University of Technology | CLIC Historic Urban Landscape coordinator
 - Ca. 16:50 – ca. 17:20 | National and international experiences of adaptive reuse

- Luigi di Cristo, Agenzia del Demanio: the national programme “Valore Paese” in Italy
- Aldo Buzio, Adaptive Reuse of Religious Heritage: Spazio Kor, Asti (Italy)
- Ca. 17.20 – ca. 18.20 | Local experiences of cultural heritage adaptive reuse
 - Luciano Mauro, Giardino della Minerva
 - Vincenzo Galdi, The Mediterranean diet, UNESCO intangible heritage in the circular economy perspective, experiences in Salerno
 - Francesco Innamorato, Fondazione Carisal
 - Alessandra D’Amelio, Palazzo Innovazione
 - Domenico Barone, Ostello Ave Gratia Plena
- ca. 1820 Raffaele Lupacchini, Salerno Municipality | Closing

Agenda second day – November 27, 2018

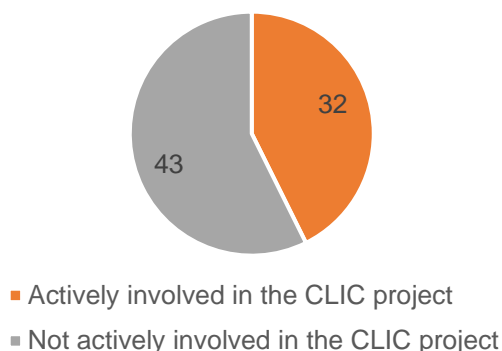
Venue: Town hall (Salone dei Marmi / Sala Giunta, Palazzo di Città, via Roma)

- 09:00 Registration
- Ca. 10:00 Welcome (Raffaele Lupacchini, SA) and introduction to the HUL workshop (Nadia Pintossi, TU/e and Antonia Gravagnuolo, IRIS CNR)
- Ca.10:50 HUL workshop – round 1
- Ca.11:45 HUL workshop – round 2
- Ca.12:30 Coffee break
- Ca.12:45 HUL workshop – round 3
- Ca.13:30 Lunch
- Ca.14:45 HUL workshop – round 4
- Ca.15:45 HUL workshop – round 5
- Ca.16:45 HUL workshop – round 6
- Ca. 17:35 end
- Ca.18:00 Social dinner

7.4 Participants

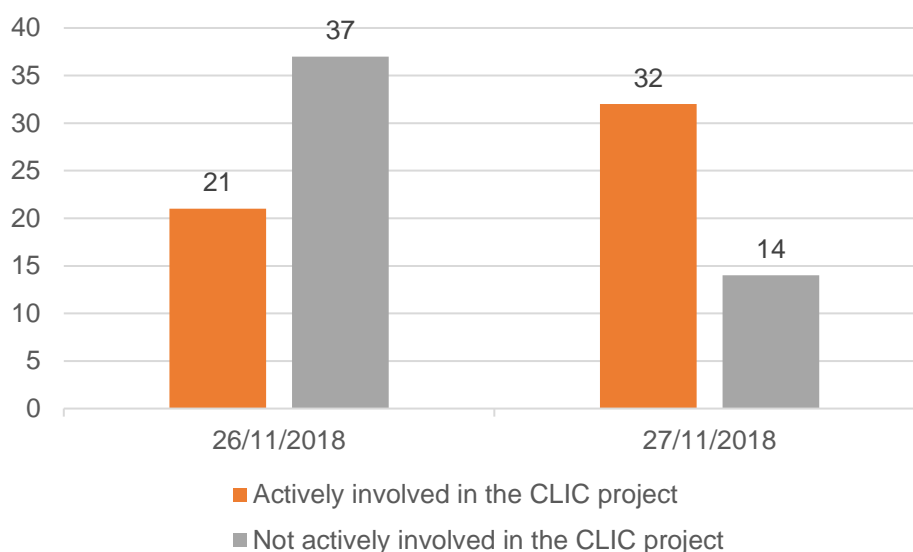
The two-day event counted **75 participants** in total: 43 participants were not actively involved in the CLIC projects and 32 were CLIC members (Figure 14 and Figure 15).

Figure 15 - Participants to the HUL workshop 2 in Salerno. Degree of involvement in the CLIC project for the 2-day event: unique count of participants.



Source: authors

Figure 16 - Participants to the HUL workshop 2 in Salerno. Degree of involvement in the CLIC project: count of participants per each day of event.



Note: the members of the municipality of Salerno has been counted as “not actively involved in the CLIC project” if they work in a different department from the one of Raffaele Lupacchini, the representative of the municipality for the CLIC project.

Source: authors

Among the stakeholders participating to the HUL workshop there were representatives of more than 20 organizations:

- Institutions and various governmental authorities:
 - the Municipality of Salerno (Comune di Salerno): various department represented, e.g. Ufficio Tecnico di Progettazione ed Esecuzione Lavori Pubblici (the department in charge of public constructions);
 - the Provincial government of Salerno (Provincia di Salerno)

- the Cultural Heritage Agency of Italy, province office (Soprintendenza Archeologia, Belle Arti e Paesaggio per le Province di Salerno e Avellino);
 - National authority for public property (Agenzia del Demanio).
- Professional orders:
 - Professional accounting association of Certified Public Accountants, Auditors and Advisors of Salerno (L'Ordine dei Dottori Commercialisti e degli Esperti Contabili della provincial di Salerno)
- Foundations:
 - Fondazione EBRIS (European Biomedical Research Institute of Salerno). Its headquarter in Salerno is the former convent of San Nicola della Palma.
 - Fondazione Cassa di risparmio salernitana (Carisal). The foundation of the bank of the same name. Its headquarter is a part of the former monastery of San Michele
 - Fondazione Alfonso Gatto. Foundation in the name of Alfonso Gatto, a poet of Salerno.
- Cultural associations:
 - Adorea
 - ARCAN
 - ARCI
 - Associazione centro storico
 - Associazione Maldestra
 - Associazione Sant'Andrea
 - Centro turistico giovanile
 - Erchemperto
 - Gruppo Archeologico Salerno
 - Italia Nostra
 - Rete Giovani per Salerno
 - Associazione Craft of Asti (AT) which is responsible for Spazio Kor (this association does not belong neither to Salerno nor the region of Salerno)
- Other NGO:
 - ICLEI (CLIC)
 - Pakhuis de Zwijger (CLIC)
- SME:
 - Palazzo Innovazione s.r.l. In the former Convent of Santa Sofia
 - Stargate s.r.l. Youth Hostel in the former convent Ave Gratia Plena
 - Tripmetoo s.r.l.
- Knowledge institutions (e.g. students, researchers and academics):
 - CNR IRIS (CLIC)
 - ICHEC (CLIC)
 - TU/e (CLIC)
 - UCL (CLIC)
 - UNG (CLIC)
 - UNIWARSAW (CLIC)
 - UoP (CLIC)
 - UU (CLIC)
 - WU (CLIC)

7.5 Presentation session

Valore Paese

Luigi Di Cristo, representative of the National authority for public property (Agenzia del Demanio), presented the project “Valore Paese” (word for word: “Value Nation”). This initiative aims at the valorization of public real estates that are not used by the public administration. The valorization consists in the reuse of these properties without neither direct public investments nor public involvement in their management. Valore Paese is carried out at national level and in a network fashion. Each network is articulated around a theme that also supports the common branding of the projects encompassed by the network. These networks stress the promotion of sustainable tourism and innovation. Currently, there are two network projects being carried on, namely “Fari Torri ed Edifici Costieri” (Lighthouses, Towers, and costal buildings) and “Cammini e Percorsi” (Walking route and itineraries).

To highlight:

- Cooperation among various governmental authorities, e.g. Agenzia del Demanio (National authority for public property), Ministry of Defense, and the Ministry of Cultural Heritage and Activities.
- Avoid or end the vacancy of properties and provide them with maintenance and/or restoration, even cases of free entrusted properties.
- Reuse for local sustainable development: reuse of properties for tourism and cultural activities respecting the principle of sustainable tourism.
- Support specific cultural values associated with the theme of the overarching project, e.g. “la cultura del mare” (the culture of the sea) in Fari Torri ed Edifici Costieri and the slow tourism of walking and cycling itineraries in Cammini e Percorsi.
- Grant accessibility via reuse: some properties open their door to a wider public use, for instance, the former military ones are no longer under restricted access.
- Support of the network and branding.
- Entrustment of properties to non-public actors (e.g. private sector or associations) that participate to the tender for procurement.
- Absence of a direct public investment: non-public actors participating to the tender are in charge of provide the funding. Nevertheless, the non-public actors can obtain funding from public funding programs. There are some financial tools in place to finance projects related to sport, culture, and micro-enterprise.
- Respondents to the tender propose the reuse, related management program, and business model.
- To entrust a property, Agenzia del Demanio evaluates the proposals with respect of defined criteria and the compatibility of the proposal with the property.
- Some initiatives target young people to support their participation to the tender.
- Public-private partnership are successful when the risk is shift towards the private partner.

Spazio KOR

Aldo Buzio, representative of the association CRAFT, presented the experience of Spazio Kor in Asti, Italy. This project refers to the adaptive reuse of religious heritage: a church in Northern Italy.

The church is currently hosting a contemporary theater with an interdisciplinary vocation (performance, exhibition, visual art, meetings, etc.). The municipality issued a public call to manage the former church (today, spazio KOR): the association CRAFT got a management contract of 3 years (with the possibility to extend it for 3 more years).

To highlight:

- The former church has been given back to the community with the current use. The former church is circular in its tangible uses: the building was used as a church (collective use), for military or public order purpose (restricted use), then a gym for a school, then was converted in an exhibition venue and now a theater/space for culture and creativity (collective use).
- Activities to engage the local community, e.g. organization of events to choose the name for the reused space: the events were organized as games.
- Multi-uses: theater with professional equipment able to also host activities such as conventions; exposition about backstage, scenography, set design, and the technical functioning of a theatre; and a foyer with a corner café.
- Broad spectrum of activities (e.g. contemporary theater, convention, documentary projections) and collaboration with actors of the territory (e.g. wine producers: wine tasting in the corner café before some performances).
- Increasing number of cultural events organized/hosted.
- Collaboration with municipality for intervention outside of the former church: contest for artists to enhance the visibility of the heritage and make it recognizable during daytime and nighttime. The winning bid is an artistic installation outside the former church catching the attention of passers-by.
- Cultural activities receive a financial support from the local government and the regional performing art foundation. Spazio KOR also received private funding from Compagnia di San Paolo. Spazio KOR participate in a regional incubator called Hangar Piemonte.
- The Spazio KOR project is public oriented.
- Opening of the foyer space for co-working and meetings.

Giardino della Minerva

Luciano Mauro, director of Giardino della Minerva, presented the experience of the botanical garden of Salerno.

To highlight:

- The mission of Giardino della Minerva is to transmit the the history and knowledge related to the medical school of Salerno (Scuola medica Salernitana).
- The display of plants is arranged to tell about the medieval therapeutic doctrine of the medical school of Salerno.
- Giardino della Minerva is managed by a foundation that is in charge of the management of the gardeners. The garden is owned by the Municipality of Salerno.
- The management follows a non-profit scheme that reinvest any revenue in the garden.

The Mediterranean diet

Vincenzo Galdi, representative of Coldiretti: the association of independent farmers, presented the Mediterranean diet. This diet was inscribed on the UNESCO Representative List of the Intangible Cultural Heritage of Humanity in 2013.

To highlight:

- The Mediterranean diet is an intangible asset that becomes tangible in the cultural rural landscape.
- To know the diet, there is the need to know the plantation of the products used in the diet. The knowledge and practice of plantations could be a way to retain people and avoid their migration elsewhere.
- There is the need to change the cultural mindset in respect of agriculture. This change could contribute to retain young adults, for instance. It was suggested using European funding to support the change in agriculture practices that need to be strongly linked to the local context.
- Synergies and visibility, e.g. farm hosting cultural events such as theater performances.
- Networking and collaborations, e.g. memorandum of understanding with schools and the state medical association.

Progetto San Michele 2019: Piano di valorizzazione

Francesco Innamorato, representative of the bank foundation Carisal, presented Progetto San Michele 2019: Piano di valorizzazione (Project of San Michele 2019: valorization plan). This adaptive reuse of the former convent of San Michele is an ongoing process.

To highlight:

- Analysis of Carisal's program documents: the focus is on socio-economical sustainability of the intervention.
- Community consultation: questionnaires and interviews to map the territorial needs and lacks. 600 online questionnaires filled and more than 60 ideas for the future uses of San Michele. Creation of a sort of database of ideas and suggestions (1st phase of the valorization plan). Around a third of respondents suggested including as future use something related to the promotion and valorization of culture and art. Other uses encountering the respondent's favor were related to food and the Mediterranean diet; environment and green economy; social co-working; and education and dissemination.
- Scenarios about the future uses of San Michele (1st phase of the valorization plan).
- Expression of interest (2nd phase of the valorization plan) for the proposition of projects by single actors or partnerships. The proposed projects should comply with Carisal's focus, be economically sustainable, and generate tangible and measurable positive impacts for the local community in terms of cultural, economic, and social development.

Palazzo Innovazione

Alessandra d'Amelio, coordinator of Palazzo Innovazione, presented the experience of Palazzo Innovazione. Palazzo Innovazione is a former convent currently hosting a co-working, office space

and digital transformation hub. Palazzo Innovazione also hosts the European headquarter of Healthware, a consultancy company in the health sector.

To highlight:

- The municipality of Salerno is the owner of the former monastery of Santa Sofia, Palazzo Innovazione s.r.l. is managing the space.
- Palazzo Innovazione organizes free courses and meeting for dissemination and to foster a change of mindset toward innovation.
- Contribution to the revitalization of the historic centre of Salerno.
- Guests of Palazzo Innovazione have an impact also on the surrounding activities, e.g. hotels and restaurants.

Ostello della Gioventù

Domenico Barone, director of the Youth Hostel of Salerno, presented the hostel initiative. The hostel is hosted in the former convent of Ava Gratia Plena Minor in the historic centre of Salerno. Barone stressed that vacant properties are a burden and, in case of a public owned property, the collaboration with NGOs and the fourth sector can be at the base of successful reuse initiatives that are also financially sustainable even as a non-profit.

To highlight:

- The municipality of Salerno is the owner of the former convent and the hostel company is in charge of the management of the building.
- Beyond the accommodation, public events are organized in the cloister for the citizens.
- Synergy between the public sector and the private from the fourth sector. This collaboration creates also economic relationships.
- Restoration works were taking in charge by the municipality of Salerno and the construction works for the funzionalization were later done by the hostel company.
- The mix between the history of a property and the new functions is beneficial if the values of the heritage are acknowledged and respected in the process of reuse.

7.6 Preliminary results of the round-table sessions

Following the structure of the HUL Workshop, preliminary results are presented per each HUL step. We report the preliminary results mostly concerning Giardino della Minerva (the case study of adaptive reuse) and the City of Salerno. If a reference to Giardino della Minerva and Salerno is absent, it means that the contribution lacks the explicit contextualization. Quotation marks are used to report transcription from the contributions collected during the workshop: some quotes have been translated from Italian to English.

Mapping city's natural, cultural and human resources;

Lack of "Transparency" was the most reported barrier: it was present in the discussion of 3 tables both per se and in relation to data. The participants suggested as a possible solution the mapping of the current situation of available data and possible stakeholders and addressing a "building process model". Related issues were both the lack of access/dissemination of data and information and their fragmentation among different authorities. In Salerno as in Italy, fragmentation also applies

to mapping and legislation “about how private entrepreneurs can respectfully re-use cultural heritage”. Other identified barriers linked to the topic of accessibility of data is the absence of open data and the lack of digitization. To tackle these issues stakeholders suggested supporting digitization, interoperability, open data, and the creation of partnerships among different organizations/authorities.

A further barrier to adaptive reuse of cultural heritage was the lack of a mapping of building vacancy at the local level, of building ownership, and of the status of conservation of the mapped resources. Participants to the workshop suggested mapping both the vacant resources and ownership.

In defining the new use of adaptive reuse initiatives, the participants identified as barriers the top-down nature and the conflict in the decision-making. To overcome these, it was suggested to map the needs and demands of various stakeholders. This also relate to the identified barrier in understanding the mapping: the different perspective of demand and offer which should both be addressed in the mapping process.

Further barriers to cultural heritage adaptive reuse were the lack of knowledge of cultural heritage mapping, the young people lacking knowledge of the values of cultural heritage, and the lack of participation from diverse stakeholders. A possible solution to tackle these could be the creation of an “agency” involving young people in the mapping process to raise awareness among them.

Reaching consensus on what values and attributes to protect;

In Salerno, a barrier was identified in the lack of community engagement in the development process. The participants suggested that the municipality of Salerno should take care of the community engagement and they also suggested applying the principle of subsidiarity. One more barrier was the conflict between the political agenda and the participatory approach. For this barrier, the participants did not brainstorm any solution.

To tackle the lack of inclusion of citizens in Giardino della Minerva, possible solutions would be the organization of public events to involve the citizens of Salerno as well as including the citizens in the planning of events.

Concerning Giardino della Minerva, a further barrier was identified in the lack of cultural promotion which could be overcome by creating a network promoting cultural heritage.

Assessing vulnerability to change and development;

Referring to Giardino della Minerva, a first barrier was identified in the tourism pressure represented by “too many tourists”. Solutions suggested were favouring a “slow tourism”, acting on tickets, and spreading tourists among different interest points by valorising less known sites. To inform about the existence of these less known sites, participants suggested developing an app to provide the users with the location and information about these sites. The app could allow to crowdsource the less known sites as well as the information about them.

Accessibility of Giardino della Minerva was also seen a barrier to be tackled by improving the accessibility: participants referred to a lift and the need of more signs to provide directions.

Barriers related to Giardino della Minerva were also the lack of vision, of branding, and of positioning in the urban environment and activities. Giardino della Minerva was also not a catalyst according to the participants.

The community change and the loss of memory were also barriers for Giardino della Minerva. To prevent the loss of memory, it was suggested to share this memory for instance with students of primary schools and older.

Concerning the politics and local authorities of Salerno, participants identified as a barrier the lack, or weakness, of dialogue between them and other stakeholders. Among the solutions, openness and listening were suggested in order to “build together”. Participants stressed the need of politics for citizens’ opinions and suggested adopting offline and online tools to get them.

Referring to vulnerabilities, Salerno is exposed to natural events such as earthquakes, flooding, and the presence of a Vulcan. The solution to face these risks would be to account them: the participants refer as an example to a village in Benevento region that survived several earthquakes because of the construction techniques used.

Integrating urban heritage values and their vulnerability status into a wider framework of city development;

Concerning Giardino della Minerva, a challenge was the creation of an international network for knowledge exchange and to gain leverage. The solution was to “integrate the garden within a national/international botanical therapeutic garden [network]” and keep the ongoing process of integration within a cultural route. A barrier for Giardino della Minerva was also identified in its ‘closeness within the historic centre” which could be overcome by organizing “niche events (...) to give visibility” as well as “open up to the city with bespoke itineraries” and facilitate the physical accessibility with a cable way.

Bureaucracy was identified as an obstacle in Salerno and also at national level. Another challenge was about emphasize “the strategic geographic position of Salerno to attract tourism and economic development”. To overcome this challenge, it was suggested to diversify the offer according to the targeted stakeholders.

Participants also identified as barriers that “many cultural heritage buildings are restored but not reused” and the “resources are only for technical restoration but not for the management”. To tackle these issues, temporary uses could be a solution.

Furthermore, to overcome the current business models believed to be “too rigid”, participants suggested opting for innovative and/ or more flexible business models for reuse and for public-private-people partnerships.

Prioritizing actions for conservation and development;

Concerning Salerno, one of the identified barriers concerned the presence of lots of cultural organizations with a lack of discussion among them. Similarly, participants identified a lack of coordination with regard to cultural activities. They suggested creating a leadership for the third sector and networking initiatives. This leadership could be the referent and coordinator of such initiatives and organizations.

The participants also identified a lack of support to stakeholders in Salerno. To be tackled this lack, the creation of working groups was suggested advocating for the participation of the local government not only as coordinator but also as “attore concreto” (as a real stakeholder/actor).

The high degree of specialization of Giardino della Minerva was seen as a barrier which could be overcome opening the management program to new propositions and going beyond the current schemes and assumptions.

Establishing partnerships and local management frameworks for each action.

Referring to Salerno, the participants identified as barrier the lack of funding for partnerships, politics and political issues, bureaucracy, and the lack of coordination and networks. Among the solutions suggested, there were: “more listening and dialogue”, the courage to try new models, “overcome the political barriers”, and public-private partnerships for which Salerno has a dedicated office.

Concerning partnerships in Salerno, other identified barriers were the conflicting interests between the public and the private sector, the “scarce understanding of the public-private partnership mechanism”, and the little interest of private investors. To tackle these barriers, the participants suggested finding balance and mutual benefit in the conflicting interests, providing training about private-public partnerships, and creating a dedicated “section in the municipality on cultural heritage and tourism and creative industries”.

Public procurement and its understanding were identified as barriers. A possible solution could be the creation of public foundations to participate to public procurements, choosing people with “capacity” as stressed by the participants. Similarly, partnership could include “a third entity” as for example a public foundation” as already happening for Giardino della Minerva.

Participants identified for Giardino della Minerva the challenge to make it a community space, suggesting as a solution to waive the entrance fee for the residents or offering some sort of discount. A barrier for Giardino della Minerva was also the “difficulty of involving the private sector in cultural partnerships. Stakeholders should be focused on medical issues”. A possible solution could be “intensifying meetings and co-planning in different sectors [for a] convergence of interests”.

7.7 Preliminary results and civic engagement, knowledge and planning, regulatory system, and financial tools

Table 3 – Scheme of the preliminary results of the HUL workshop II Salerno: barriers, solutions, and tools.

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
GDM	CON	Lack of inclusion of citizens	Organization of public events to involve citizens Inclusion of citizens in planning the events	CE: citizens participation in events and their planning
GDM	CON	Lack of cultural promotion	Creation of a network promoting cultural heritage	CE/KP: networking
GDM	VUL	Tourism pressure	Favouring a “slow tourism” Acting on tickets	RS: policy to support “slow tourism” FI: acting on tickets

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
			Spreading tourists among different interest points by valorising less known sites	KP/CE: to promote less known sites, create an app about these sites with location and information. The sites to be promoted and the related information could be crowdsourced
GDM	VUL	Accessibility	Referred to a lift and the need of more signs to provide directions.	
GDM	VUL	Lack of vision, of branding, and of positioning in the urban environment and activities		
GDM	VUL	Community change and the loss of memory	Memory sharing starting from students of primary school and older	KP/CE: identification of the memory and sharing with the community
GDM	INT	Creation of an international network for knowledge exchange and to gain leverage	Integration in a national/international botanical therapeutic garden network and keep the ongoing process of integration within a cultural route	KP: network creation, integration in a cultural route
GDM	INT	Closeness	Organization of niche events to provide visibility "Open up [Giardino della Minerva] to the city with bespoke itineraries" Facilitate the physical access with a cable way	KP/CE: events as a tool to provide visibility KP: bespoke itineraries
GDM	PRI	High degree of specialization	Open the management program to new propositions Go beyond the current schemes and assumptions	[CE: dialogue and consultation]
GDM	PAR	Make Giardino della Minerva a community space	Waive the entrance fee for the residents or offering some sort of discount	FI: waive or discount on entrance fee
GDM	PAR	"Difficulty of involving the private sector in cultural partnerships. Stakeholders	"Intensify meetings and co-planning in different sectors	

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
		should be focused on medical issues"	[for a] convergence of interests".	
SA	MAP	Fragmentation of legislation about "how private entrepreneurs can respectfully re-use cultural heritage".	Support: <ul style="list-style-type: none"> • digitization, interoperability, open data. • creation of a common platform for combining information from national and municipal level, • creation of partnerships among different organizations / authorities. 	<ul style="list-style-type: none"> • KP: digitization, interoperability, open data, platform • CE / RS: partnerships
SA	MAP	Fragmentation of mapping		
SA	CON	Development without community engagement	Municipality of Salerno should engage the community Apply the principle of subsidiarity	CE: community engagement in the process RS: principle of subsidiarity
SA	CON	Conflict between the political agenda and the participatory approach		
SA	VUL	Lack/weakness dialogue between politics/local authorities and other stakeholders	Openness and listening to "build together"	CE
SA	VUL	Politics need citizens' opinions	Get the citizens' opinions	CE: online and offline (e.g. focus groups) tools so to be inclusive reaching different groups of citizens
SA	VUL	Natural events such as earthquakes, flooding, and the presence of a volcano	Account for these risks (e.g. a village in Benevento region that survived several earthquakes because of the construction techniques used)	KP: vulnerability assessment
SA (also for Italy)	INT	Bureaucracy		RS
SA	INT	Emphasis on "the strategic geographic position of	Diversify the offer according to the targeted stakeholders	KP: identity the targeted stakeholders and their needs

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
		Salerno to attract tourism and economic development		KP/FI: customize offer
SA	PRI	Absence of dialogue among the cultural organizations of the city	Creation of a leadership for the third sector.	
SA	PRI	Lack of coordination with regard to cultural activities	Creation of networking initiatives	
			This leadership could act as a referent and coordinator of the above mentioned initiatives and the cultural organizations	
SA	PRI	Lack of support to stakeholders	Creation of working groups with the participation of the local government not only as coordinator but also as "attore concreto"(as a real stakeholder/actor).	CE: working groups
SA	PAR	Lack of funding for partnerships	"More listening and dialogue"	FI: public-private partnership [RS: regulation to address the bureaucracy issue]
SA	PAR	Politics and political issues	The courage to try new models	
SA	PAR	Bureaucracy	"Overcome the political barriers"	
SA	PAR	Lack of coordination and networks	Public-private partnerships for which Salerno has a dedicated office.	
SA	PAR	Conflicting interests between the public and the private sector	Find balance and mutual benefit in the conflicting interests	KP: training about public-private partnerships [RS: strategic planning with reference to cultural heritage/tourism/creative industries]
SA	PAR	Scarce understanding of the public-private partnership mechanism	Provide training about public-private partnerships	
SA	PAR	Little interest of private investors	Create a dedicate "section in the municipality on cultural heritage and tourism and creative industries"	
	P: Luigi Di Cristo, "Valore Paese"			KP: network and branding FI: public-private partnership, public funding from other public agencies

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
	P: Aldo Buzio, "Spazio KOR"			CE: game events to choose the name of the new project/space FI: public funding for cultural activities, private funding from a foundation, participation in an incubator
	P: Francesco Innamorato, "Progetto San Michele 2019"	[Understand the need of the community to develop the valorization plan. At the core of the intervention Carisal posed the economic and social sustainability]		KP, CE: survey with on-line questionnaire, participated preliminary design with on-line survey, expression of interest to propose projects.. FI: private funding of the bank foundation, [demand of a business model/plan to make the intervention financially sustainable].
	MAP	Lack of transparency	Mapping of the current situation of available data and possible stakeholders Addressing a "building process model"	KP: mapping: available data and stakeholders
	MAP	Lack of access/dissemination of data and information	Support: <ul style="list-style-type: none"> digitization, interoperability, open data. creation of a common platform for combining information from national and municipal level, creation of partnerships among different organizations / authorities. 	<ul style="list-style-type: none"> KP: digitization, interoperability, open data, platform CE / RS: partnerships
	MAP	Fragmentation of data and information among different authorities.		
	MAP	Accessibility of data: absence of open data and lack of digitization.		
	MAP	Lack of mapping building vacancy	Mapping	KP: mapping
	MAP	Lack of building ownership		
	MAP	Lack of mapping of the status of conservation of the mapped resources		

Level of analysis (1)	Source (2)	Barrier	Solution	Tools (3)
	MAP	Identification of new uses for adaptive reuse is top-down and conflicts in the decision-making	Mapping needs and demands of various stakeholders	KP: mapping of needs and demands of stakeholders CE: to map their needs and demands, stakeholders are involved
	MAP	Different understanding of mapping between demand and offer	Mapping for both the demand and the offer	KP: mapping
	MAP	Lack of knowledge on cultural heritage mapping,	Creation of an “agency” involving young people in the mapping process to raise awareness among them	KP: mapping CE: young people involvement
	MAP	Young people lacking knowledge about the values of cultural heritage		
	MAP	Lack of participation from diverse stakeholders		
	INT	Several cultural heritage buildings restored but not reused	Temporary uses of these buildings	[RS: regulation to allow for temporary uses]
	INT	“Resources are only for technical restoration but not for the management”		
	INT	Current business models are “too rigid”	Opt for innovative and/ or more flexible business models for reuse and for public-private-people partnerships	[KP: identification of these models] FI: public-private-people partnerships
	PAR	Public procurement and its understanding	Public foundations for public procurements choosing people with “capacity”	

Note:

(1) In the column “Level of analysis” the focus of the issue discussed is related to the case study of Giardino della Minerva (GDM) or to the city of Salerno (SA). In the absence of a clear reference to the level of analysis, no indication was provided.

(2) In the column “Source”, the contributions collected during the presentation are indicated with “P”, the name of the speaker and the initiative presented. The contributions collected during the round-table discussions are indicated per HUL step. The steps are abbreviated as follow:

“MAP” stands for “Mapping: to map city’s natural, cultural and human resources”;

“CON” for “Consensus: to reach consensus on what values and attributes to protect”;

“VUL” for “Vulnerability: to assess vulnerability to change and development”;

“INT” for “Integrating: to integrate urban heritage values and their vulnerability status into a wider framework of city development”;

“PRI” for “Prioritizing: to prioritize actions for conservation and development”; and
“PAR” for “Partnerships: to establish partnerships and local management frameworks for each action”.

(3) In the column “Tools”, the tools are classified according to the four categories of the HUL approach, namely Civic Engagement (CE), Knowledge and Planning (KP), Regulatory Systems (RS), and Financial (FI) tools.

Authors’ input is reported between square brackets.

Source: authors

7.8 The event in pictures

Figure 17 - Guided expedition to Salerno adaptive reuse examples



Source: Nadia Pintossi (TU/e)

Figure 18 – Presentation session. Antonia Gravagnuolo, Raffaele Lupacchini, and Nadia Pintossi welcoming the participants and introducing the CLIC project and the HUL workshop in the former convent adaptive reused as headquarter of Fondazione EBRIS (Foundation EBRIS).



Source: Lu Lu (TU/e)

Figure 19 – Round-tables session. Participants during the entry phase of a round at the mapping table.



Source: From the left: Lu Lu (TU/e) and Jan Heijns (PAK)

7.9 Remarks

The HUL workshops allowed stakeholders engagement in a **multidisciplinary discussion** about the cultural heritage adaptive reuse.

All contributions, namely post-its, notes, and summary posters were collected by the TU/e team in order to analyse them and gain further insights on the barriers, challenges, and obstacle to cultural heritage adaptive reuse in Salerno. Similarly, the solutions to the difficulties identified proposed during the brainstorming will be subjected to analysis. Unfortunately, few notes were taken since in some rounds the note-taker failed to perform her/his task. The **results** of these assessment are disseminated as part of the deliverable of WP1 “**D1.5 Report on barriers and bottlenecks**” (Ikiz Kaya et al., 2019).

The format of the HUL workshop allowed the participants to get in contact with each other and the hosting city. Thus, local stakeholders, as well as the CLIC consortium members, could bring their own experiences to the table and animate the discussion in a multidisciplinary and collaborative fashion. For instance, the representatives of Rijeka (partner city of the CLIC project) contributed to the discussions sharing their own experiences and making comparison between their experience and the one of Salerno.

The presence of facilitators allowed to balance the personalities sitting at the table, and to ensure the engagement of all the participants.

Despite the local focus, the HUL workshop has also international participants, i.e. the CLIC consortium members. For this reason, English was the set working language. During the organization of the HUL workshop the working language has been stressed as a point demanding attention. A linguistic difficulty was expected as lack of a fully command of English. This difficulty should have been faced providing more time for the round-table discussions and a bit of support in punctual occasion to help someone to fully express oneself. In several cases, it turned out communication in English was not possible for some of the participants. Therefore, interpreting was needed and provided by some participants able to command both Italian and English. This resulted in a loss of the discussion fluency and constituted a barrier for the development of the round-table discussions, but at the same time, it allowed the equal representation of all participants, regardless of their language or language skills. However, when the interpreter was also the facilitator, the facilitation was weakened as well as the effectiveness in writing the summary on posters. Because of the general tiredness at the end of the sixth round, the wrap-up session was called off. The linguistic hamper was not present the first day. During the presentations of the first day, a professional interpreter was present. During the guided expedition to the adaptive reuse examples of Salerno, dr. Gravagnuolo (CNR IRIS) translated when the guides spoke Italian.

Concerning the participants, it was asked, as far as possible, to diversify the people invited to the HUL workshop from those participating to the Heritage Innovation Partnership meetings. The request aimed at broadening the base of stakeholders involved and avoiding the risk that participants might feel “doing twice something similar”. There was this risk because, during a part of the first meeting of the HIP, barriers were already been briefly addressed, even though in a different framework. Nevertheless, some participants to the HUL workshop had participated in the HIP. Furthermore, several confirmed participants have not taken part in the HUL workshop. Nevertheless, the number of absentees was comparable to the number of spontaneous participations. Spontaneous participations were registered both the first day and the second day: people took part to both days even though only invited to the first day or not at all. To note that the format of the HUL workshop counts various activities which should be all attended by all participants to maximize the process of dialogue and discussion. However, some invited participants confirmed only for one day. In the understanding of the authors only the member of the CLIC consortium were invited to the guided expedition to the city, although few local participants took part in the activity.

During the presentation session of the first day, there was not a question session to interact with the speakers.

On the second day of the workshop, the start of the working session was delayed because of the absence of most of the local participants at the scheduled time.

During the round-table session, participants expected to change the team composition when changing round. This request was not present during the first HUL workshop. For the third HUL workshop, the possibility to keep changing the composition of the groups will be explored.

Future initiatives could be launched to further and in-depth study the barriers and solutions identified during the workshop. Concerning the identified solutions, their implementation and related tools should be explored.

7.10 Additional information

Videos

- Highlights of the HUL workshop in Salerno: <https://youtu.be/hFJxPR9IkDY>
- Presentations about adaptive reuse of cultural heritage in Salerno (audio in Italian): <https://youtu.be/GwLnmaVoknA>
- Introduction to the roundtable discussions in English: <https://youtu.be/EyNOYLX8g7o?t=55>;
- Introduction to the roundtable discussions in Italian: <https://www.youtube.com/watch?v=EyNOYLX8g7o?t=1209>

Webpages

- News about the HUL workshop in Amsterdam on the CLIC website with additional pictures of the event: <https://www.clicproject.eu/historic-urban-landscape-workshop-2/>
- Introduction to the first day of the HUL workshop: https://www.clicproject.eu/wp-content/uploads/2018/11/3_WP1_CLIC_Salerno_TUE-day1_181126_what-presented-due-to-time-constraints-1.pdf
- Presentations about adaptive reuse of cultural heritage:
 - Spazio Kor by Aldo Buzio: https://www.clicproject.eu/wp-content/uploads/2018/11/2_CLIC-WP1_HUL_Aldo-Buzio-Kor_COMP.pdf
 - Valore Paese by Luigi di Cristo: https://www.clicproject.eu/wp-content/uploads/2018/11/CLIC-WP1_HUL-Luigi-di-Cristo_Agenzia-Demanio_COMP.pdf
- Introduction to the roundtable discussion, second day of the HUL workshop: https://www.clicproject.eu/wp-content/uploads/2018/11/4_WP1_CLIC_Salerno_TUE-day2_181127-1.pdf

Publications

- Ikiz Kaya, D., Pintossi, N., Koot, A.M.K., Colenbrander, B.F. (2019). Deliverable 1.5 Report on Barriers and Bottlenecks. CLIC project [available at: <https://www.clicproject.eu/files/D1-5.pdf>]

- Pintossi, N., Ikiz Kaya, D. & Pereira Roders, A. Cultural heritage adaptive reuse in Salerno: challenges and solutions [Submitted]

7.11 Acknowledgements

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Furthermore, we also thank the consortium partners who commented the first draft of the present document, namely Marco Acri (ETCAEH), dr. Cristina Garzillo (ICLEI), Talia Rangil Escribano (ICLEI), dr. Antonia Gravagnuolo (CNR IRISS), dr. Ruba Saleh (ICHEC), Gillian Joanne Foster (WU), and dr. Magda Roszczynska (UNIWARSAW).

The original report was co-authored by Nadia Pintossi and Gamze Dane (TU/e).

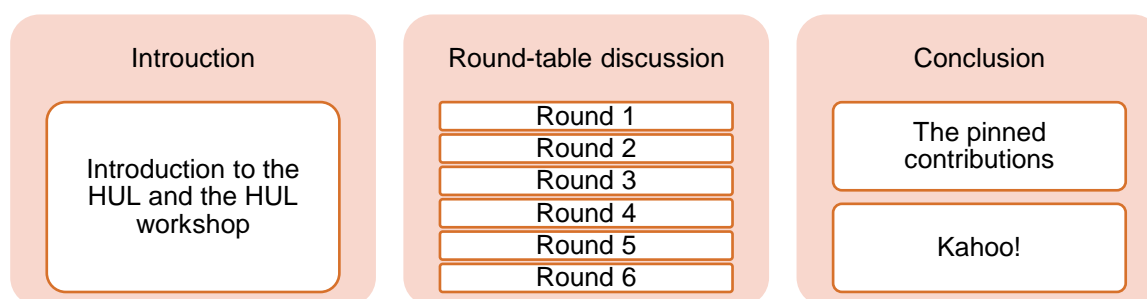
8 HUL Workshop III – Rijeka

The present chapter reports on the **Historic Urban Landscape workshop held in Rijeka** on March 28, 2019. This workshop constitutes the third of the CLIC series of five HUL workshops aiming at involving stakeholders to investigate cultural heritage adaptive reuse.

8.1 HUL workshop framework, Rijeka

The HUL workshop was structure in three main parts: the introduction, the round-table discussion, and the conclusion (Figure 19).

Figure 20 – Structure of the HUL workshop



Source: Authors

The HUL workshop started with an **introductory presentation** explaining the concept relevant to the workshop, namely the HUL approach, the HUL steps, and the HUL categories of tools. Afterwards, the structure of the workshop was explained. This introduction was provided by Nadia Pintossi and dr. Deniz Ikiz Kaya of Eindhoven University of Technology (TU/e).

The HUL workshop demanded the active participation of both local and CLIC stakeholders in **roundtable discussions**. These discussions were structured following the six steps of the HUL approach: there were six tables and each one investigated cultural heritage adaptive reuse focusing on a specific **HUL step**. Each table-step had a **facilitator** acquainted with the Historic Urban Landscape Approach (Table 4).

Table 4 - Table organization and facilitators.

Table number	Table name	HUL critical step	Facilitator
1	Mapping	To map city's natural, cultural and human resources	Lu LU (TU/e)
2	Consensus	To reach consensus on what values and attributes to protect	Silvia IODICE (IRISS CNR)
3	Vulnerability	To assess vulnerability to change and development	Nadia PINTOSSI (TU/e)
4	To integrate	To integrate urban heritage values and their vulnerability status into a wider framework of city development	Deniz IKIZ KAYA (TU/e)

5	To prioritize	To prioritize actions for conservation and development	Martina BOSONE (IRISS CNR)
6	Partnerships	To establish partnerships and local management frameworks for each action	Marco ACRI (ETCAEH)

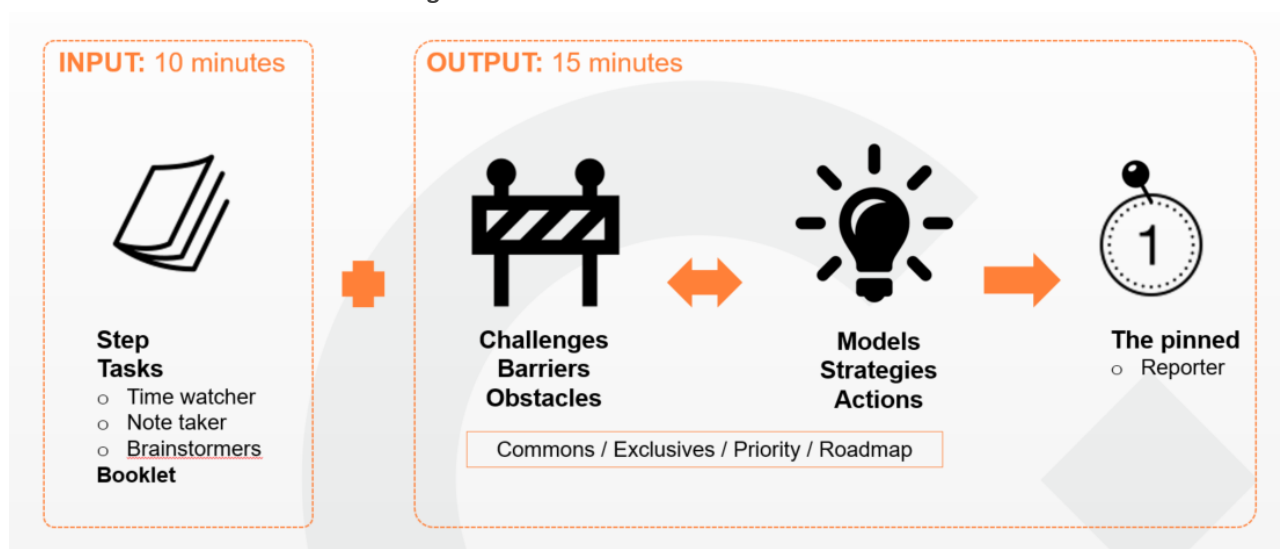
Source: Authors

Each round, the participants selected a different table to sit in, in order to discuss each step with a variety of other stakeholders. To ensure multidisciplinary, cross-sector, and background mix; the participants were asked to choose the table avoiding participants from the same institution or organization and group composed only by partners of the CLIC consortium.

The discussion part of the HUL workshop was structured in six sessions, each named “round”. During a round, each group sitting at a table discussed the topic from the perspective of the HUL step the table was themed after. Once a round was concluded, the participants changed table allowing every participant to discuss barriers and bottlenecks to cultural heritage adaptive reuse and related solutions from the perspective of all six HUL steps.

Each 20-minute round was structured in two phases (Figure 20), namely: input and output. During the input phase, the HUL step investigated at the table was introduced; the round structure was recapped; a time-watcher and a note-taker were nominated; and 6-7 minutes were dedicated to individually write down the contributions on the provided booklet (cf. §15.1). In the following output phase, the team members discussed the challenges, barriers, and obstacles of various scales, and identified the possible strategies to overcome them. During the discussion, they also tried to reveal commonalities, variations, exceptions, and priorities among the identified barriers and solutions. At the end of the output phase, the participants selected “the pinned” contribution, the representative point of their round-table discussion. Particularly, for each table at the first two rounds, one participant volunteered as reporter responsible for explaining the pinned contribution during the last part of the HUL workshop: the conclusion.

Figure 21 - Scheme of the round structure



Source: Authors

The discussion could refer to different scales. In order to distinguish among these scales of analysis, the participants indicated to which scale the contribution referred to: “#RiHub” (the case

study chosen by Rijeka); “#Rijeka” for the city of Rijeka; and “#Elsewhere” for contributions referring to elsewhere/other scale of analysis (e.g. national level). RiHub, was chosen as the case study regarding its long history of adaptive reuse several times. Originally built as a kindergarten, the building was later reused for commercial activities, and finally transformed into a co-working space and cultural centre for citizen engagement as it is used for now.

The **conclusion** part of the HUL workshop was conducted in two phases. Firstly, the reporters identified during the round-table discussions were supposed to pitch the pinned contributions to all reunited participants. To note that because of time constraints, only the pinned contributions identified during the first two rounds were included in the conclusion activity. Unfortunately, due to the premature leaving of few reporters, the **pitch** of the pinned contributions was limited to a few. The final section was dedicated to an online poll where each participant was asked about their opinion regarding the pinned contributions drawn from the roundtables.

8.2 Organizers

The HUL workshop III in Rijeka was coordinated by **Eindhoven University of Technology** (TU/e) and organized in collaboration with **University of Nova Gorica** (ETCAEH) and the **municipality of Rijeka** (RIJ).

8.3 Programme

The HUL workshop III in Rijeka was part of a series of event organized in Rijeka in relation to the CLIC project. The event started with the informative **Midterm Conference of the CLIC project** held on 27th and 28th March, 2019 (see Programme of the CLIC Midterm Conference held in Rijeka). The Midterm Conference entitled “Heritage Adaptive Reuse and Circular Economy” provided an overview of practices, projects, and experiences with regard to these themes, the city of Rijeka, and elsewhere. On the first day of the Conference, a site visit was also organised to the historic ship known as Galeb. Overtime, Galeb has been used for several different purposes: initially as a banana transport ship, then as a cruiser in World War II, as a minelayer, as a training vessel for the navy, and finally as a mobile residence for Josip Broz Tito. Galeb will be adaptively reused as a museum.

On the same day, the CLIC partners were also taken on a guided **expedition** to the industrial heritage sites on the bank of the river Rječina, Rijeka, guided by Marco Acri (ETCAEH). The enclosing sites have also been designated as part of the larger area taken into account for the Heritage Innovation Partnership within the CLIC project. The aim of the expedition was to become more acquainted with the city of Rijeka and its potentials in the adaptive reuse context.

On the 28th of March, the second part of the Midterm Conference was held, and the HUL workshop took place right after. The participants discussed the barriers and solutions as described in “HUL workshop framework” (cf. §8.1). Due to time constraints, however, the round-table discussions were shorten from 25 to 20 minutes. The original agenda is reported in annex (cf. 15.2).

Agenda – 28th March 2019

Venue: RiHub (also known as ex-Bernardi, Ul. Ivana Grohovca 1/a, Rijeka)

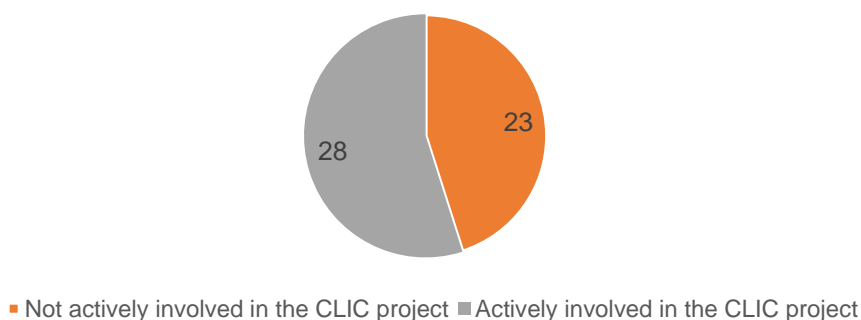
- Ca. 12:45 – 13:00 h | Presentation of the HUL Workshop – TU Eindhoven (by Nadia Pintossi and dr. Deniz Ikiz Kaya)
- Ca. 13:00 – ca. 14:25 h | HUL workshop – round 1, round 2, round 3, and round 4
- Ca. 14:25 – ca.15:05 h | Lunch break

- Ca. 15:05 – ca. 15:45 h | HUL workshop – round 5 and round 6
- Ca. 15:45 – ca. 16:00 h | Conclusions

8.4 Participants

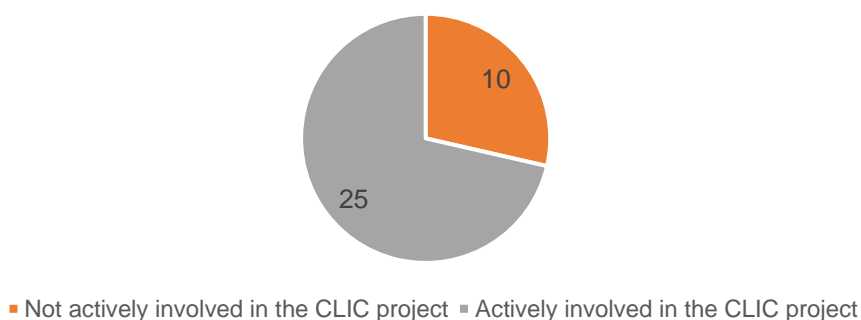
There were **51 participants** attending the final part of the CLIC Midterm conference (on the 28th March) and the HUL workshop. Among them, 23 participants were not actively involved in the CLIC projects, whereas 28 had been CLIC members (Figure 21). However, 35 participants actively took part in the round-table discussion during the HUL workshop: 10 participants were not actively involved in the CLIC projects, whereas 25 had been CLIC members, including the six facilitators (Figure 22).

Figure 22 – Distribution of participants in the HUL workshop in relation to their involvement in the CLIC project.



Source: authors

Figure 23 – Distribution of active participants in the round-table discussion during the HUL workshop: involvement in the CLIC project.



Source: authors

Among the stakeholders participating in the HUL workshop, there were representatives of more than 13 organizations:

- Institutions and various governmental authorities:
 - the Municipality of Rijeka (GradRijeka): including a number of departments within;
 - the Port Authority of Rijeka (Lučka Uprava Rijeka)

- the Natural History Museum Rijeka (Prirodoslovni Muzej Rijeka)
- Rijeka2020 Agency
- Municipality of Čavle
- TZ Čavle (tourist board)
- Art-kino
- NGO
 - CTK Rijeka (Centre of Technical Culture Rijeka);
 - ICLEI (CLIC)
 - Pakhuis de Zwijger (CLIC)
 - Sqladria (gathers relational database users for Croatia and Slovenia)
- SME:
 - Mydonia consulting d.o.o.
 - KD Čistoća
 - Čikeš-Ćuzela d.o.o. (architecture firm)
 - Dharma Hostels
- Knowledge institutions:
 - CNR IRISS (CLIC)
 - ICHEC (CLIC)
 - TU/e (CLIC)
 - UCL (CLIC)
 - UNG (CLIC)
 - UNIWARSAW (CLIC)
 - UoP (CLIC)
 - UU (CLIC)
 - WU (CLIC)

8.5 Preliminary results of the round-table sessions

In accordance with the structure of the HUL Workshop, the preliminary results discussed at each roundtable are reported here per each HUL step. Following this assessment, the solutions identified by participants are further analysed and incorporated into the HUL toolkit categorised under four main tools. Finally, the outcomes of the online poll voted by each participant are also shared.

Barriers and Solutions per HUL step

The following tables report barriers and associated solutions identified during the HUL workshop for each of the 6 HUL steps:

1. mapping natural, cultural, and human resources (Table 5);
2. reaching consensus on what values and related attributes to protect (Table 6);
3. assessing the vulnerability of the identified values and related attributes to change and development (Table 7);
4. integrating values, related attributes, and their vulnerability in urban development framework (Table 8);
5. prioritizing actions for conservation and development (Table 9); and
6. establishing local partnerships and management frameworks for each of the actions (Table 10).

The data recorded in the tables derive from the original inputs written down in the booklets, notebooks, and posters by the participants and/or facilitators during the HUL workshop, unless it is indicated otherwise. This preliminary data is further analysed in section 9.5.2.

Mapping

Table 5 – Mapping. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
RH	Lack of interests	Improve visibility
Rk	Difficulty of vision for future. Complex history, difficult to prioritize, it is difficult to choose the vision for the future	Planning and [develop] the vision for the future
Rk	Lack of accessibility	Give back the sea to the city
Rk	Lack of awareness of their [the local stakeholders] contribution	Institute/agency need to be the platform to build a conversation, locals do the mapping
	Stakeholder engagement: stakeholders do not feel to be qualified. They might be embarrassed to express their own opinion. Also, people who get the knowledge sometime do not participate	
	Stakeholder engagement: stakeholders lack the time to participate	
	Lack of documentation and administrative complexity	<ul style="list-style-type: none"> Rules for mapping Education of people
	Lack of budget for mapping	

Note:

(1) In the column “Scale of analysis”, the focus of the issue discussed is related to the case study of RiHub (RH), to the city of Rijeka (Rk). In the absence of a clear reference to the level of analysis, no indication was provided.

Authors’ inputs are reported between square brackets.

Source: authors

Consensus

Table 6 – Consensus. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
Rk (Galeb)	People contest the renovation of Galeb ⁵ . [Its] difficult history is still alive	Recognize contesting groups and try to find a new storytelling (in the future)

⁵ The ship Galeb was the mobile house of Josip Broz Tito.

Scale of analysis (1)	Barrier	Solution
Rk	Ownership and conflict among national level and local one	<ul style="list-style-type: none"> Participation Organize debates, public gatherings
Rk and Ew: Salerno	Management of conflicting interests for the limited traffic zones (economic value)	<ul style="list-style-type: none"> Trial period limiting the traffic [to test and provide evidences] [for Rijeka: transport policies considering parents and seniors who currently depend on cars] Experimentation of new solutions
	Presence of too many industrial areas in the centre about which reach consensus on the possible adaptive reuse. Disagreement about functions (student's houses) [to be given for the reuse]	Cooperative ownership could be developed for the underused/unused buildings
	Variety of conflicting levels for decision making also at different scales	Planning process that identifies implications of different actors in the decision-making
	Systematization of resources [need] to have a guide: centre, people, knowledge	Ecological aspect of building: how to find compatible technologies, importance to have a central guide for building refurbishment
	Lack of local expertise and necessity to create a common new value through a common effort in order to reach consensus	Protestation will always be there, but if we show the value of conserving heritage, it will be easier.

Note:

(1) In the column "Scale of analysis", "Rk" indicates that the issue discussed relates to the city of Rijeka (Rk). In the absence of a clear reference to the level of analysis, no indication was provided.

Source: authors

Vulnerability

Table 7 – Vulnerability. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
Rk	Lack of recognition of values, in particular of intrinsic values (natural, cultural, ...). Other values come first (e.g. economic).	<ul style="list-style-type: none"> New evaluation tools to identify intrinsic values and raise awareness. Let these values emerge and be visible for stakeholders and communities
Rk	Lack of funding for construction works for preservation. The local authority is not empowered, the State gives the local authorities the task to manage sites without providing the means to do it	<ul style="list-style-type: none"> For small "things" the crowdfunding. [This solution does not apply to] big public management tasks.
#Rk and #Rk (galeb)	Loss of memory	<ul style="list-style-type: none"> [Galeb:] restrict the reuse to museum of the memory [which it represents]

Scale of analysis (1)	Barrier	Solution
Rk and Ew: national/global	Lack of monitoring the sea pollution	<ul style="list-style-type: none"> Education Project with common interest on this topic Better regulation focusing beyond the city of Rijeka to the national level
Ew: Sweden	Rural area redevelopments: limitation of financial capacity and depopulation	<ul style="list-style-type: none"> Financial tools to encourage people to move towards rural areas: grants, giving buildings, reducing taxes, ... Transform [into a] place which is needed by the community, e.g. cultural centre, kindergarten, ... instead of museum. Example: the Fairy tale [initiative in Ogulin presented by Muze during the Midterm conference]
	Fragility of vacant heritage sites. Earthquakes, water, ...: lacking resilience	
	Gentrification	<ul style="list-style-type: none"> Provide affordable houses Long-term rent policies Retain local shops (no [international] boutiques)

Note:

(1) In the column "Scale of analysis", the focus of the issue discussed is related to the city of Rijeka (Rk) and to elsewhere (Ew). In the absence of a clear reference to the level of analysis, no indication was provided.

Authors' inputs are reported between square brackets.

Source: authors

Integrating

Table 8 – Integrating. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
RH	Mobility: accessibility of RiHub	Sustainable mobility and create transportation plans
RH	Mobility: limitation of public transportation	
	Issues concerning property ownership	Better public regulations to allow a faster implementation of projects
	Authorizations of permissions are time-takers	
	Local planning regulations are limitations	
	Cultural heritage sector is isolated	
	Lack of participation in the identification of values, need for a more holistic approach	Common values identification

Scale of analysis (1)	Barrier	Solution
	Lack of integrated approach in creating the city image	Integrate cultural strategies into city vision
	Bureaucracy	Putting ideas into action and setting a local good/ best practice as reference

Note:

(1) In the column "Scale of analysis", "RH" indicates that the issue discussed relates to the case study of RiHub. In the absence of a clear reference to the level of analysis, no indication was provided.

Source: authors

Prioritizing

Table 9 – Prioritizing. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
Ew: Croatia	Top-down recognition in cultural heritage sector (not vernacular or intangible)	Participation and use of website/augmented reality: [create a] platform
	Ownership and empowerment at different levels to be implemented and optimized	
	Prioritization based not only on economic resources (e.g. tourism) but also on citizens/stakeholders engagement, letting people "use" spaces	<ul style="list-style-type: none"> Portfolio of assets + actions Grassroots should facilitate the process of defining or redefining of priorities
	The priority is not attributed in a traditional way (with a programme) but the process is in progress	The actions and priority are established during the time considering the feedback of each step of the reuse process
	Elaboration of priorities in a process in which are involved different stakeholders.	The elaboration of a scale of priorities can assume the form of an official document or it can be a process in which priorities are established in progress
	[Lack of definition] of participation at the different levels	Metastatic planning as a medium way among a strategy totally defined by one actor and a strategy which is totally based on bottom-up approach. In metastatic planning the action are implemented from the first step of the whole project and it promotes a co-design with the involvement of community
	[Conflicts among stakeholders with regards to the process, visions and the identity of place]	Necessity of an open process with a common vision to reduce conflicts between different stakeholders and to respect the identity of place

Note:

(1) In the column “Scale of analysis”, “Ew” indicates that the issue discussed relates to elsewhere. In the absence of a clear reference to the level of analysis, no indication was provided.

Source: authors

Partnership

Table 10 – Partnership. Preliminary results of the HUL workshop III Rijeka per HUL step: barriers and solutions.

Scale of analysis (1)	Barrier	Solution
RH	RiHub is lacking visibility and need more partnerships with other actors	
Rk	Land management in the harbour area	Improving communication City-port
Rk	Accessibility may be improved by partnership with locals + transports	More walkable Rijeka. Partnerships [among] organizations gathering seniors and places where parents and children gather, transport authorities, schools
	Lack of contribution by the private sector	Increase/improve frameworks for PPP
	Missing inclusion of PPPP	Develop tools to motivate participation (financial, educational, awareness ...)
	Lack of entrepreneurship (participation depending on organized initiatives)	<ul style="list-style-type: none"> • Boost educational tools • Advocacy • Stimulation of entrepreneurship • Capacity building
	Difficulties in getting the information (i.e. permissions, etc.)	Partnership for a common platform to share rules, doc[ument]s

Note:

(1) In the column “Scale of analysis”, the focus of the issue discussed is related to the case study of RiHub (RH) and to the city of Rijka (Rk). In the absence of a clear reference to the level of analysis, no indication was provided.

Authors’ inputs are reported between square brackets.

Source: authors

Adaptation of Barriers and Solutions to HUL tools

In this section, the inputs drawn from the contributions of the workshop participants and/or facilitators are further evaluated in order to incorporate the solutions offered or suggested by the participants into the HUL toolkit provided in the 2011 HUL Recommendation.

For this purpose, the barriers and associated solutions are further classified under the four categories of this toolkit: (i) civic engagement tools, (ii) knowledge and planning tools, (iii) regulatory systems, and (iv) financial tools. The solutions suggested for each HUL step are then re-organized and categorized under each of these four tools, and the tools and processes of adaptation are defined for them.

Civic Engagement Tools

Civic engagement tools are instruments that empower a diverse cross-section of stakeholders to identify key values attributed to the historic urban landscapes, to develop visions, to set goals and to agree on actions.

Below are the tools and processes of civic engagement derived from the inputs of workshop participants in relation the HUL steps (Table 11 to Table 14).

Table 11 – Preliminary results of the HUL workshop III Rijeka. Civic Engagement Tools: adaptation of barriers and solutions, to HUL tools.

Step	Barrier	Solution	Tools	Process
Mapping	Lack of awareness of their [the local stakeholders] contribution	Institute/agency need to be the platform to build a conversation, locals do the mapping	A local agent acting as mediator	Building capacity
Mapping	Lack of documentation and administrative complexity	Education of people	<ul style="list-style-type: none"> Education kits Education programmes 	Raising awareness
Consensus	People contest the renovation of Galeb. [Its] difficult history is still alive	Recognize contesting groups and try to find a new storytelling (in the future)	<ul style="list-style-type: none"> Dialogue and consultation Collecting the contested values and attributes Storytelling 	Building consensus
Consensus	Ownership and conflict among national level and local one	Organize debates, public gatherings	Dialogue and consultation	Raising awareness, Building consensus
Consensus	Presence of too many industrial areas in the centre about which reach consensus on the possible adaptive reuse. Disagreement about functions (student's houses) [to be given for the reuse]	Cooperative ownership could be developed for the underused/unused buildings	Cooperative ownership and management	Building capacity
Consensus	Lack of local expertise and necessity to create a common new value through a common effort in order to reach consensus	Protestation will always be there, but if we show the value of conserving heritage, it will be easier.	Informative sessions	Raising awareness

Step	Barrier	Solution	Tools	Process
Vulnerability	Lack of recognition of values, in particular of intrinsic values (natural, cultural, ...). Other values come first (e.g. economic).	Let these values emerge and be visible for stakeholders and communities	<ul style="list-style-type: none"> • Informative sessions • Open dialogue 	<ul style="list-style-type: none"> • Raising awareness • Building consensus
Integrating	Lack of participation in the identification of values, need for a more holistic approach	Common values identification	Participatory mapping of values	Public participation
Prioritizing	Top-down recognition in cultural heritage sector (not vernacular or intangible)	Participation and use of website/augmented reality: [create a] platform	<ul style="list-style-type: none"> • Participation platform • Website • Augmented reality 	Development of digital tools for participation
Prioritizing	[Lack of definition] of participation at the different levels	Metastatic planning as a medium way among a strategy totally defined by one actor and a strategy which is totally based on bottom-up approach. In metastatic planning the actions are implemented from the first step of the whole project and it promotes a co-design with the involvement of community	Participatory planning	Public participation
Partnership	Lack of entrepreneurship (participation depending on organized initiatives)	<ul style="list-style-type: none"> • Boost educational tools 	<ul style="list-style-type: none"> • Education kits • Education programmes 	Raising awareness

Note: Additional details are provided in Ikiz Kaya et al. (2019)

Source: authors

Knowledge and Planning Tools

The knowledge and planning tools aim to help the safeguarding of integrity and authenticity of the attributes assigned to historic urban landscapes, and to provide for the monitoring and management of change for sustainable urban development.

Below are presented the knowledge and planning instruments and their adaptation processes, as they are drawn from the inputs of workshop participants in relation the HUL steps.

Table 12 – Preliminary results of the HUL workshop III Rijeka. Knowledge and Planning Tools: adaptation of barriers and solutions, to HUL tools.

Step	Barrier	Solution	Tools	Process
Mapping	Difficulty of vision for future. Complex history, difficult to prioritize, it is difficult to choose the vision for the future	Planning and [develop] the vision for the future	City vision	Creation of a holistic city image and setting goals
Consensus	Variety of conflicting levels for decision making also at different scales	Planning process that identifies implications of different actors in the decision-making	Multi-actor impact assessment of the decision making	Participatory planning, impact assessment
Consensus	Systematization of resources [need] to have a guide: centre, people, knowledge	Ecological aspect of building: how to find compatible technologies, importance to have a central guide for building refurbishment	Decision support system/guidance	Building capacity
Consensus	Lack of local expertise and necessity to create a common new value through a common effort in order to reach consensus	Protestation will always be there, but if we show the value of conserving heritage, it will be easier.	Knowledge sharing tools	Building capacity
Vulnerability	Lack of recognition of values, in particular of intrinsic values (natural, cultural, ...). Other values come first (e.g. economic).	New evaluation tools to identify intrinsic values and raise awareness.	Evaluation and value assessment tools	<ul style="list-style-type: none"> Mapping of values Raise awareness
Integrating	<ul style="list-style-type: none"> Mobility: accessibility of RiHub Mobility: limitation of public transportation 	Sustainable mobility and create transportation plans	An integrate mobility plan	Developing mobility plans
Integrating	Lack of integrated approach in creating the city image	Integrate cultural strategies into city vision	City vision	Creation of a holistic city image and setting goals
Integrating	Bureaucracy	Putting ideas into action and setting a local good/ best practice as reference	<ul style="list-style-type: none"> Action plan Best practices framework/guidelines 	<ul style="list-style-type: none"> Building capacity Best practice analysis

Step	Barrier	Solution	Tools	Process
Prioritizing	Prioritization based not only on economic resources (e.g. tourism) but also on citizens/stakeholders engagement, letting people “use” spaces	Portfolio of assets + actions	<ul style="list-style-type: none"> Portfolio of assets Portfolio of actions 	<ul style="list-style-type: none"> Building knowledge base Integrated value assessment
Prioritizing	[Lack of definition] of participation at the different levels	Metastatic planning as a medium way among a strategy totally defined by one actor and a strategy which is totally based on bottom-up approach. In metastatic planning the actions are implemented from the first step of the whole project and it promotes a co-design with the involvement of community	Participatory urban design tools	Integrated participatory planning
Partnership	Difficulties in getting the information (i.e. permissions, etc.)	Partnership for a common platform to share rules, doc[ument]s	<ul style="list-style-type: none"> Tools of knowledge sharing Platforms and repositories 	Sharing information and knowledge

Note: in columns “barriers” and “solutions”, authors’ inputs are between square brackets.

Source: authors

Regulatory Systems

The regulatory systems include the legislations, acts, regulations, plans and policies developed, either specifically for the site or for the larger context, to manage the tangible and intangible components of the historic urban landscapes.

The table below presents the tools and processes associated with regulatory systems, as pointed out by the participants during the HUL workshop.

Table 13 – Preliminary results of the HUL workshop III Rijeka. Regulatory Systems: adaptation of barriers and solutions, to HUL tools.

Step	Barrier	Solution	Tools	Process
Mapping	Lack of documentation and administrative complexity	Rules for mapping	Mapping guidelines	Setting framework

Step	Barrier	Solution	Tools	Process
Consensus	Presence of too many industrial areas in the centre about which reach consensus on the possible adaptive reuse. Disagreement about functions (student's houses) [to be given for the reuse]	Cooperative ownership could be developed for the underused/unused buildings	Cooperative ownership and management	Setting framework
Vulnerability	Loss of memory	[Galeb:] restrict the reuse to museum of the memory [which it represents]	Reuse regulation	Setting framework
Vulnerability	Gentrification	<ul style="list-style-type: none"> • Provide affordable houses • Long-term rent policies • Retain local shops (no [international] boutiques) 	<ul style="list-style-type: none"> • Social housing policy • House renting policy • Commercial use regulation 	Relevant policy-making
Integrating	<ul style="list-style-type: none"> • Authorizations of permissions are time-takers • Local planning regulations are limitations 	<ul style="list-style-type: none"> • Better public regulations to allow a faster implementation of projects 	Planning regulation (review)	Review and revision of existing planning regulations
Partnership	Lack of contribution by the private sector	Increase/improve frameworks for PPP	PPP framework	Setting framework

Source: authors

Financial Tools

Financial tools are instruments aiming to build capacity, and to support innovative income-generating development.

In the table below, all the barriers and solutions with financial attributes are defined, in relation to tools and processes of their adaptation.

Table 14 – Preliminary results of the HUL workshop III Rijeka. Financial Tools: adaptation of barriers and solutions, to HUL tools.

Step	Barrier	Solution	Tools	Process
Consensus	Presence of too many industrial areas in the centre about which reach consensus on the possible adaptive reuse. Disagreement	Cooperative ownership could be developed for the underused/unused buildings	Cooperative financial tools of ownership	Setting frameworks and development of cooperative tools

Step	Barrier	Solution	Tools	Process
	about functions (student's houses) [to be given for the reuse]			
Vulnerability	Lack of funding for construction works for preservation. The local authority is not empowered, the State gives the local authorises the task to manage sites without providing the means to do it	For small "things" the crowdfunding. [This solution does not apply to] big public management tasks.	Crowdfunding	
Vulnerability	Rural area redevelopments: limitation of financial capacity and depopulation	Financial tools to encourage people to move towards rural areas: grants, giving buildings, reducing taxes, ...	<ul style="list-style-type: none"> • Grants • Tax reduction schemes/financial incentives • Concession of buildings 	Revision of tax regulations, funding opportunities
	Gentrification	Long-term rent policies	Financial incentive affecting rents	Development of financial incentives
Partnership	Lack of contribution by the private sector	Increase/improve frameworks for PPP	PPP	Setting framework and promoting incentives for private sector participation
Partnership	Missing inclusion of PPPP	Develop tools to motivate participation (financial, educational, awareness ...)	Financial incentives	Development of financial incentives

Source: authors

Results of interactive poll concerning barriers and solutions

At the concluding part of the HUL workshop in Rijeka, an interactive poll was conducted after the discussions to engage participants interactively in an online voting system to express their opinions concerning the barriers and bottlenecks defined as pinned contributions at the end of the first two rounds of discussions for each table. An online learning and quiz tool available at the Kahoot website (*Kahoot!*, n.d.) was used to structure an interactive poll, where each participant logged in to participate in the voting. As part of this process, each of the pinned contributions selected for each of the first two roundtables were articulated as questions posed and each participant expressed their opinion, selecting whether they strongly agree, agree, disagree or strongly disagree options for each of the twelve questions / pinned contributions.

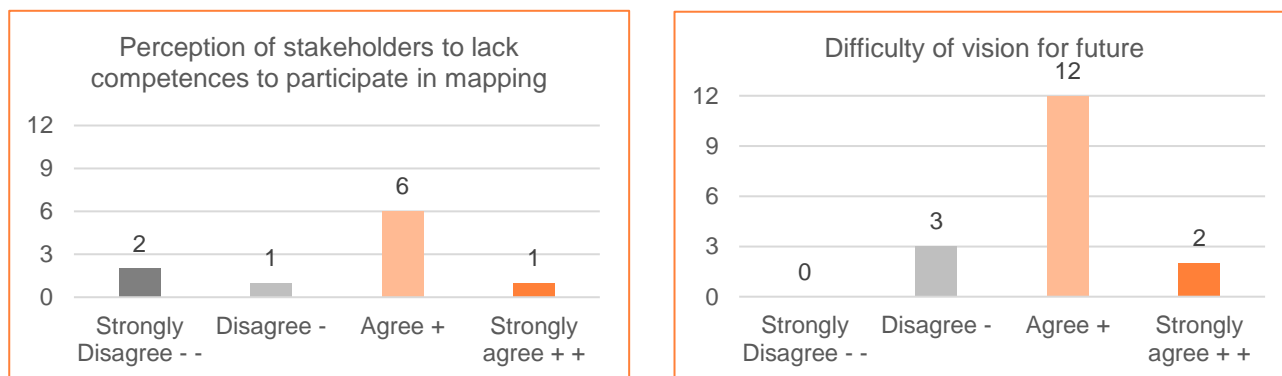
The following paragraphs report the bar charts showing the distribution of the participants' level of agreement with regard to the pinned contributions, as voted during the interactive polling by the

18 participants who actively took part in the poll. The outcomes are individually presented for each HUL step.

Mapping

1. Perception of stakeholders to lack competences to participate in mapping
2. Difficulty of vision for future

Figure 24 – Bar charts with the results of the pinned contribution referring to mapping

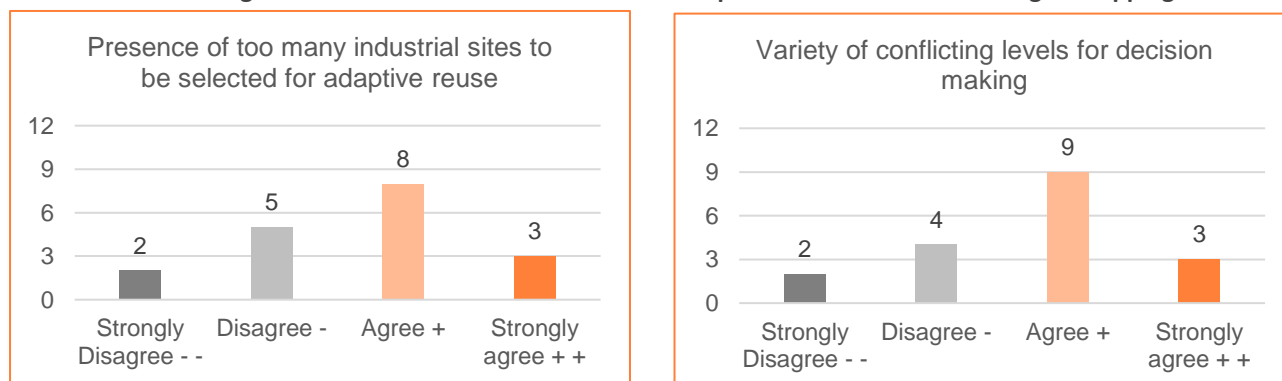


Source: authors

Consensus

1. Presence of too many industrial sites to be selected for adaptive reuse
2. Variety of conflicting levels for decision making

Figure 25 – Bar charts with the results of the pinned contribution referring to mapping

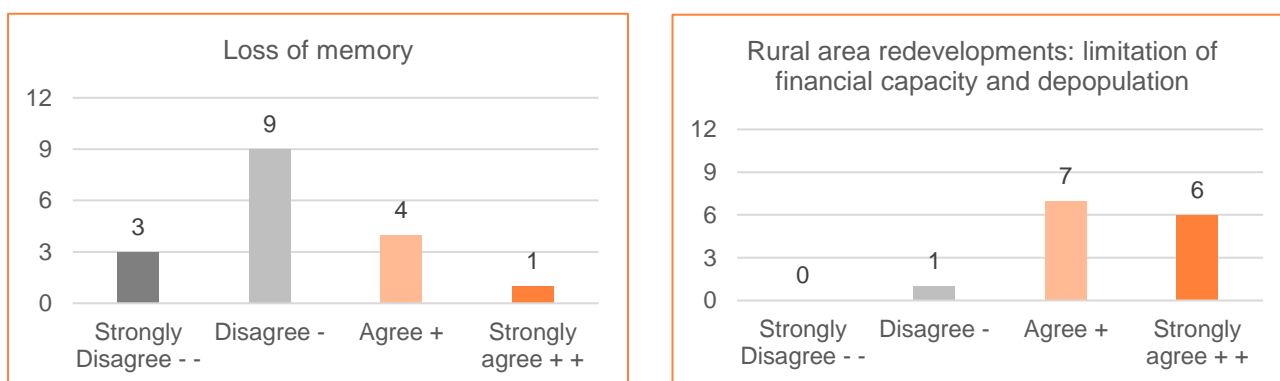


Source: authors

Vulnerability

1. Loss of memory
2. Rural area redevelopments: limitation of financial capacity and depopulation

Figure 26 – Bar charts with the results of the pinned contribution referring to vulnerability

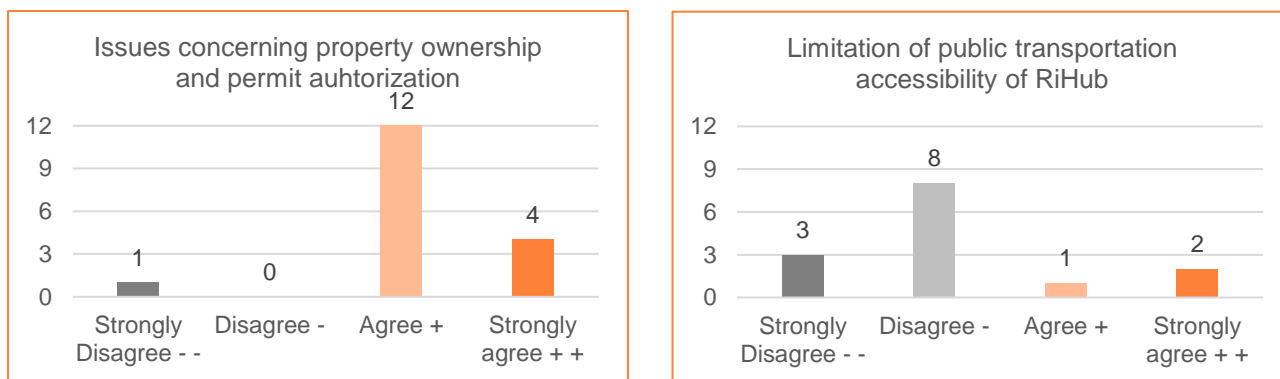


Source: authors

Integrating

1. Issues concerning property ownership and permit authorization
2. Limitation of public transportation accessibility of RiHub

Figure 27 – Bar charts with the results of the pinned contribution referring to integrating

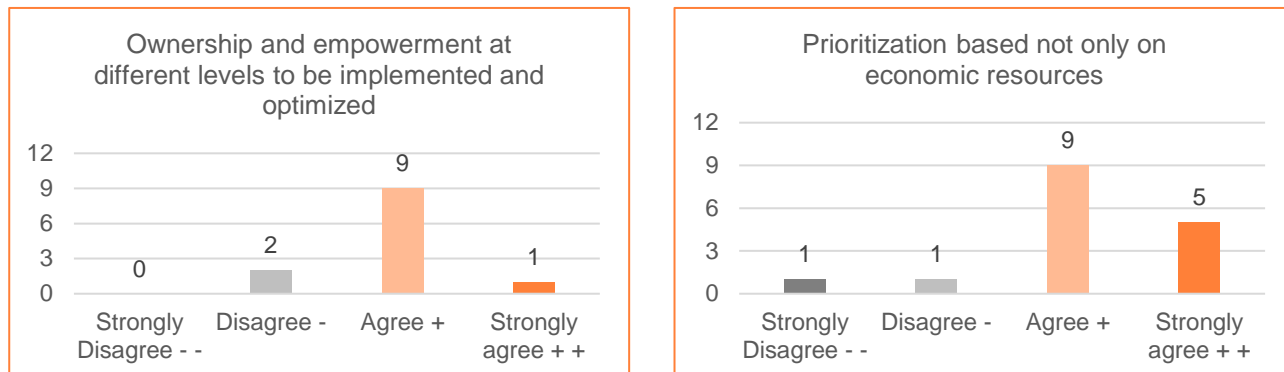


Source: authors

Prioritizing

1. Ownership and empowerment at different levels to be implemented and optimized
2. Prioritization based not only on economic resources

Figure 28 – Bar charts with the results of the pinned contribution referring to prioritizing

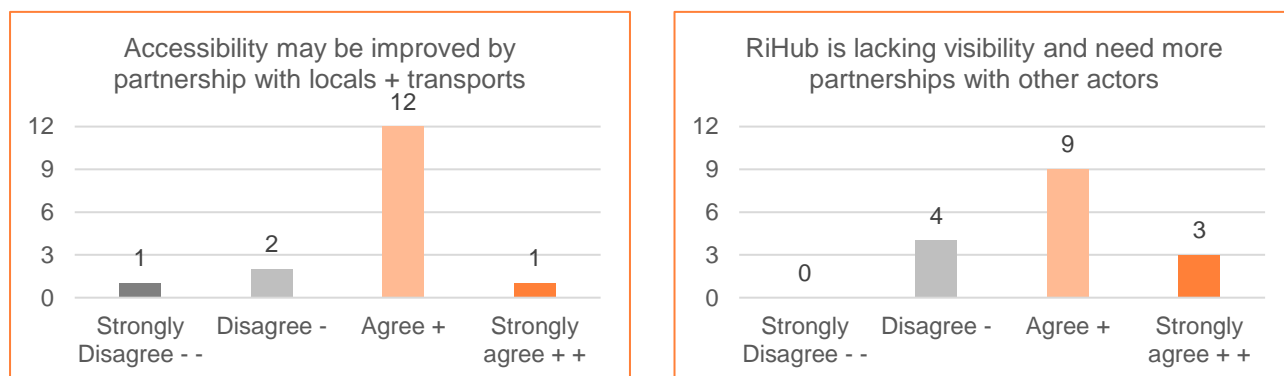


Source: authors

Partnership

1. Accessibility may be improved by partnership with locals + transports
2. RiHub is lacking visibility and need more partnerships with other actors

Figure 29 – Bar charts with the results of the pinned contribution referring to partnership



Source: authors

8.6 The event in pictures

Figure 30 – Introduction to the HUL workshop by Deniz Ikiz Kaya and Nadia Pintossi



Source: From the top, Fabi van Berkel (PAK), and Lu Lu (TU/e)

Figure 31 – Round-tables discussions.




Source: From the top, Valeria Catanese (IRISS), Valeria Catanese (IRISS), and Deniz Ikiz Kaya (TU/e)

Figure 32 – Conclusion of the HUL workshop with an interactive survey. Example of question posed to the participants to express their degree of agreement with respect to the pinned contributions.

Perception of stakeholders to lack competences to participate in mapping

18



Skip

0

Answers

▲

Strongly Disagree - -

◆

Disagree -

●

Agree +

■

Strongly agree ++

Source: Nadia Pintossi (TU/e)

8.7 Remarks

The HUL workshops allowed stakeholders engagement in a **multidisciplinary discussion** about the cultural heritage adaptive reuse.

The format of the HUL workshop allowed the participants to get in contact with each other and the hosting city. Thus, local stakeholders, as well as the CLIC consortium members, could bring their own experiences to the table and animate the discussion in a multidisciplinary and collaborative fashion.

The presence of facilitators facilitated the conduct of the workshop and ensured better communication and coordination among participants, enabling the engagement of all participants.

Despite the local focus, the HUL workshop has also international participants, i.e. the CLIC consortium members. For this reason, English was the set working language. However, to support the local stakeholders, a Croatian translation of the description of the HUL steps and HUL tools had been provided in advance to all the participants (§15.1, pages 4 and 5 of the booklet).

The beginning of the working session was delayed due to the extension of the last part of the CLIC Midterm Conference taking place in the morning session. Hence, a few of the local stakeholders left the venue during the coffee break and before the beginning of the HUL workshop. In order to prevent such an occasion in the upcoming workshop, it is suggested to limit the number of presentations/seminars happening before the introduction of the HUL workshop and the round-table discussions.

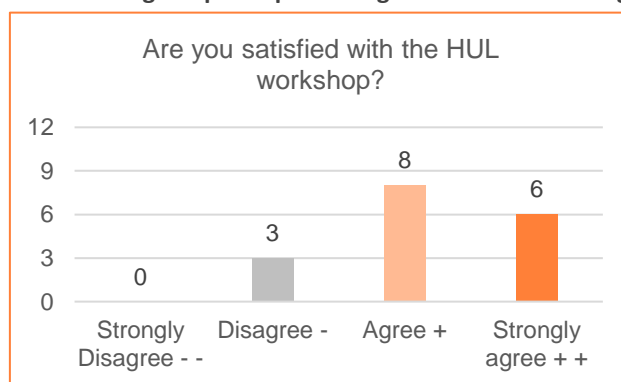
In accordance with the participation procedure followed during the HUL workshop II in Salerno, the participants of the Rijeka workshop also decided individually on the tables they wanted to sit in. This gave them the opportunity to have a discussion with different actors at each round, instead of remaining in the same team all along the round-table sessions. Furthermore, some participants could not commit to attend all six rounds. The shrinking number of participants resulted in three rounds with an empty table each. For the following workshop, a moderator could direct the participants when they choose the next table to sit to. This could ensure a better redistribution of participants in case of shrinkage, preventing an empty table from occurring.

All contributions, namely booklets, notes, and summary posters were collected by the TU/e team in order to analyse them and gain further insights on the barriers, challenges, and obstacles to cultural heritage adaptive reuse in Rijeka. Similarly, the solutions proposed to cope with the difficulties identified during the brainstorming stage will also be further analysed. The **results** of these assessment are disseminated as part of the deliverable of WP1 “**D1.5 Report on barriers and bottlenecks**” (Ikiz Kaya et al., 2019). Unfortunately, in some rounds the note-taker failed to perform her/his task.

Future initiatives could be launched to further and in-depth study the barriers and solutions identified during the workshop. Concerning the identified solutions, their implementation and related tools need to be explored.

Overall, the participants were satisfied with the HUL workshop as shown by the answers they given during the conclusion moment of the activity. Three participants were dissatisfied (18% of the respondents), eight were satisfied (47%) and six were very satisfied (35%) as illustrated in Figure 32. The overall aim of the upcoming two workshops of the CLIC series will associated with the project long-assessment, hence the structure of these next two workshops will be adapted and adjusted accordingly. There is no longer the need for maintaining same workshop structure to enhance the comparability of results among pilot cities as it had been the case for the first three HUL workshops.

Figure 33 – Bar charts showing the participants’ degree of satisfaction regarding the HUL workshop.



Source: authors

8.8 Additional information

Videos

- The introduction to the workshop:
<https://www.youtube.com/watch?v=oyLXbe6LiA8&list=PLC3G-0JxBzufl-VI3V4wRSW2aNkkIz-Pv&index=1>
- The participants discussing during the roundtable discussions:
 - <https://www.youtube.com/watch?v=ualoPBGbX6w&list=PLC3G-0JxBzufl-VI3V4wRSW2aNkkIz-Pv&index=2>,
 - <https://www.youtube.com/watch?v=ualoPBGbX6w&list=PLC3G-0JxBzufl-VI3V4wRSW2aNkkIz-Pv&index=3>,
 - <https://www.youtube.com/watch?v=ualoPBGbX6w&list=PLC3G-0JxBzufl-VI3V4wRSW2aNkkIz-Pv&index=4>

Webpages

- News about the HUL workshop in Rijeka on the CLIC website: <https://www.clicproject.eu/historic-urban-landscape-workshop-rijeka-3/>
- Introduction to the HUL workshop in Rijeka: https://www.clicproject.eu/wp-content/uploads/2019/03/CLIC_HUL-workshop-Rijeka_introduction_TUe_20190328.pdf
- Presentation “” by prof. Luigi Fusco Girard: https://www.clicproject.eu/wp-content/uploads/2019/03/Luigi-Fusco-Girard-CLIC-rijeka-2019_breve_28-03-19.pptx

Publications

- Ikiz Kaya, D., Pintossi, N., Koot, A.M.K., Colenbrander, B.F. (2019). Deliverable 1.5 Report on Barriers and Bottlenecks. CLIC project [available at: <https://www.clicproject.eu/files/D1-5.pdf>]
- Pintossi, N., Ikiz Kaya, D. & Pereira Roders, A. Assessing cultural heritage adaptive reuse: challenges and solutions in Rijeka. [In preparation]

8.9 Acknowledgements

The authors thank Suzanna Belosevic, Mirta Klaričić, and Dunja Zagorac (RIJ), and Marco Acri (ETCAEH) for the organization of the HUL workshop III. Furthermore, the authors wish to thank Marco Acri (ETCAEH), dr. Martina Bosone (IRISS CNR), dr. Silvia Iodice (IRISS CNR), Lu Lu (TU/e), for the help they provided in facilitating the round-table discussions during the workshop. We also thank the colleagues of the CLIC project and the stakeholders who actively took part in the HUL workshop and made contributions.

The original report was co-authored by Nadia Pintossi and Deniz Ikiz Kaya.

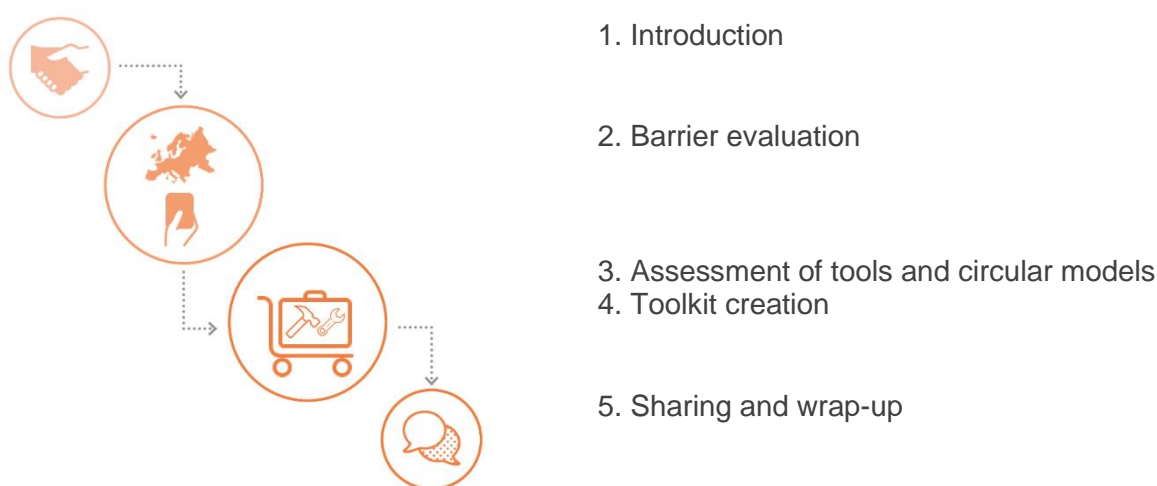
9 HUL Workshop IV – Västra Götaland

The present document reports on the **Historic Urban Landscape workshop held in Västra Götaland** (specifically in Dalsland, Sweden) on September 12, 2019. This workshop constitutes the fourth of a series of events aiming to involve stakeholders to investigate cultural heritage adaptive reuse. This workshop was part of the **project-long assessment**, and it aimed at assessing the usability and feasibility of the circular tools developed by the CLIC project within the Heritage Innovation Partnership process in Västra Götaland.

9.1 HUL workshop framework, Västra Götaland

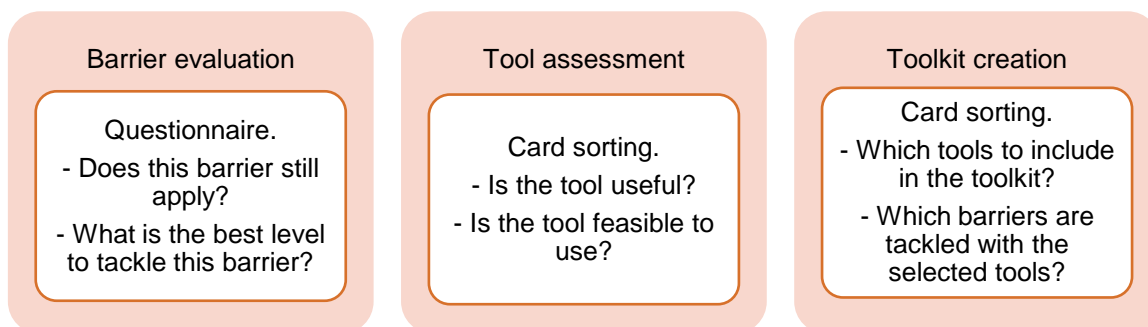
The HUL workshop in Västra Götaland involved five parts: the introduction, the barrier evaluation, the tool assessment, the toolkit creation, and the wrap-up (Figure 33 and Figure 34). Both local and CLIC stakeholders actively took part in all parts of the workshop.

Figure 34 – Structure overview of the HUL workshop IV Västra Götaland



Source: Authors

Figure 35 – Details about the barrier evaluation, the tool assessment, and the toolkit creation.



Source: Authors

Introduction to the HUL workshop

The HUL workshop started with **an introductory presentation** explaining concepts relevant to the workshop, namely the HUL approach and the HUL categories of tools, and introducing the tools to be assessed (cf. §16.1). This introduction was provided by dr. Deniz Ikiz Kaya of Eindhoven University of Technology (TU/e). Afterwards, the participants received a brief explanation for each activity from dr. Deniz Ikiz Kaya and Nadia Pintossi (TU/e) who guided the participants through the workshop.

Prior to the HUL workshop, the participants were informed about the context of Västra Götaland and the local cases represented at the HUL workshop. This information was provided during the **meetings and site visits** held the two days before within the activities scheduled for the CLIC mission in Västra Götaland (see §9.3 and §16.4).

During the introduction session, the participants also introduced themselves to each other and they were asked to indicate if they were representing the public sector, the private sector, the third sector, the civic society, or the academia, by sticking a sticker on a chart (Figure 41).

Barrier evaluation

Starting from the barriers identified during the first meeting of the Heritage Innovation Partnership (HIP), the authors clustered them in a list of **15 barriers** and provided related descriptions (Figure 35). Based on the four pillars of sustainable development, these barriers were further classified as social, economic, environmental, and cultural barriers.

Figure 36 – Overview of the barriers included in the barrier evaluation.



Social barriers

Barrier name	Description
<u>Elderly population</u>	Population mostly counting elderly people, ageing population. Also, limited ability to maintain buildings
<u>Depopulation</u>	<ul style="list-style-type: none"> • Lack of attractiveness for retaining residents and attracting new residents • Lack of housing opportunities both for long-term and short-term renting. • Lack of services, e.g. cafés, hospitals, schools, recycling stations, B&B, hotels
<u>Lack of job</u>	Lack of job opportunities



Economic barriers

Barrier name	Description
<u>Lack of attractiveness</u>	Lack of attractiveness for new businesses/enterprises/events
<u>Seasonality</u>	Seasonality of activities and tourism
<u>Restraining regulations</u>	Regulation preventing and hindering reuse, e.g. environmental regulation, working environment regulation
<u>Degradation and decay</u>	Poor maintenance and vacancy because reuse is not allowed by municipalities
<u>Bureaucracy</u>	Complicated and inflexible functioning of municipalities
<u>Investment</u>	High financial demand, long and slow return of investment, limited financial resources for cultural heritage and innovation of ongoing and new adaptive reuses.
<u>Lack of involvement</u>	Lack of involvement of people and private entities in cultural heritage development



Environmental barriers

Barrier name	Description
<u>Contamination</u>	Contamination and clean up contaminated land and buildings
<u>Lack of evidences</u>	Lack of evidences of environmental benefits of building reuse



Cultural barriers

Barrier name	Description
<u>Culture perception</u>	Culture is regarded as exclusive
<u>Lack of understanding</u>	Lack of understanding of cultural heritage potential for development and society and of cultural heritage values.
<u>Perception and understanding of adaptive reuse</u>	Lack of understanding of adaptive reuse. Also, adaptive reuse is considered as contrasting residents' interest

Source: Authors' adaptation based on the report of the first HIP meeting in Västra Götaland.

The participants individually evaluated these barriers via a digital questionnaire hosted on the platform Lime Survey (cf. §16.2) (*Lime Survey*, n.d.). The aim of such evaluation was to gather insights on the participants' opinion with regard to the barriers. In particular, per each barrier, the stakeholders answered the following questions:

- Does this barrier **still apply**?
- What is (are) the **best level(s) to tackle** this barrier?

These questions were asked providing possible answers as shown in Figure 36. Per each question, the stakeholders selected only one answer and they answered both questions despite the answer provided to the first questions.

Figure 37 – Possible answers for the questionnaire for the barrier evaluation.

	Does the barrier still apply?			What is the best level to tackle this barrier?				
	Yes	No	I don't know	Local	Regional	National	European	All levels
Barrier name	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Source: Authors

Tool assessment

The authors provided the participants with a selection of **11 innovative circular tools and models that are identified and developed within the CLIC project**. These tools and models were classified according to the four categories existing with the HUL toolkit adopted as part of the HUL Recommendation, namely: the civic engagement tools, knowledge and planning tools, regulatory systems, and financial tools (see Figure 37).

Civic engagement tools are instruments that empower a diverse cross-section of stakeholders to identify key values attributed to the historic urban landscapes, to develop visions, to set goals and to agree on actions.

The knowledge and planning tools aim to help the safeguarding of integrity and authenticity of the attributes assigned to historic urban landscapes, and to provide for the monitoring and management of change for sustainable urban development.

The regulatory systems include the legislations, acts, regulations, plans and policies developed, either specifically for the site or for the larger context, to manage the tangible and intangible components of the historic urban landscapes.

Financial tools are instruments aiming to build capacity, and to support innovative income-generating development.

Figure 38 – Tools and models assessed during the HUL workshop.



Civic engagement tools

Tool name	Description
<u>Call for ideas for adaptive reuse of cultural heritage</u>	Call for Ideas to stimulate innovation in the adaptive reuse of cultural heritage. This Call should include the criteria of circularity for the evaluation of projects proposed, and it should stress the economic self-sustainability (by providing for example a viable business plan) and the creation of multi-actor partnerships, identifying also possible investors / funding sources.
<u>Decisions Support System</u>	The Decisions Support System to supports the selection of compatible uses or projects for specific cultural sites, according to criteria and indicators framework. The outcome is a classification in order of priority (a prioritization) of the alternative uses/projects to be implemented. Moreover, thanks to an interactive approach, the methodology can: a) support the stakeholders' learning in a real decision process b) improve the transparency of the choices c) help to better direct the scarce resources available. Indeed, to consider the different points of view and the expert knowledge, the methodology uses different interactions with the different actors involved.



Knowledge and planning tools

Tool name	Description
<u>Adaptive reuse business canvas</u>	A business canvas use for adaptive reuse is a template that help develop a new business model for adaptive reuse of cultural heritage or describing an existing one (wikipedia.org/wiki/Business_Model_Canvas).
<u>Environmental circular mapping</u>	Environmental circular mapping provides a “snapshot” of the air quality, water quality, greenhouse gas emissions to compare the pre and post adaptive reuse. It also provides an overview of waste management facilities and options: waste reclamation, recycling, reuse, and disposal.
<u>Impacts assessment framework for cultural heritage adaptive reuse</u>	The impact assessment can provide evidence of the positive impacts of the investments in the adaptive reuse of cultural heritage.
<u>Perception mapping</u>	Cultural mapping through the “perceptions mapping” methodology aimed to identify the relationship between the everyday maker and the historic built environment. The methodology positions human preferences, reflections and daily interactions with the cultural capital interpreting them through the five senses: hearing, touching, seeing, tasting and smelling.



Regulatory systems

Tool name

Description

Local strategic partnerships Local strategic partnerships can offer ways to facilitate cooperation in decision-making processes. A Local Strategic Partnership involves the development of a protocol, or a Memorandum of Understanding, as a general framework for improving management of monuments and sites. Such a framework might include, among others, a definition of the parties involved in the agreement and their specific roles, an identification and brief description of the property under consideration with its significance, range of values and vulnerabilities, and details of the nature of the agreement, including the management approach adopted, definition of works or other changes that can be undertaken, and the establishment of a review mechanism of implementation or performance of the agreement.

Network Analysis

Analysis of relations between organizations working directly or indirectly in the cultural heritage field in a given region or city.



Financial tools

Tool name

Description

Business Improvement Districts (BID)

Key public/private partnerships, helping to revitalize neighbourhoods and catalyse economic development throughout the city. In a BID, property and commercial owners band together as a team to promote business development and improve an area's quality of life.

Crowdfunding

Crowdfunding is "the practice of obtaining needed funding (as for a new business) by soliciting contributions from a large number of people especially from the online community" (merriam-webster.com/dictionary/crowdfunding). Develop a crowdfunding campaign to collect the needed capital to launch a project.

Urban heritage development fund

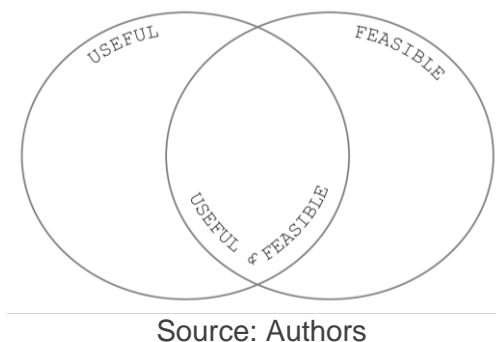
A social impact fund enables regions and towns to co-invest with third parties and direct this funding coherently towards their cultural heritage priorities.

Source: Authors' adaptation based on the contributions of the CLIC partners to the table with tools and models for the HIP process, merriam-webster.com, and wikipedia.com.

For the **tool assessment**, the participants created four teams ensuring diversity of composition with respect of the background of the members. After discussing among the members, each team decided where to stick the adhesive labels with the name of the tools in the "Useful-Feasible" diagram depicted in Figure 38.

- “Useful” indicates a tool or a model that solves a problem or fulfils a need
- “Feasible” indicates that the use of the tool or model is doable and the resources are available or acquirable.

Figure 39 - Diagram “Useful-Feasible” used for the tool assessment



Source: Authors

Toolkit creation

After assessing the tools and models based on their usefulness and feasibility, the participants **created** their own **toolkit to support their processes of adaptive reuse of cultural heritage** within the HIP. They selected the tools among the ones proposed for the tool assessment and they were invited to add further tools. Afterwards, they indicated which barriers would be tackled using the tools included in their toolkit.

Wrap-up

The HUL workshop was then concluded with the representatives of the local cases sharing their toolkit. Also, the local participants were invited to write themselves a postcard stating what would have been the first step to start using their toolkit (Figure 39).

Figure 40 – Postcard



Source: Authors

9.2 Organizers

The HUL workshop IV in Västra Götaland was coordinated by **Eindhoven University of Technology** (TU/e) and organized in collaboration with **Västrarvet** (VGR).

9.3 Programme

The HUL workshop IV in Västra Götaland was part of a series of events organized in The HUL workshop IV in Västra Götaland in relation to the CLIC project (see Programme of the CLIC events held in Västra Götaland).

The introduction to Region Västra Götaland provided the CLIC partners with information about the region, the regional administration, the organization in charge of development and heritage (Västrarvet), ongoing agenda, and strategies. The attendants received also an introduction to the history of the Dalsland County where the local cases involved in the Heritage Innovation Partnership are located. On the second day, site visits brought local stakeholders and CLIC partners to meet with locals sharing experiences, information about ongoing projects and issues about Fengersfors, Forsvik, Gustavsfors, Strömsfors, and Uddebo. These site visits served to make the participants more acquainted with the five cases represented by the local stakeholders and their potentials in the adaptive reuse context.

On the 12th of September, the HUL workshop took place. The participants evaluated barriers, assessed tools and created a toolkit as described in “HUL workshop framework, Västra Götaland” (cf. §9.1).

Agenda – 12th September 2019

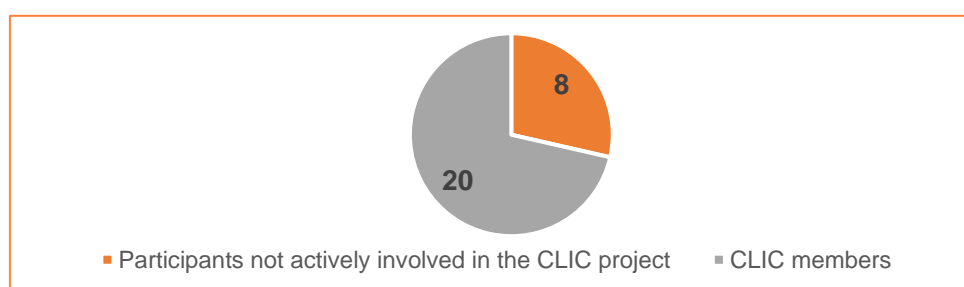
Venue: Hotel Baldersnäs (Baldersnäs 22, 660 10 Dals Långed, Sweden)

- Ca. 10:30 – 10:50 h | Participants introduced themselves
- Ca. 10:50 – 11:10 h | Presentation of the HUL Workshop – TU Eindhoven (by dr. Deniz Ikiz Kaya and Nadia Pintossi)
- Ca. 11:10 – ca. 11:30 h | Barrier evaluation
- Ca. 11:30 – ca. 11:50 h | Tool assessment
- Ca. 11:50 – ca. 12:05 h | Toolkit creation and barrier association
- Ca. 12:05 – ca. 12:35 h | Wrap-up and conclusions

9.4 Participants

There were **28 participants** attending the HUL workshop. Among them, 8 participants were not actively involved in the CLIC project, whereas 20 had been CLIC members (Figure 40). Therefore, 26 participants actively participated in the workshop while 2 CLIC members guided it.

Figure 41 – Distribution of participants in the HUL workshop in relation to their involvement in the CLIC project.



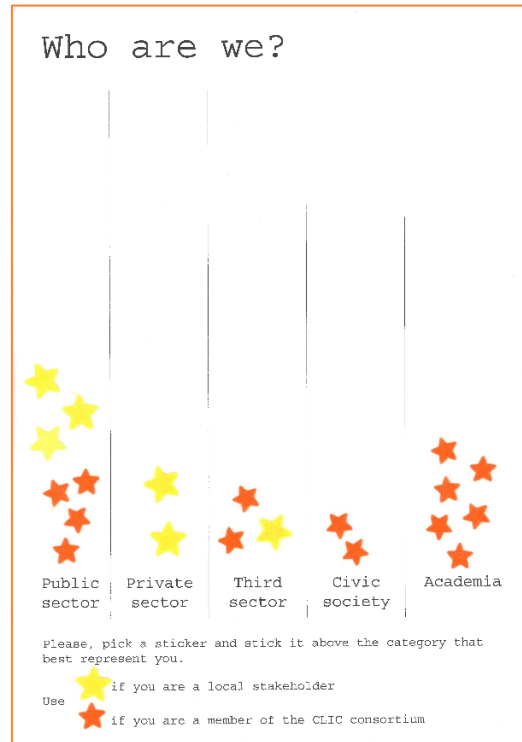
Source: Authors

Among the stakeholders participating in the HUL workshop, there were representatives of 8 organizations:

- Institutions and governmental authorities:
 - the Municipality of Bengtsfors;
 - the Municipality of Svenljunga representing Strömsfors Brük;
 - Västrarvet;
 - Forsviks Brük
- NGO:
 - Not Quite (Fengersfors)
 - Strömsfors Brük
 - ICLEI (CLIC)
 - Pakhuis de Zwijger (CLIC)
- SME:
 - Uddebo Väveriet
 - Plusvalue (actively involved in a WP of the CLIC project)
- Knowledge institutions (e.g. students, researchers and academics):
 - CNR IRISS (CLIC)
 - ICHEC (CLIC)
 - TU/e (CLIC)
 - UNG (CLIC)
 - UNIWARSAW (CLIC)
 - UoP (CLIC)
 - UU (CLIC)
 - WU (CLIC)

Participants were asked to stick an adhesive label on a chart according to the category of stakeholder that they represented. Among the 28 participants, 20 stick the label on the provided chart as shown in Figure 41.

Figure 42 – Participant chart



Source: Authors

9.5 Results of the barrier evaluation

This section reports the results of the questionnaire that the participants individually filled in to assess the pre-identified barriers. There were 27 responses submitted, of which **19 were completed questionnaires** and 8 were incomplete. The results reported here refer only to the completed responses, which are arranged in accordance to the relevant dimension of sustainable development.

Regarding to the applicability of **the barriers**, **the responses show that all of the pre-defined barriers still apply in the region** but there is a variation in how many respondents replied “Yes” (from Figure 42 to Figure 56). **At least half of the participants**, i.e. 10 answers or more, chose “Yes” except for the barriers “Elderly population” and “Lack of evidence of environmental benefits” (Figure 42 and Figure 53). “Elderly population” and “Lack of evidence of environmental benefits” count 8 affirmative responses (42%) and present less variation in the distribution of answers with “Elderly population” having only 1 response of difference between “Yes” and “No”. Participants answered “Yes” or “No” with regards to “Depopulation”, “Lack of attractiveness”, and “Seasonality” with no “I don’t know” (Figure 43, Figure 45, and Figure 46). Furthermore, for these three barriers at least two third of the answers were affirmative. “Lack of job opportunities” and “Restraining regulation” received as answers only “Yes” or “I don’t know”: these barriers respectively received around 90% and 74% affirmative responses (Figure 44 and Figure 47).

Regarding the administrative level at which to tackle each barrier, **at least half of the participants identified the same level as the best one** for almost half of the barriers. This is the case for “Depopulation”, “Lack of job opportunities”, and “Investments” to be tackled at “all levels”; while “Lack of involvement” and “Culture is regarded as exclusive” demand to be addressed at the “local” level; “Seasonality” at the “Regional” level; while “Bureaucracy” and “Contamination” at the “National” level. Similarly, the rest of the barriers present a predominant level for tackling them; however, less than half of the participants indicated the predominant level. Particularly, for “Restraining regulation” the levels “National” and “All levels” received 8 and 7 choices, respectively (Figure 47). Similarly, there is little difference in the number of respondents for “All levels” and “Regional” level with regard to “Degradation and decay”: the two answers respectively received 7 and 6 preferences (Figure 48). Table 15 reports the level indicated to be the best one to tackle every barrier. The “Local” level has been chosen as the best level to tackle all cultural barriers, while the “Regional” level has been indicated only for “Seasonality”. To tackle “Contamination”, “Bureaucracy”, and “Restraining regulations”; the “National” level is mainly indicated.

It can thus be derived from the questionnaire that a **multi-level approach** should be preferred for 6 out of 15 barriers, namely “Investment”, “Depopulation”, “Lack of job opportunities”, “Elderly population”, “Lack of evidences”, and “Degradation and decay”. Interesting to note that the **European level has not being indicated as the preferable level to tackle any of the barriers**. the European level was chosen only twice as the best level to tackle a barrier, namely once for “Lack of evidence of environmental benefits” and once for “Perception and understanding of adaptive reuse” (Figure 53 and Figure 56).

Table 15 – Best level to tackle the provided barriers as resulted from the questionnaire for the barrier evaluation.

Barrier	Local level	Regional level	National level	European level	All levels	Occurrence	Type of barrier
Lack of involvement	x					79%	Economic
Culture perception	x					52%	Cultural
Lack of understanding	x					42%	Cultural
Perception and understanding of adaptive reuse	x					37%	Cultural
Lack of attractiveness	x					37%	Economic
Seasonality		x				52%	Economic
Contamination			x			58%	Environmental
Bureaucracy			x			58%	Economic
Restraining regulations			x			42%	Economic
Investment					x	58%	Economic
Depopulation					x	52%	Social
Lack of job					x	52%	Social
Elderly population					x	42%	Social
Lack of evidences					x	42%	Environmental
Degradation and decay					x	37%	Economic

Note: in bold the predominant level to tackle a barrier that received more than half of the preferences

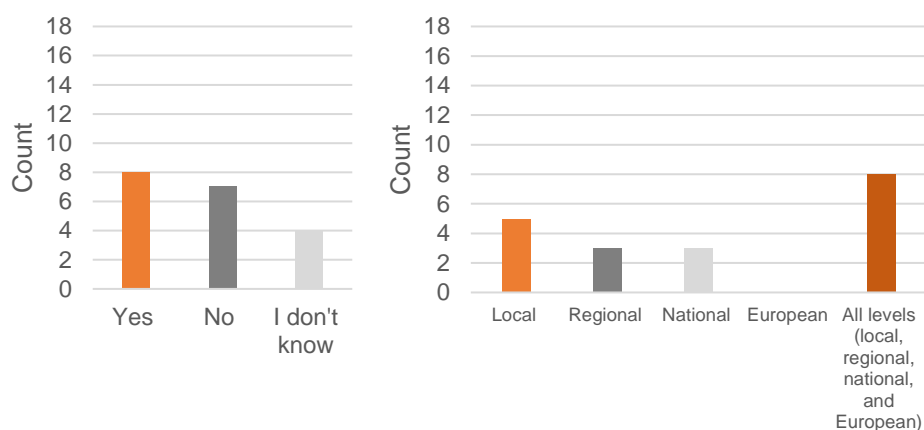
Source: Authors

The following sub sections reports the charts with the results of the questionnaire. For each barrier, we firstly report the responses given to the question “Does this barrier still apply?” and afterwards for the question “What is (are) the best level(s) to tackle this barrier?”

Social barriers

Elderly population

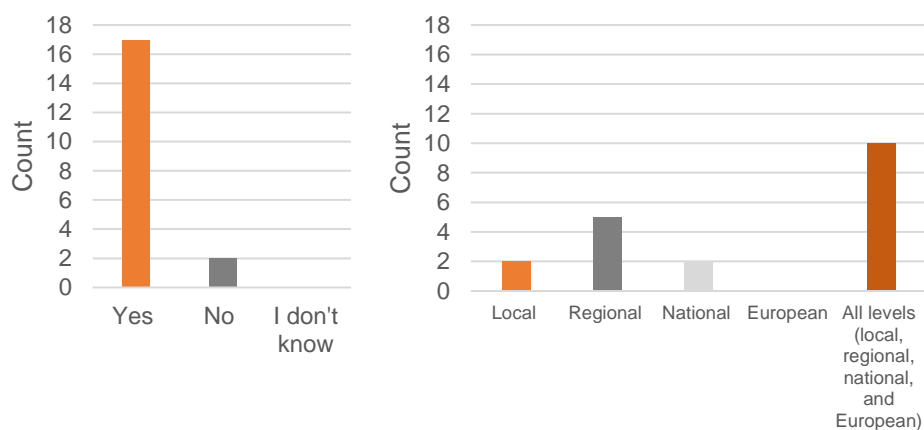
Figure 43 – Evaluation of the barrier “elderly population”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Depopulation

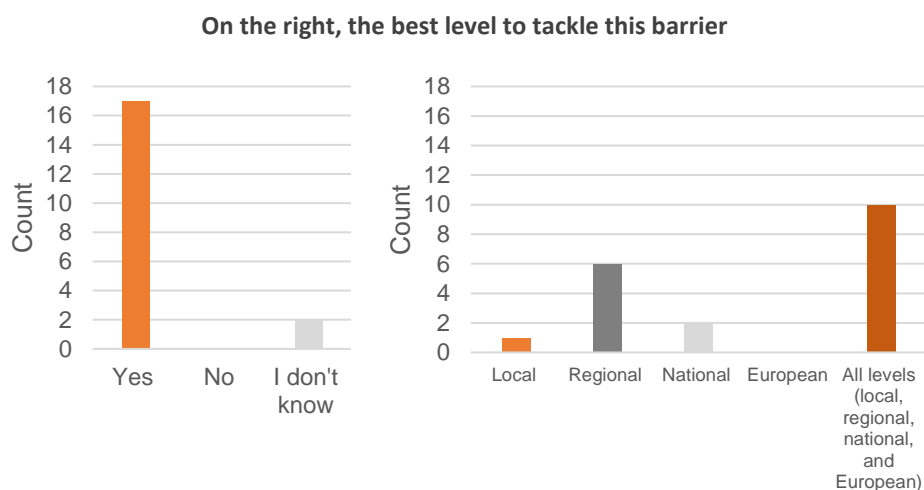
Figure 44 – Evaluation of the barrier “depopulation”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Lack of job opportunities

Figure 45 – Evaluation of the barrier “lack of job opportunities”. On the left, the current applicability of this barrier.

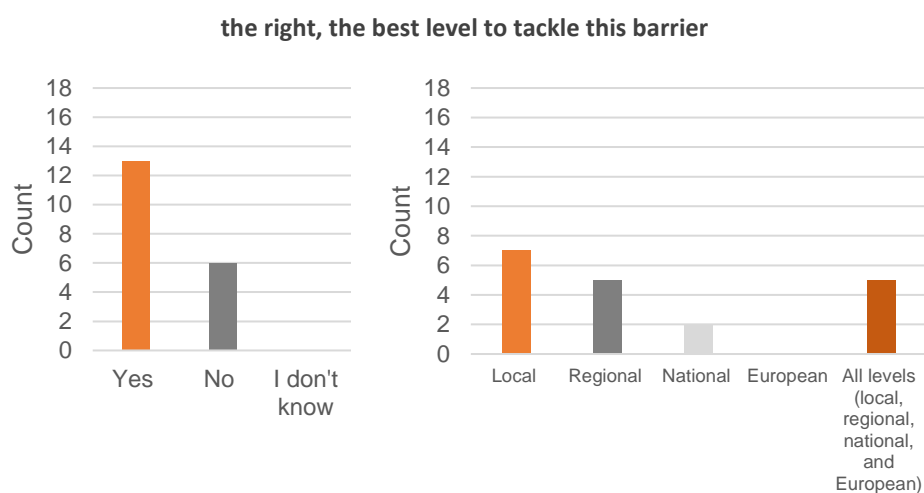


Source: Authors

Economic barriers

Lack of attractiveness

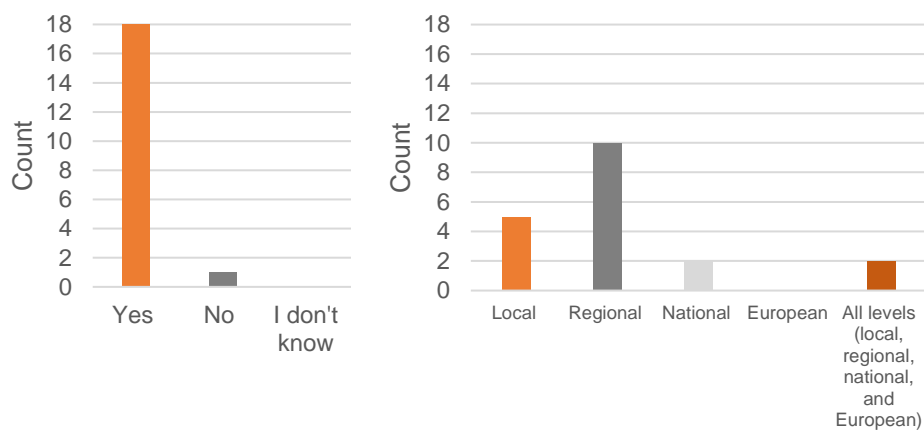
Figure 46 – Evaluation of the barrier “lack of attractiveness”. On the left, the current applicability of this barrier. On



Source: Authors

Seasonality

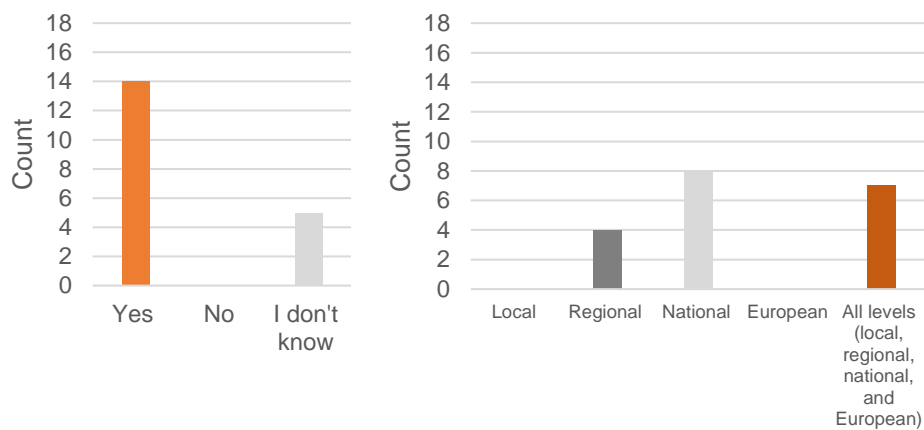
Figure 47 – Evaluation of the barrier “seasonality”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Restraining regulations

Figure 48 – Evaluation of the barrier “restraining regulations”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier

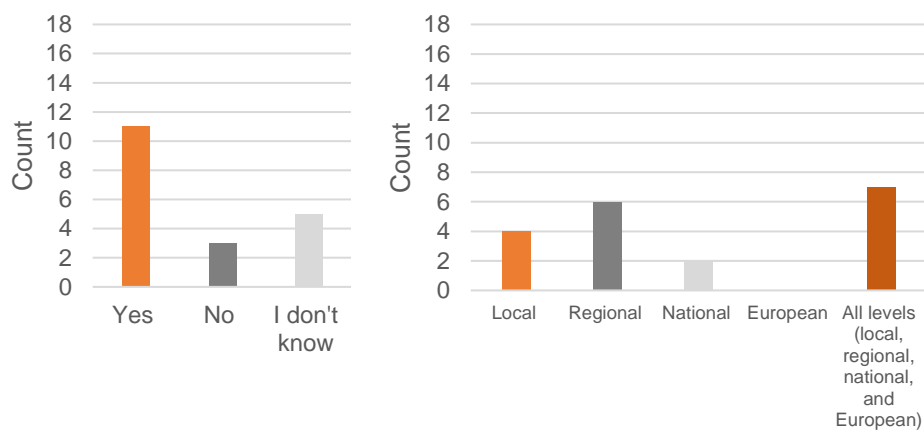


Source: Authors

Degradation and decay

Figure 49 – Evaluation of the barrier “degradation and decay”. On the left, the current applicability of this barrier.

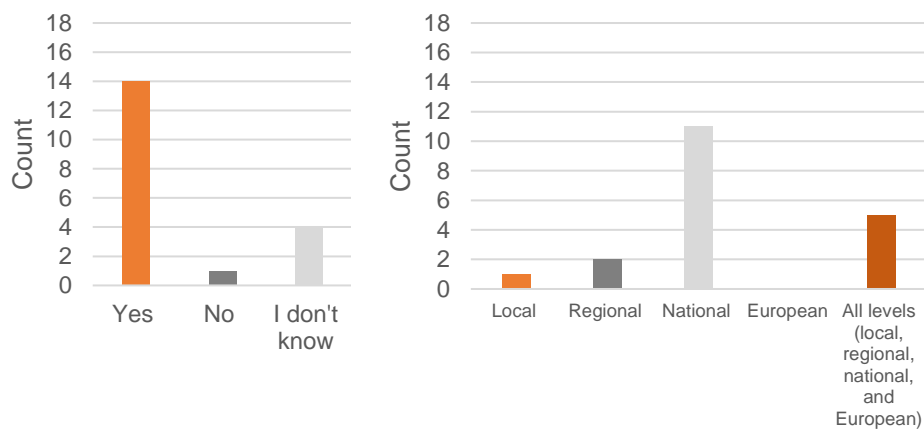
On the right, the best level to tackle this barrier



Source: Authors

Bureaucracy

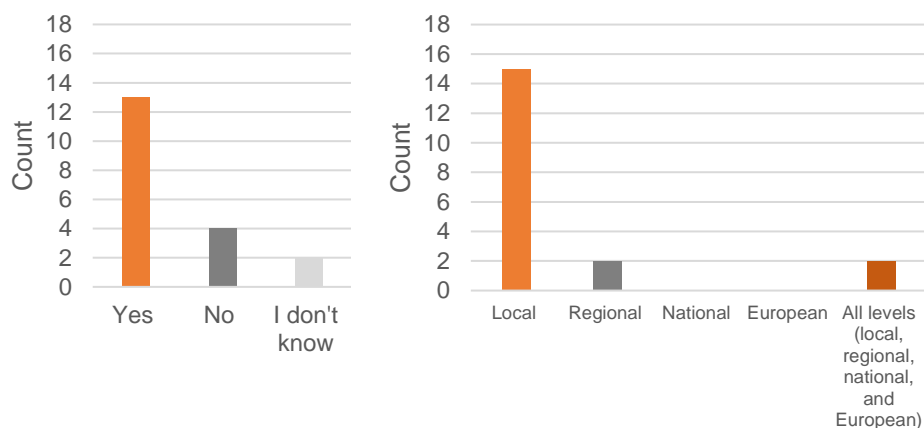
Figure 50 – Evaluation of the barrier “bureaucracy”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Lack of involvement

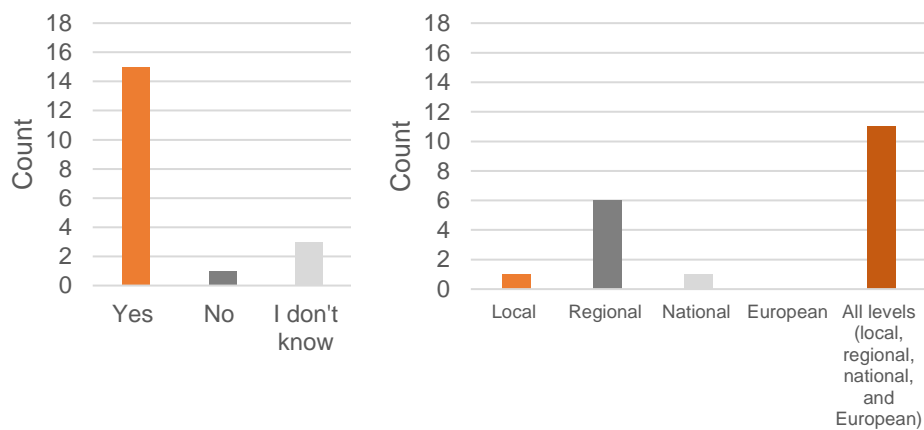
Figure 51 – Evaluation of the barrier “lack of involvement”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Investments

Figure 52 – Evaluation of the barrier “investments”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier

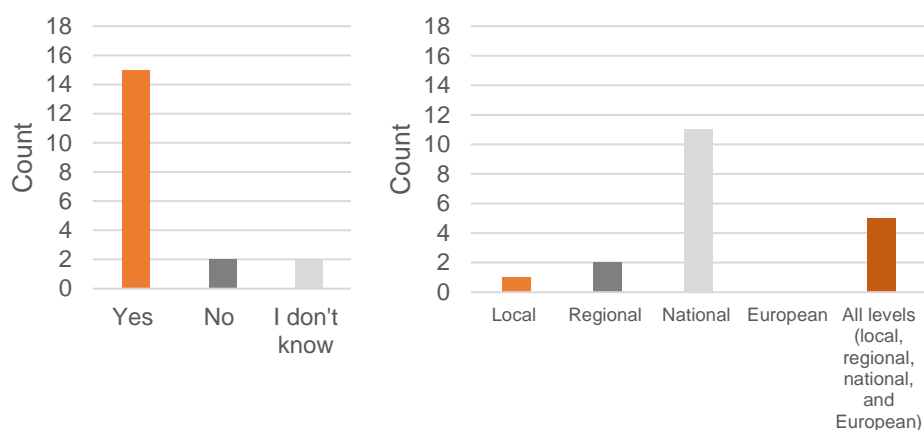


Source: Authors

Environmental barriers

Contamination

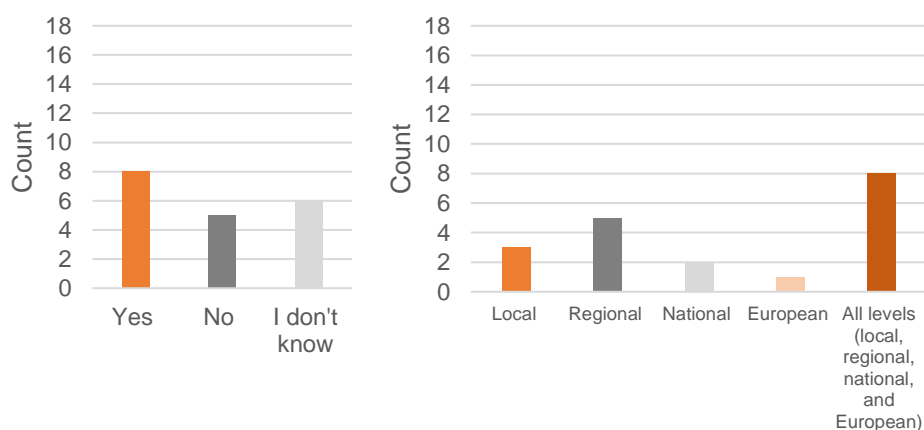
Figure 53 – Evaluation of the barrier “contamination”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Lack of evidence of environmental benefits

Figure 54 – Evaluation of the barrier “lack of evidence of environmental benefits”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier

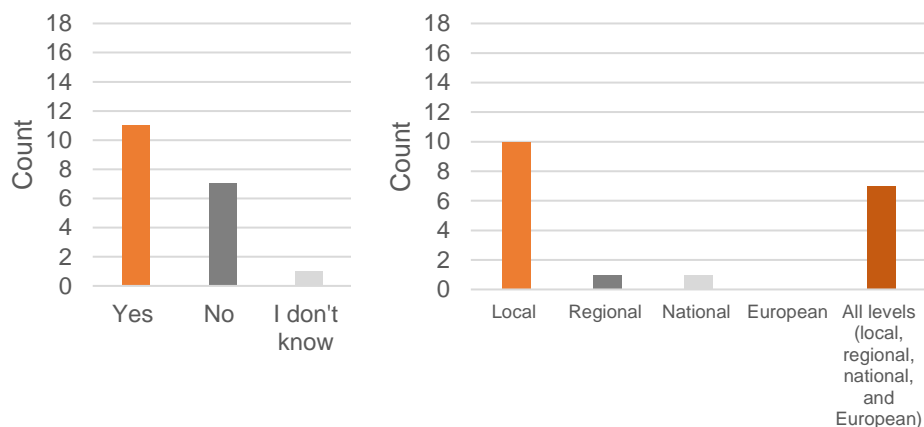


Source: Authors

Cultural barriers

Culture is regarded as exclusive

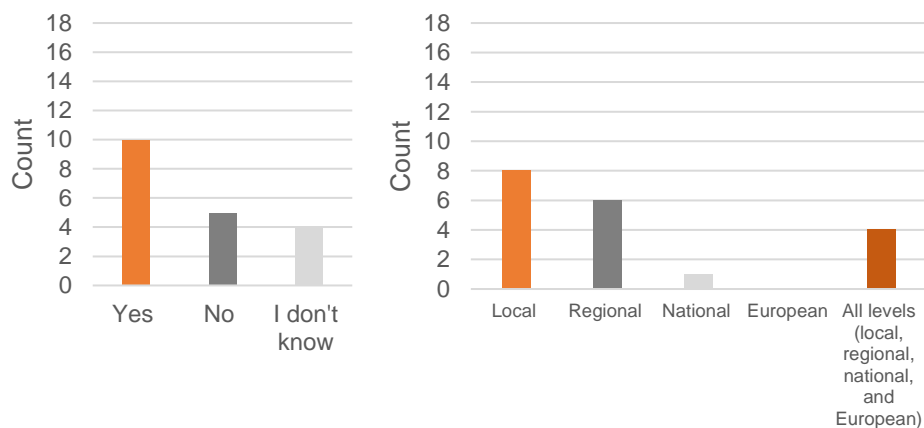
Figure 55 – Evaluation of the barrier “culture is regarded as exclusive”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Lack of understanding

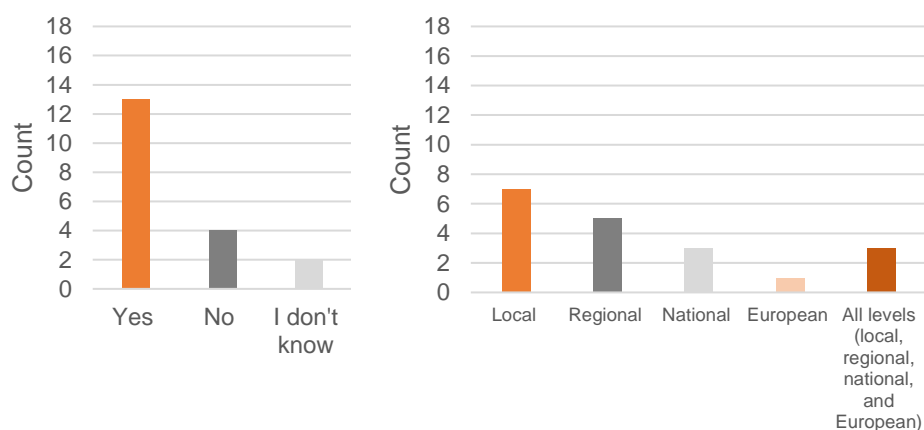
Figure 56 – Evaluation of the barrier “lack of understanding”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



Source: Authors

Perception and lack of understanding of adaptive reuse

Figure 57 – Evaluation of the barrier “perception and lack of understanding of adaptive reuse”. On the left, the current applicability of this barrier. On the right, the best level to tackle this barrier



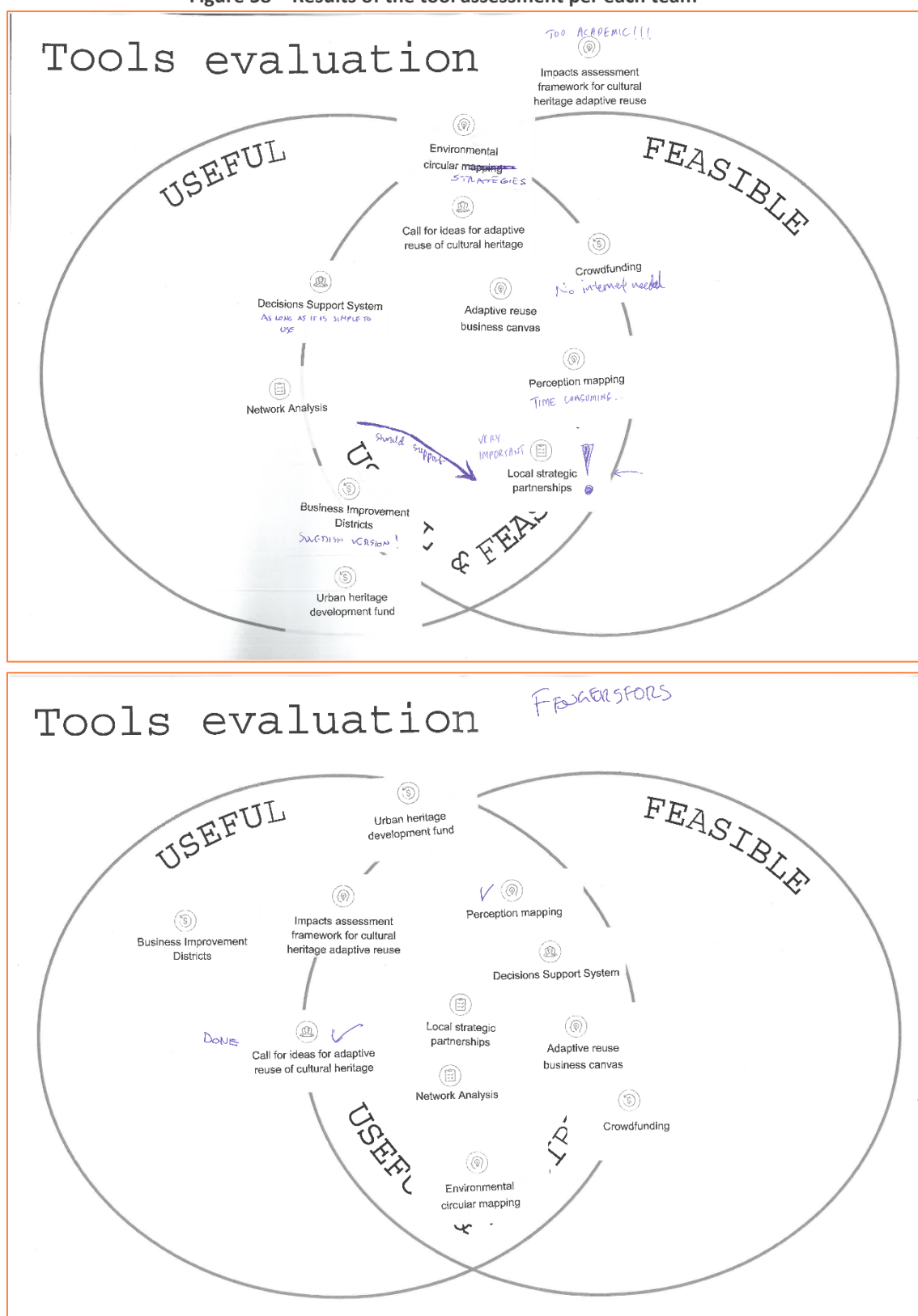
Source: Authors

9.6 Results of the tool assessment

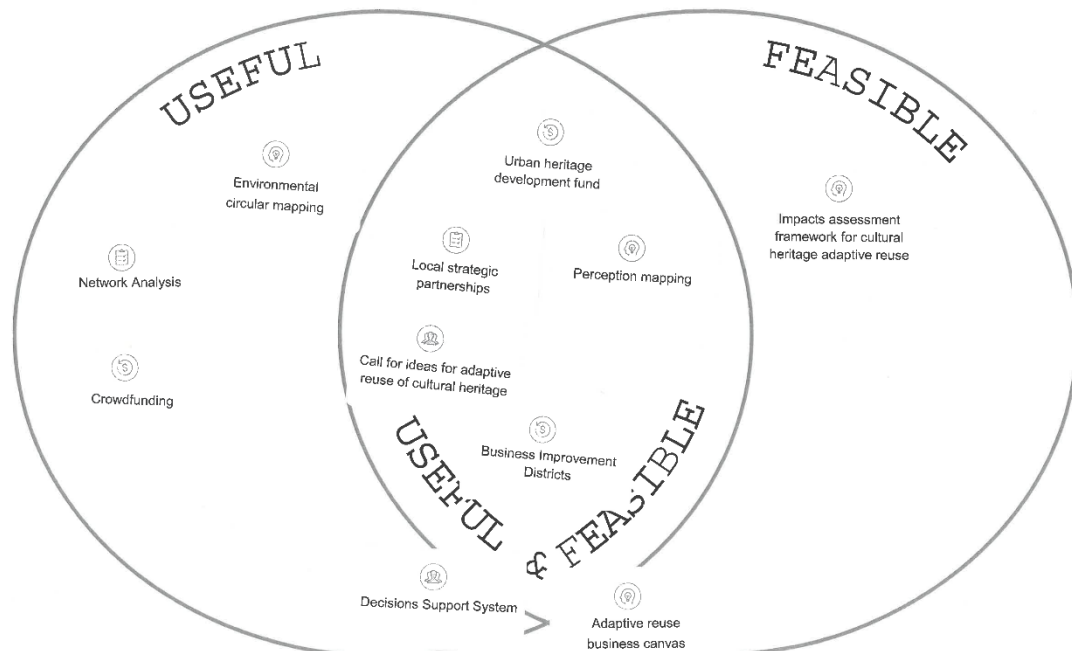
The four teams of participants assessed the provided tools with regard to their **usefulness and feasibility**. The results of this assessment are reported in Figure 57 for each team, while Figure 58 synthesizes the tool assessment.

The four teams assessed **unanimously as useful and feasible** the “**Call for ideas for adaptive reuse of cultural heritage**”, the “**Adaptive reuse business canvas**”, the “**Perception mapping**”, and the “**Local strategic partnerships**”. Conversely, the other tools presented a variation in assessment among the teams. For instance, the “**Impacts assessment framework for cultural heritage adaptive reuse**” is the one that is assessed most diversely. Each team expressed a different opinion spanning **from useful and feasible to neither useful nor feasible**. Particularly, the team judging this tool as neither useful nor feasible added a comment indicating that the tool seemed “too academic”. Similarly, the “**Environmental circular mapping**” brought up differences among the assessing teams: **once** considered “**useful**”, **once** “**feasible**”, and **twice** “**useful and feasible**”. Interestingly, the “environmental circular mapping” has been corrected as “environmental circular strategies” by one of the teams evaluating it as a useful and feasible tool. Three out of four teams assessed all the other tools as useful and feasible while the fourth assessed them as useful.

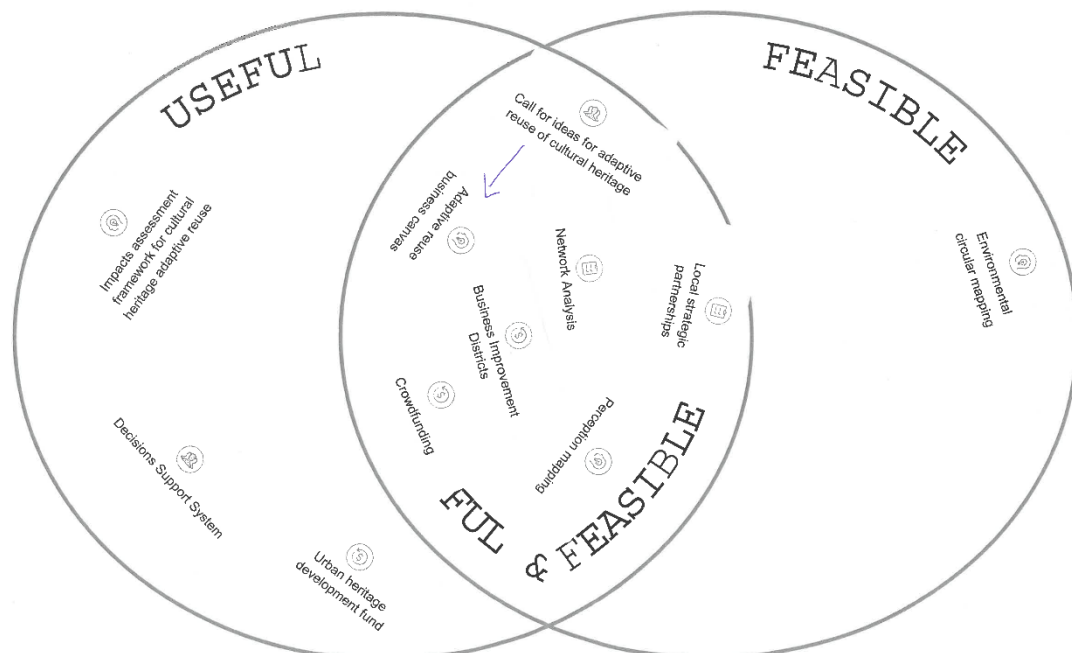
Figure 58 – Results of the tool assessment per each team



Tools evaluation



Tools evaluation



Source: Participants in the HUL workshop

Figure 58 presents the overall distribution of the 11 circular tools developed by CLIC partners, and their categorization based on their usefulness and feasibility of implementation at local level in different sites within Västra Götaland based on stakeholders' feedback.

Figure 59 – Synthesis of the tool assessment

		Assessment				Comments
		Useful (U)	Feasible (F)	Useful and Feasible (U+F)	Not Useful nor Feasible (NotU+F)	
Tool	Call for ideas for adaptive reuse of cultural heritage					(U+F) Done
	Decisions Support System					(U+F) As long as it is simple to use
	Adaptive reuse business canvas					
	Environmental circular mapping					(U+F) Environmental circular strategies
	Impacts assessment framework for cultural heritage adaptive reuse					(NotU+F) Too academic
	Perception mapping					(U+F) Time consuming; Done
	Local strategic partnerships					(U+F) Very important
	Network Analysis					(U+F) Should support the local strategic partnerships
	Business Improvement Districts (BID)					(U+F) Swedish version
	Crowdfunding					(U+F) No internet needed
	Urban heritage development found					

Occurrence: 0 1 2 3 4

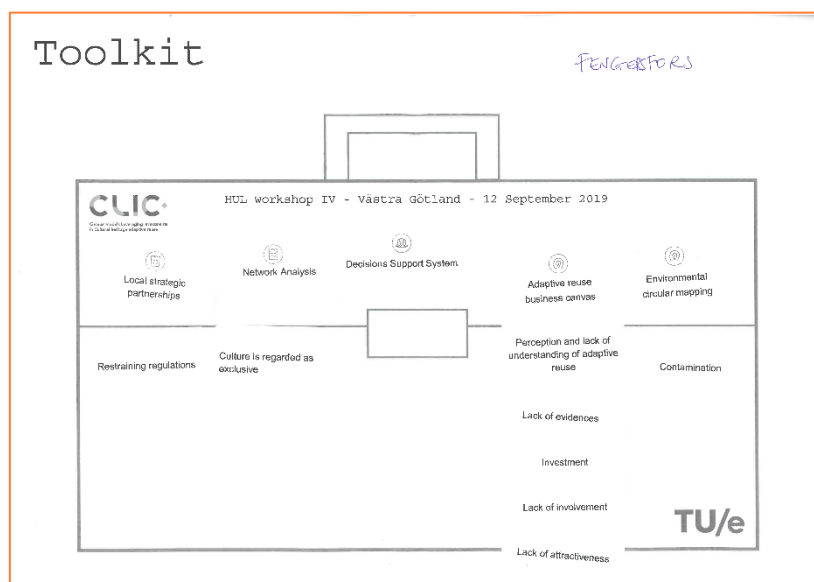
Source: Authors

9.7 Toolkits

The four teams of workshop participants also created a **toolkit** for each of the local cases represented in the HUL workshop, namely the **municipality of Bengtsfors**, and the **cases of Fengersfors, Forsviks Brük, Strömsfors Bruk, and Uddebo Väveriet**. Figure 59 shows an

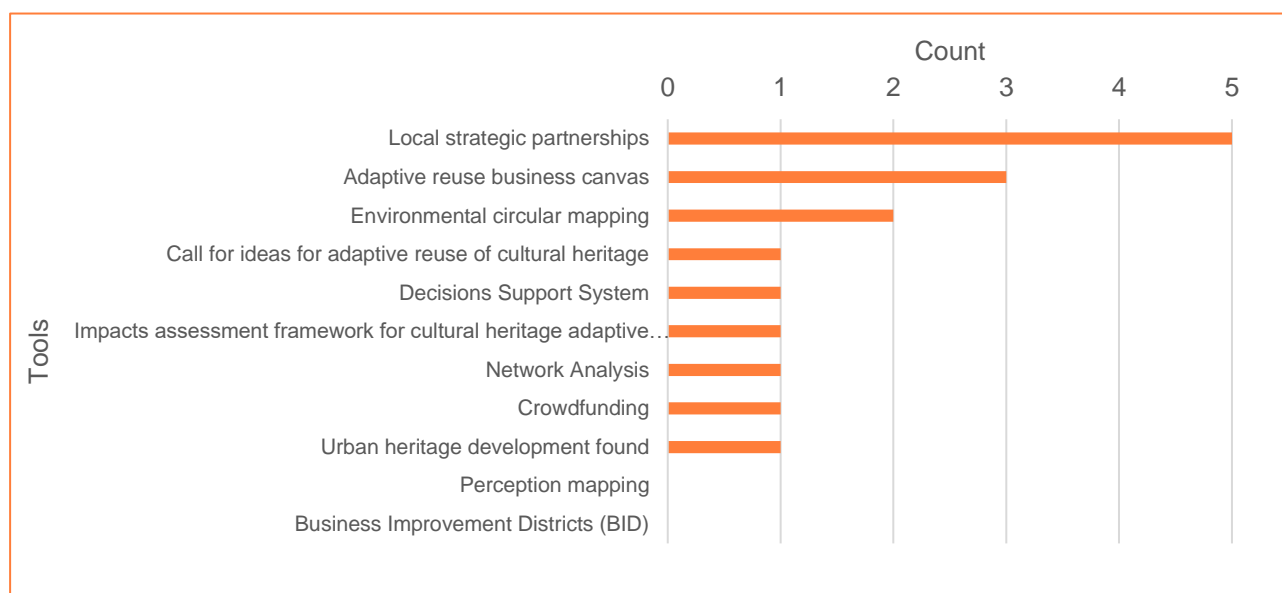
example of a toolkit (see also Toolkits) and the chart in Figure 60 reports the selection of tools included in the toolkits.

Figure 60 – Example of toolkit: the selection of tools and barrier addressed with them for Fengersfors case.



Source: Team with the representative from Fengersfors

Figure 61 – Distribution of the selection for the proposed tools for inclusion in the toolkits

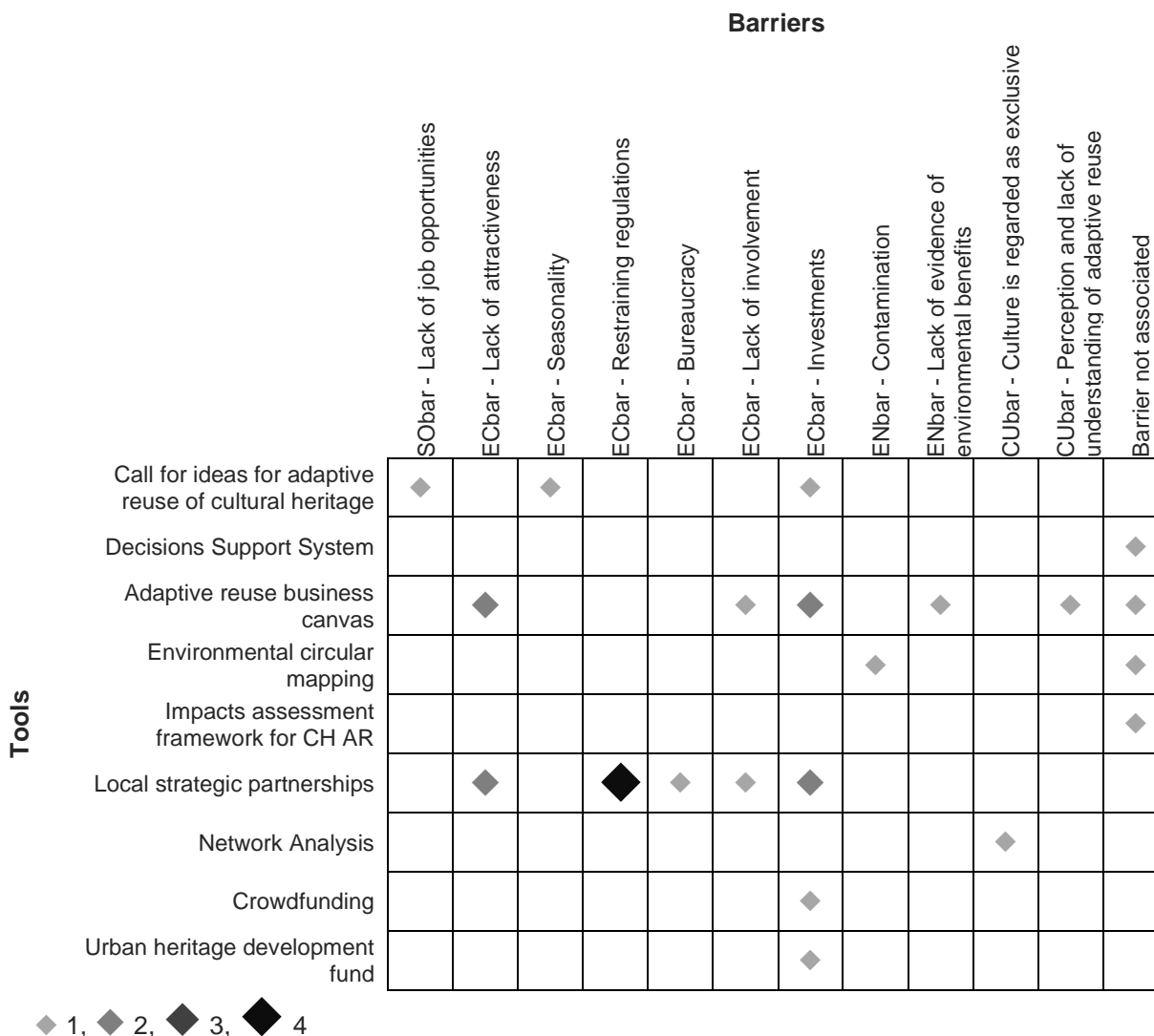


Source: Authors

The **local strategic partnerships** have been the most selected tool, included in **all five toolkits** to address the lack of attractiveness, the restraining regulations, the bureaucracy issue, the lack of involvement, and the financial issues. Another tool included in **more than half of the toolkits** is the **adaptive reuse business canvas**. In this case, the tackled barriers are again the lack of

attractiveness, the lack of involvement, and the investments issues, but also the lack of evidence of environmental benefits and the perception and lack of understanding of adaptive reuse. Figure 61 reports an overview of all tools included in the toolkits and the barriers they address.

Figure 62 – Tools included in the toolkits and barriers tackled with them



Note: the tools and barriers not mentioned in the toolkit are not included in the present scheme

Source: Authors

This matrix (Figure 61) clearly depicts that the barrier that is mostly agreed upon for all the five case areas is concerned with investment-related issues, and the tools that local stakeholders considered as useful and feasible for their employments is identified as local strategic partnerships and adaptive reuse business canvas. The local strategic partnerships have also been regarded as a convenient tool to address regulatory issues, bureaucracy, lack of involvement and attractiveness. Call for ideas, crowdfunding and urban heritage development fund are additional tools that have been selected to deal with financial problems.

9.8 Wrap-up

This section reports the main points shared by the local stakeholders during the wrap-up of the HUL workshop.

Forsviks Brük

- **Seasonality:** during the summertime the village is “invaded” with tourists, but “then everybody is gone” when the summer is over.
- The **elderly population:** average age in the village is 62 years old. The elderly population has twofold impacts: it is an asset because they have experience in living in the village and make it work, however their “ambitions and dreams are not head of them anymore” and they also have physical health issues.
- A barrier is the **lack of attractiveness for new businesses** “why should I go there and set up there my new business?”
- **Bureaucracy** is a barrier in general.
- Some elderlies are actively **engaged in decision making**, but they have limited contributions. Nevertheless, they make efforts to engage or keep the villagers engaged.
- Also, some people move there when they retire and they are **not interested in being involved**. “They want to be served, that is the problem in Sweden in general”.
- The **local strategic partnership** is the tools picked to cope with the lack of attractiveness and involvement in the village, as well as lack of investment.

Strömsfors Bruk

- All cases have **similar problems:** being in the **countryside**, **depopulation**, and increasing number of **refugees** who need to be included in the society.
- Also, the **investment** and **lack of attractiveness**, while investing in big cities is worthy because of the rising of the estate prices, in the rural areas it is the opposite, the prices are dropping.
- The **crowdfunding** tool is interesting: villagers can also contribute.
- The **local strategic partnership** could help address the problems between the inhabitants and those running the Villa.

Uddebo Väveriet

- The challenges faced are **bureaucracy** and at a certain extent **restraining regulations** that humper the pace and limit the possibilities of their process.
- **Local strategic partnerships** to find the right people to support the process, e.g. with building permits. This tool can also help about investments issues: investing in the countryside might not payback because it is trickier.

Fengersfors

- **Local strategic partnerships** to engage people and produce some evidence, and then to work towards a common vision.

- They work with **business model canvas** and keeping doing that for their process.
- **Network analysis.**
- **Decision supporting system.**
- **Inclusion and involvement** are the key.

Bengtsfors

- **Urban heritage development fund** could be useful. In Sweden the government has a risk funding, but it is not foreseen for rural areas. They address rich people and locals need a rigid reason to apply for it. It would be good to have some sort of funding such as the urban heritage development fund perhaps at regional level.
- **Adaptive reuse business canvas** to get help in **finding investors.**
- There are several **ideas**, in some cases people would like to realize them themselves; others want the municipality to fix it. It is important when initiating a **process** to have an underling **positive feeling** that something will be **done.**
- **Bureaucracy and restraining regulations:** The zoning and fragmented areas under the responsibility of different regions within Gustavsfors, makes it more complicated to build a house in certain spots.

9.9 The event in pictures

Figure 63 – Introduction to the HUL workshop by Deniz Ikiz Kaya and Nadia Pintossi.



Source: Nadia Pintossi (TU/e)

Figure 64 – Group discussions during the tool assessment.



Source: Nadia Pintossi (TU/e)

Figure 65 – Wrap-up. Local stakeholder presenting his toolkit.



Source: Nadia Pintossi (TU/e)

9.10 Remarks

The HUL workshops allowed stakeholders engagement in a multidisciplinary discussion about the cultural heritage adaptive reuse. Specifically focusing on tools and barriers.

The format of the HUL workshop allowed the participants to get in contact with each other and the local participants. Thus, local stakeholders, as well as the CLIC consortium members, could bring their own experiences to the table and animate the discussion in a multidisciplinary and collaborative fashion.

We confirmed that the barriers identified in the first HIP meeting still apply; most of them are structural challenges that could not be addressed in the few months between the HIP meeting and the HUL workshop. Participants indicated which level they esteem would be the best one to tackle the barrier. A broader and in-depth investigation could support the definition of a strategy to tackle the barrier focusing the resource at the best level.

The collected insight on barriers and tools, presented in the result section of this report can be regarded as a starting point for assessing the usefulness and feasibility of the proposed tools. The workshop allowed also revealing which tools, among the proposed, are mostly chosen by the local stakeholders to tackle the barrier that they currently face. The results of these assessment are also disseminated as part of the deliverable of WP1 “D1.5 Report on barriers and bottlenecks” (Ikiz Kaya et al., 2019).

Future initiatives could be launched to further and in-depth study of the use of the tools included in the toolkit and assessing their performance with respect of the barriers that were associated to them.

9.11 Additional information

Videos

- Introduction with the description of the tools and the questionnaire about barriers identified for the development of the CLIC Action Plan for Adaptive Reuse:
https://www.youtube.com/watch?v=TIfhSN9cK_M&list=PLC3G-0JxBzucLXs29QIEvt8omAwfbFK2a&index=2&t=0s
- Participants presenting the results of the tool assessment on usefulness and feasibility:
<https://www.youtube.com/watch?v=RkXXtQBQNt4&list=PLC3G-0JxBzucLXs29QIEvt8omAwfbFK2a&index=2>

Webpages

- News about the HUL workshop in Västra Götaland on the CLIC website with additional pictures of the event: <https://www.clicproject.eu/hul-workshop-4-vastra-gotaland-region/>
- Introduction to the HUL workshop in Västra Götaland:
<https://www.clicproject.eu/files/D6-11-HUL-Workshop-4-Vastra-Gotaland-Region-12-September-2019.pdf>

Publications

- Ikiz Kaya, D., Pintossi, N., Koot, A.M.K., Colenbrander, B.F. (2019). Deliverable 1.5 Report on Barriers and Bottlenecks. CLIC project [available at: <https://www.clicproject.eu/files/D1-5.pdf>]

9.12 Acknowledgements

The authors thank Caroline Laudon and Björn Ohlén (VRG) for the organization of the HUL workshop IV. Furthermore, we also thank the colleagues of the CLIC project and the stakeholders who actively took part in the HUL workshop and made valuable contributions.

The original report was co-authored by Nadia Pintossi and Deniz Ikiz Kaya (TU/e).

10 HUL Workshop V, Amsterdam (online)

The present chapter reports on the **Historic Urban Landscape workshop held online** on September 2, 2020. This workshop constitutes the last of a series of five events aiming at involving stakeholders to investigate the adaptive reuse of cultural heritage. This workshop was part of the project-long assessment of activities. It aimed at **assessing the usability and feasibility** of the tools and models developed by the CLIC project, and **identify the barriers** related to their **use and implementation** in the CLIC pilot local context.

10.1 HUL workshop framework, Amsterdam (online)

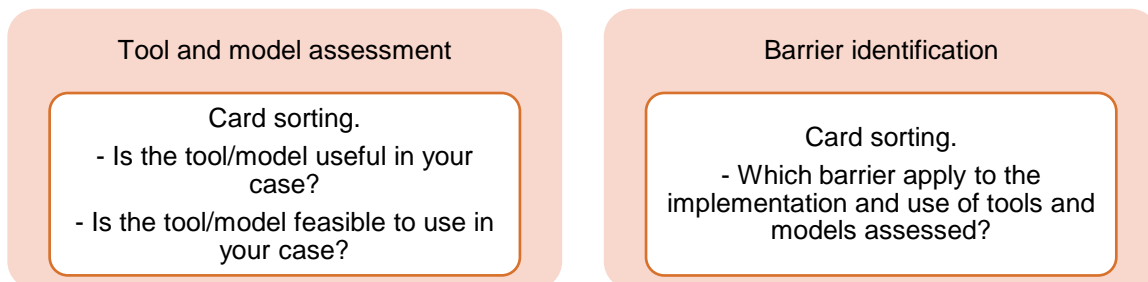
The online HUL workshop was structured in four parts: the introduction, the presentation of tools and models, the assessment of these tools and models, the identification of their implementation barriers, and the presentation of the results (Figure 65 and Figure 66). During the workshop, both local stakeholders and CLIC partners actively took part in the assessments and identification using as platform to collaborate Zoom and Miro.

Figure 66 – Structure overview of the HUL workshop V



Source: Authors

Figure 67 – Details about the assessment of tools and models and identification of their implementation barriers.



Source: Authors

Introduction to the HUL workshop

The HUL workshop started with an introductory presentation explaining concepts relevant to the discussion, such as the HUL categories of tools, by dr. Deniz Ikiz Kaya of Eindhoven University of Technology (TU/e) (cf. §17.1). Afterwards, the participants were introduced to the platforms used for the workshop and explained each activity by Nadia Pintossi (TU/e), who guided the participants through the workshop together with dr. Deniz Ikiz Kaya (TU/e). The video recording of the **introduction** is available via the CLIC YouTube channel (link provided in §17.2).

Tools and models: assessment and implementation barriers

The participants were presented/reminded of the **tools and models** developed and employed by CLIC. This presentation took the form of **video-pitches** prepared by the CLIC partners responsible for the development/implementation of these tools and models. The video-pitches are available via the CLIC YouTube channel (links provided in §17.2).

The participants worked in teams to assess the tools and models as well as to identify the implementation barriers. Each team focused on one CLIC pilot and was composed by the local stakeholders related to that pilot and some CLIC academic partners.

Tool and model assessment

The authors provided the participants with nine innovative circular tools and models that are identified and developed within the CLIC project (Table 16). Some of these tools and models covered the four tool categories adopted as part of the HUL Recommendation. Particularly, these categories are civic engagement tools, knowledge and planning tools, regulatory systems, and financial tools. Other tools and models belonged to the additional category of the circular environmental strategies.

To assess the tools and models, each team discussed and determined their degree of usefulness and feasibility. The assessment was visualized by virtual sticky notes with the names of the tools/models positioned in a “**Useful-Feasible**” **matrix** as the one depicted in Figure 67. The participants also indicated if they have tested these tools and models in their pilot. Hence, for the tested tools/models the Usefulness and Feasibility is the one perceived during the implementation. Conversely, for the non-tested tools/models, the assessment indicates the expected usefulness and feasibility.

- “Useful” indicates a tool or a model that solves a problem or fulfils a need
- “Feasible” indicates that the use of the tool or model is doable and the resources are available or acquirable.

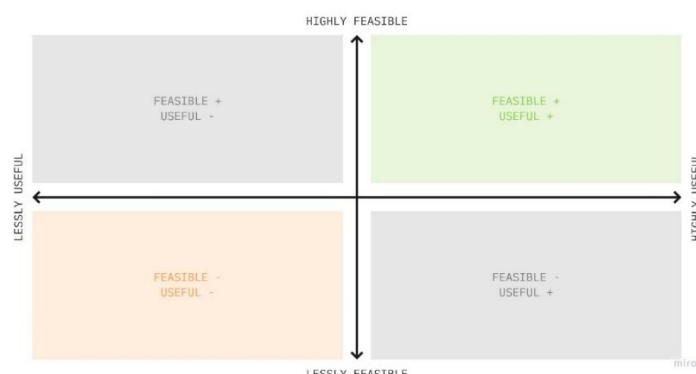
Table 16 – Overview and description of the 9 tools and models to be assessed.

Tools/Models	Description	Category
Perception mapping	Map-as a participatory documentation-perceptions, feelings, and opinions about cultural heritage and its spatial integration within the lived environment	Knowledge and planning tool; Civic engagement
Economic landscape	Identify and map cultural capital and the spatial integration of cultural capital with urban economic functions, as part of the Historic Urban Landscape.	Knowledge and planning tool; Civic engagement
Circular business model	Co-design ideas/solutions for adaptive reuse of cultural heritage that could make a sound and sustainable business model: starting from a unique value proposition and considering the available resources and identified needs; testing desirability; identifying partnerships, users, and beneficiaries; and ensuring sustainable impacts	Knowledge and planning; Financial; Civic engagement.
CLIC financial instruments	Project development assistance facility, hybrid circular impact fund and a hybrid approach to PPP (public-private partnership)	Financial
Decisions support system	Support the decision-making to aid the development of sustainable and circular strategies for the reuse of cultural heritage: identifying a set of actions and taking into consideration constraints and potential synergies among these actions	Knowledge and planning
Social network analysis	Map interactions among people and organization in the adaptive reuse of cultural heritage to identify the existing relations and evaluate the networking initiatives	Knowledge and planning
Circular economy strategies for adaptive reuse of cultural heritage buildings to reduce environmental impacts	Guide the stakeholders of the adaptive reuse of cultural heritage building through each lifecycle stage providing strategies to assess the level of circularity that a project reaches and to reduce environmental impacts from the reuse	Circular environmental strategies; Knowledge and planning
CLIC evaluation tool	A conceptual framework defining the objectives of a circular human-centred adaptive reuse of cultural heritage, and a set of evaluation tools to assess the circularity and impacts of cultural heritage adaptive reuse projects	Knowledge and planning
Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings	Survey to self-assess proficiency with and access to environmental impact tools and concepts, or self-assess the perception of potential barriers to circularity	Circular environmental strategies; Knowledge and planning

Source: Authors' adaptation based on the sheets describing tools and models compiled by some CLIC partners⁶.

⁶ See Deliverable 1.6 "Project long-assessment" for the tool and model sheets.

Figure 68 - “Useful-Feasible” Matrix used for the tool and model assessment



Source: Authors

Barrier evaluation

Based on the barriers identified by the CLIC partners responsible for each tool/model and the ones reported in literature, the authors compiled a list of 16 **implementation barriers** (Table 17). Participants could integrate this list by adding barriers and commenting the provided ones. The participants collectively discussed and associated the barriers with the tools and models. To visualize the results of this identification, sticky notes with the barrier names were collocated in the diagram listing the tools and models (Figure 68). Notably, participants identified the implementation barriers encountered or the ones expected for the tools and models not implemented.

Table 17 – Overview of the 16 implementation barriers proposed.

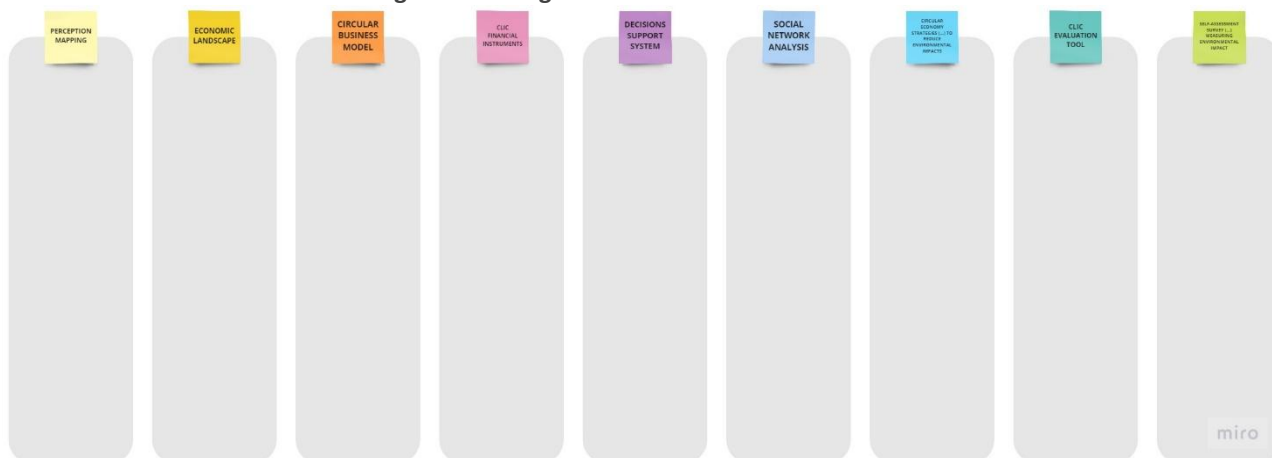
Barrier	Description
Adaptability	lack of adaptability of the tool/model to different contexts, perspectives, and needs
Appropriateness	lack of or limitation in compatibility or relevance within a given setting/context
Availability	lack of availability/accessibility of the tool/model to the users
Burden	excessive demand in terms of time, human resources, data collection
Commitment	lack of stakeholders' commitment to the engagement/implementation or decrease of commitment over time
Data and Information	unavailability of data and information and/ or incomplete/ insufficient quantity
Demands and Time	lack of human resources and/or time for implementation
Expertise	need for knowledge or/and skills; jargon and specialistic procedure
Feedback	lack of feedback from users to monitor the implementation and inform future ones
Finance	cost/investment or lack of funding
Integration	lack of integration of the tool/model into the overarching action planned
Language	need of translation, use of a language different from the local one
Leadership	lack of leadership support to the implementation
Openness	resistance to change or lack of openness/acceptance to the implementation
Technology	inadequate equipment, technology, systems, or IT infrastructure
Trust	lack of trust

Source: Authors' adaptation based on the sheets describing tools and models compiled by some CLIC partners⁷ and literature⁸

⁷ Deliverable 1.6 “Project long-assessment” reports the sheets describing the tools and models.

⁸ <https://assets.gov.ie/11840/f70475f82a5a4309b54ead8eda8c33f0.pdf> (accessed 12/08/2020)

Figure 69 – Diagram for the barrier identification



Source: Authors

Wrap-up

The HUL workshop was concluded by presenting the results. A rapporteur per each team illustrated the outcomes of the assessment of tools and models and the identification of the implementation barriers. The video recording of the result sharing is available via the CLIC YouTube channel (see Questionnaire for the barrier evaluation).

10.2 Organizers

The HUL workshop V online was coordinated and organized by **Eindhoven University of Technology** (TU/e) in collaboration with **Pakhuis de Zwijger** (PDZ). The presentations of the tools and models assessed were provided from the **CLIC partners responsible** for their development.

10.3 Programme

The HUL workshop V Amsterdam (online) was held via Zoom on the 2nd of September 2020. The workshop had the following agenda:

- 10:05-10:20 Introduction participants introduced themselves and presentation of the HUL Workshop – TU Eindhoven (by dr. Deniz Ikiz Kaya and Nadia Pintossi)
- 10:20-10:55 Session 1:
Video pitches and team discussions

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4362852/> (accessed 12/08/2020)

<https://www.mywhatever.com/cifwriter/content/22/4481.html> (accessed 12/08/2020)

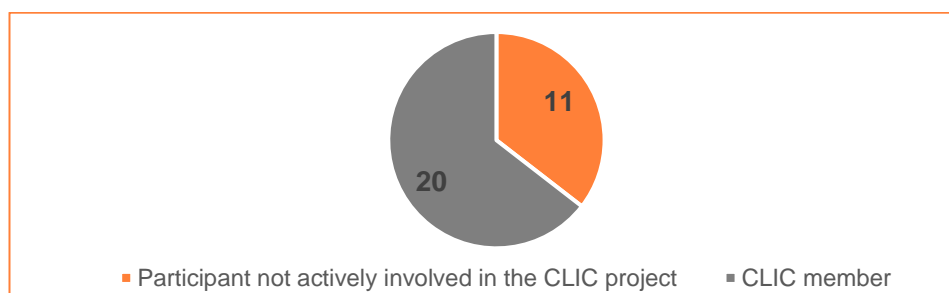
https://www.healthpolicyproject.com/pubs/272_ImplementationBarriersResourceGuide.pdf (accessed 12/08/2020)

- 10:55-11:00 Break
- 11:00-11:35 Session 2:
Video pitches and team discussions
- 11:35-12:20 Presentation of results (by team rapporteurs)
- 12:20-12:25 Concluding remarks

10.4 Participants

There were **31 participants** attending the HUL workshop. Among them, 11 participants were not actively involved in the CLIC project, whereas 20 had been CLIC members (Figure 69). Among these non-CLIC participants, 6 represented the City of Salerno pilot, 3 represented the Region of Västra Götaland, 1 represented the City of Rijeka and 1 represented the City of Amsterdam. Out of 20 CLIC members, 4 represented a CLIC pilot. Among these participants, 29 actively took part into the workshop while 2 CLIC members guided it.

Figure 70 – Distribution of participants in the HUL workshop in relation to their involvement in the CLIC project.



Source: Authors

Among the stakeholders participating in the HUL workshop, there were representatives of 19 organizations and institutions of which 5 non-partners of CLIC:

- Institutions and various governmental authorities:
 - the Municipality of Salerno (representative also from non-CLIC departments);
 - Teacher in Salerno (non-CLIC)
 - Vastra Gotalands Lans Landsting (regional governmental agency)
- NGO:
 - ICLEI
 - Pakhuis de Zijger

- SME:
 - Bureu 8080 (advice and project management company - non-CLIC)
 - Yppokrates - Heritage ProjectDesign & Heritage ArtDesign (Heritage-related consultancy non-CLIC)
 - Iniziativa Cube
- Knowledge institutions:
 - CNR IRISS
 - ICHEC
 - TU/e
 - TUd
 - UNG
 - University of Rijeka (non-CLIC)
 - UNIWARSAW
 - UoP
 - UU
 - WU

10.5 Results

This section reports the results of the assessment and identification activity carried on during the workshop. These **results** are presented first **per case study and latter per tool and model**.

Results per pilot

Per each pilot, the report presents an overview of the implementation status of tools and models is provided; the outcome of the assessment of tools and models in terms of usefulness and feasibility, and the overview of the implementation barriers.

Salerno

Implementation

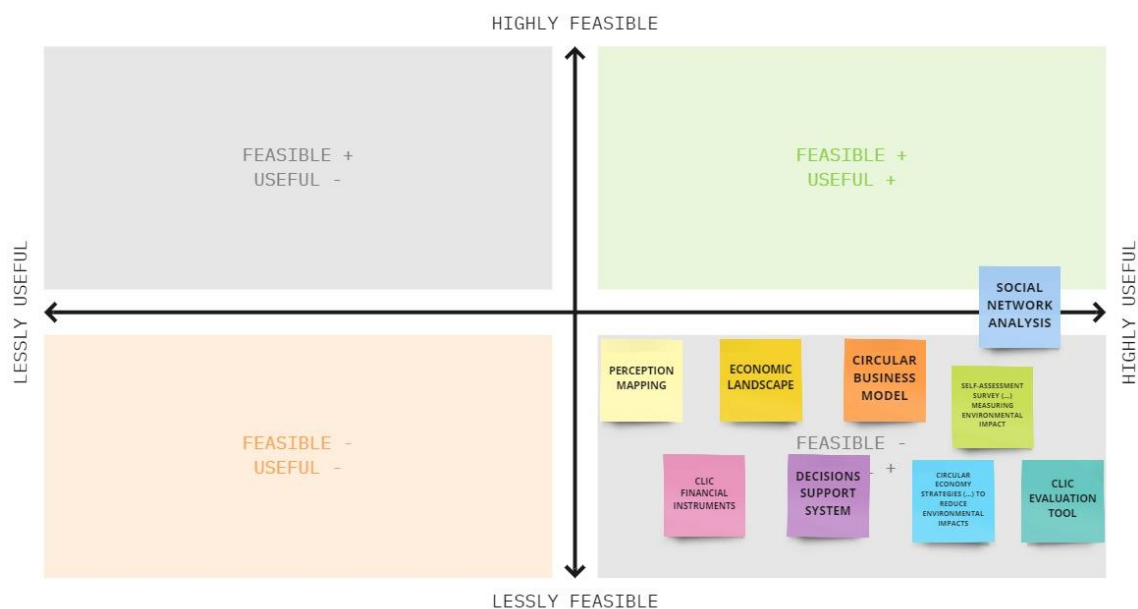
The tools and models tested in Salerno are:

- Circular business model
- CLIC evaluation tool
- Decisions support system
- Economic landscape
- Perception mapping
- Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings
- Social network analysis

Usefulness and feasibility assessment

Overall, the tools and models assessed are (very) **useful**, however the participants claimed that their **feasibility is limited** in the context of the city of **Salerno** (Figure 70). Concerning the **social network analysis**, the participants are highly interested in this tool which allows the Municipality of Salerno to understand the relationships among stakeholders and potentially create new collaborations among different groups of stakeholders. Participants mentioned as an example of such collaborations the one among the Municipality, the University of Salerno, and some professionals.

Figure 71 – Overview of the usefulness and feasibility assessment for the city of Salerno.



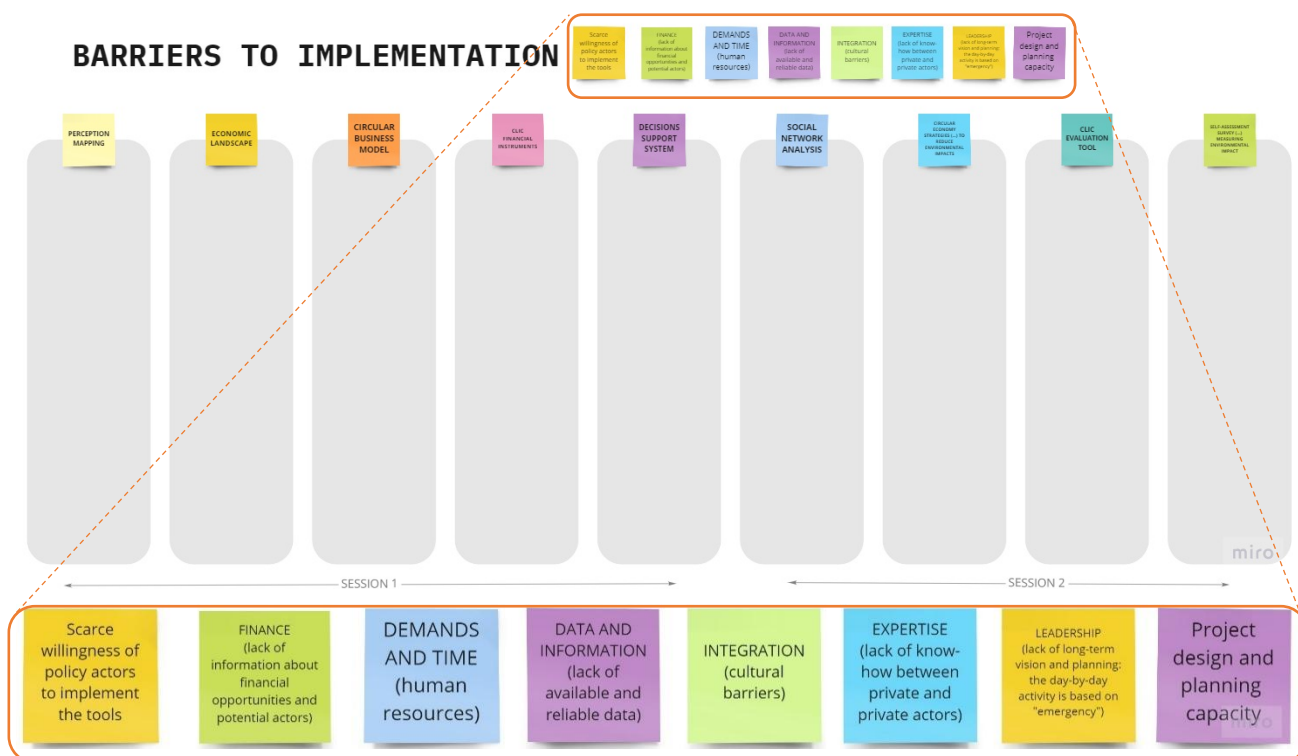
Source: workshop results

Implementation barriers

The barriers identified in Salerno are common to all tools and models (Figure 71). They are:

- Limited **willingness** to implement these tools and models. Although, at times, the barrier is the **lack of knowledge** about the **existence** of such tools and models and how to implement them (**lack of expertise**).
- **Lack of expertise**, e.g. on financial instruments and on circular economy for cities.
- **Budget constraints**. However, at times, these constraints are perceived and not actual ones. This is due to the **lack of information** about the available financial and networking opportunities that could unlock available financial resources.
- Human resources are needed to implement tools and models. Within the Municipality of Salerno, the **lack of human resources** is worsened by retirements generating a **lack of expertise**.
- **Leadership** issues associated with a **lack of long-term planning**. An “emergency” approach prevails in the day-by-day management.
- The **cultural barrier** is due to the difficulty in finding the **needed resources** to implement tools and models.

Figure 72 – Overview of the implementation barriers per each tool as identified for the city of Salerno.



Source: workshop results

Rijeka

Implementation

The tools and models tested or in the process of being tested in Rijeka are:

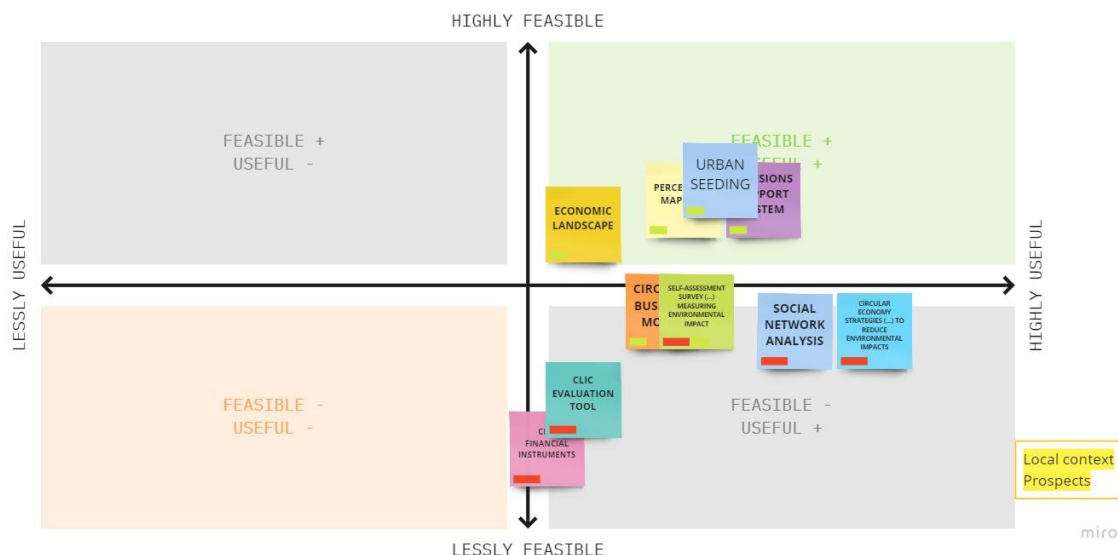
- Circular business model
- CLIC evaluation tool
- Decisions support system
- Economic landscape
- Perception mapping
- Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings.

Usefulness and feasibility assessment

Overall, the tools and models were assessed as **useful and feasible** (Figure 72) within the constraints identified as barriers (see following subsection). The tools assessed as “less feasible” are the **CLIC financial instruments** and the **CLIC evaluation tool**. The former is less feasible due to the strong difficulties in implementing mixed financial tools within the context of the city of Rijeka. The latter presents a limited feasibility because it is expert-oriented and requires extensive investigations and data collections. The **urban seeding tool**⁹ - together with the Cultural Corridor model has been developed for Rijeka within the CLIC project by the team of the University of Nova Gorica. Both the tool and the model were presented to the participants representing the Rijeka case, and shared with the rest of the participants after the workshop session.

Figure 73 - Overview of the usefulness and feasibility assessment for the city of Rijeka.

CLIC CIRCULAR TOOLS / INSTRUMENTS



Note: the green tags indicate tools/models that have been tested in the pilot, whereas the red tags

⁹ For information and the assessment of the urban seeding tool, see Deliverable 1.6 “Project long-assessment”.

indicate the ones that they have not been tested (the “self-assessment survey” was implemented despite the tag attributed, author’s note).

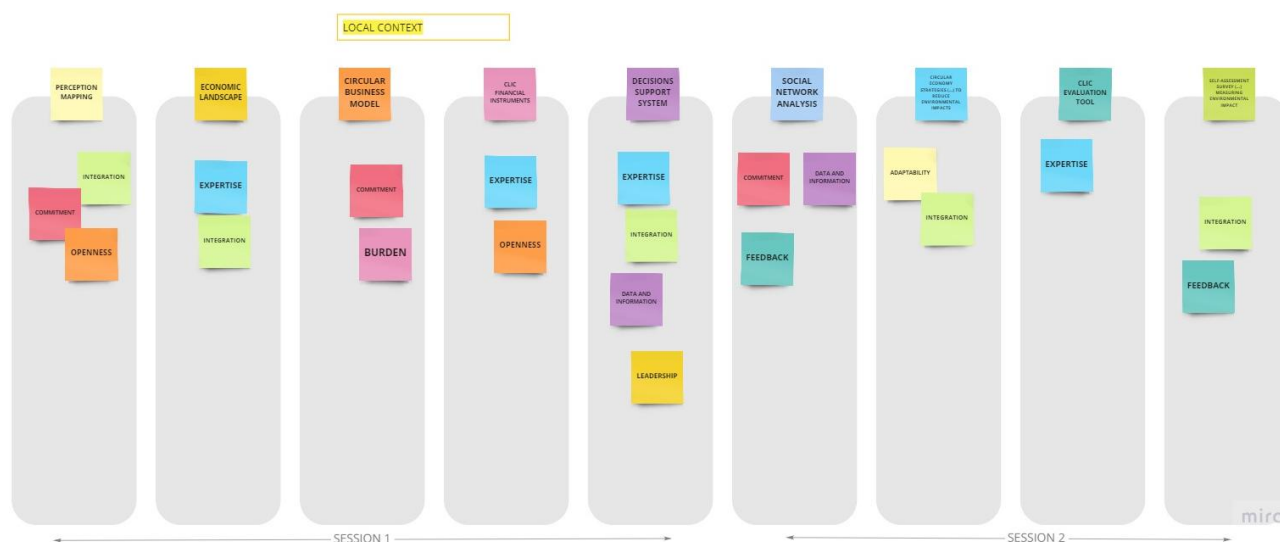
Source: workshop results

Implementation barriers

The implementation barriers identified in Rijeka per each tool and model are illustrated in Figure 73. Particularly, while sharing the results of the roundtables, it was stressed that:

- All tools and models assessed were useful and feasible within the constraints listed in Figure 73.
- CLIC financial instruments were assessed as less feasible due to the “strong **difficulty**” in implementing mixed tools in finance (**openness and expertise**).
- CLIC evaluation tool were assessed as less feasible because of its tendency to be **expert-oriented** and the request for **lots of investigations**.
- Circular business models were demanding in term of effort requested explaining the association with the barrier “**burden**”.
- **Integration barriers** are posed by the need to use **additional tools** to implement some of the tools assessed. For example, the perception mapping requested a spatial analysis.
- The participants stressed that this identification of barriers is **not a general evaluation** because some of the time-constraints were due to a shorter time for certain implementations than what would normally be allocated.

Figure 74 – Overview of the implementation barriers per each tool as identified for the city of Rijeka.



Source: workshop results

Västra Götaland

Implementation

The tools and models tested in Västra Götaland are:

- Circular business model
- CLIC evaluation tool
- Economic landscape
- Perception mapping
- Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings

Usefulness and feasibility assessment

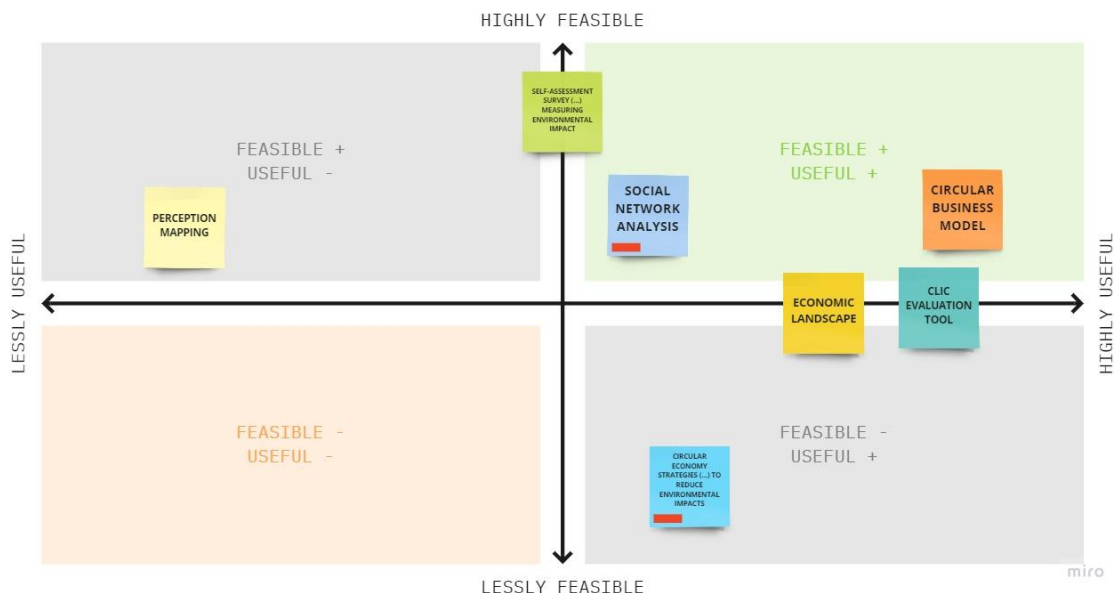
Notably, Västra Götaland is a **region**, therefore models and tools are **adapted** during their implementation to account for this characteristic. For the same reason, some of these tools were not tested, e.g. the circular economy strategies which target the building level (Figure 74).

Sharing the results of the roundtable discussions, the participants pointed out that:

- the **perception mapping**, despite interesting, has not been applied after the creation of the maps. For this reason, it has been assessed as a feasible, but less useful tool;
- the **economic landscape** is found useful once its implementation was concluded, whereas its use was challenging reducing its feasibility (see Figure 75);
- the **circular business model** is very useful and well received by the stakeholders. During its first presentation, this model seemed complicated although presented in a well-structured way. Its implementation demanded a lot of preparation, but the facilitation was helpful and useful. Furthermore, this model fits the ongoing activities of the pilot. The materials provided for the development of the circular business model are still being used and the stakeholders foresee future applications of such model;
- the **decision support system** was not tested, but it could be helpful;
- the **social network analysis** was not tested, but it could be useful to find synergies and gather information otherwise missed.
- the **circular economy strategies** were not tested because they target the building level, however it is an explanatory and educational tool;
- the **CLIC evaluation tool** is being implemented, therefore the stakeholders had no feedback about its integration with the action plan. Particularly, this tool has received mixed assessments. On the one hand, the users found a vague connection between the questions and the local cases. On the other hand, the managers found that the tool worked well;
- the **self-assessment survey** could be useful;
- the **CLIC financial instruments** were not assessed because introduced for the first time to the stakeholders during the workshop.

Figure 75 – Overview of the usefulness and feasibility assessment for the city of Västra Götaland.

CLIC CIRCULAR TOOLS / INSTRUMENTS



Note: the red tags indicate the tools and models that they have not been tested. Among the untagged tools and models some were implemented, namely perception mapping, economic landscape, circular business models, CLIC evaluation tools.

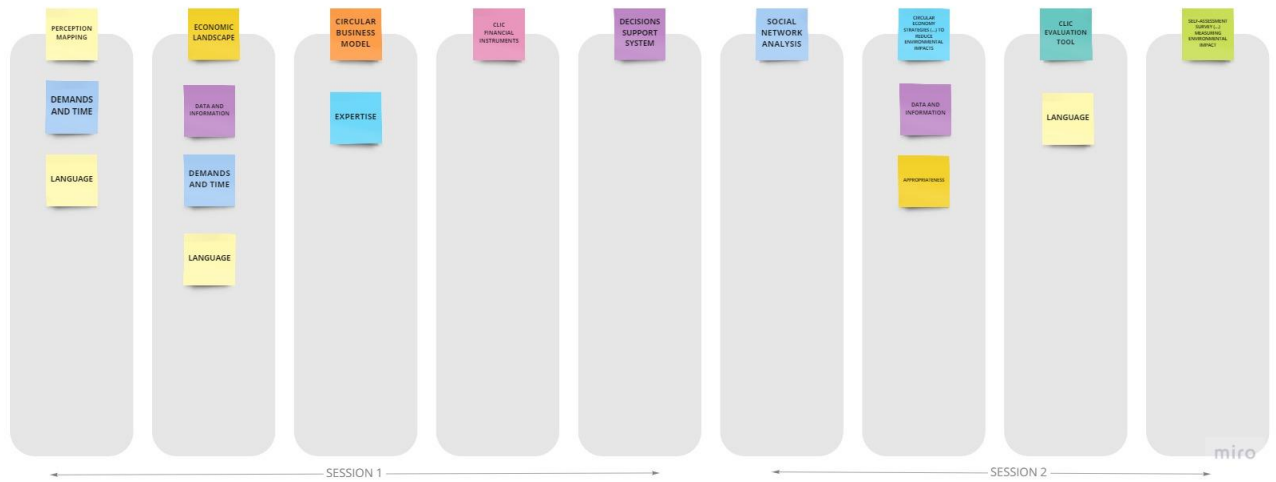
Source: workshop results

Implementation barriers

The implementation barriers identified in Västra Götaland are illustrated in Figure 75. Particularly, while sharing the results of the roundtables it was stressed that:

- The **data collection** for the implementation of the economic landscape tool was challenging:
 - At times, it was unclear the **reason** underling the collection of certain data.
 - The data collection requested the **coordination** between the region and several local municipalities, which was difficult.
 - **Legal barriers** were encountered: some municipality were not allowed to share specific data with the region.
 - Collecting data about **rural** areas made it hard to find it: sometimes this **data was not there** to be found.

Figure 76 – Overview of the implementation barriers per each tool as identified for the region of Västra Götaland.



Source: workshop results

Pakhuis de Zwijger

Implementation

The tools and models tested in Pakhuis de Zwijger are:

- Circular business model
- CLIC evaluation tool
- Economic landscape
- Perception mapping
- Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings

Usefulness and feasibility assessment

The assessment of the tools and models in relation to the Dutch NGO Pakhuis de Zwijger (PDZ), also included considerations by Bureau 8080¹⁰ (B8080) (Figure 76).

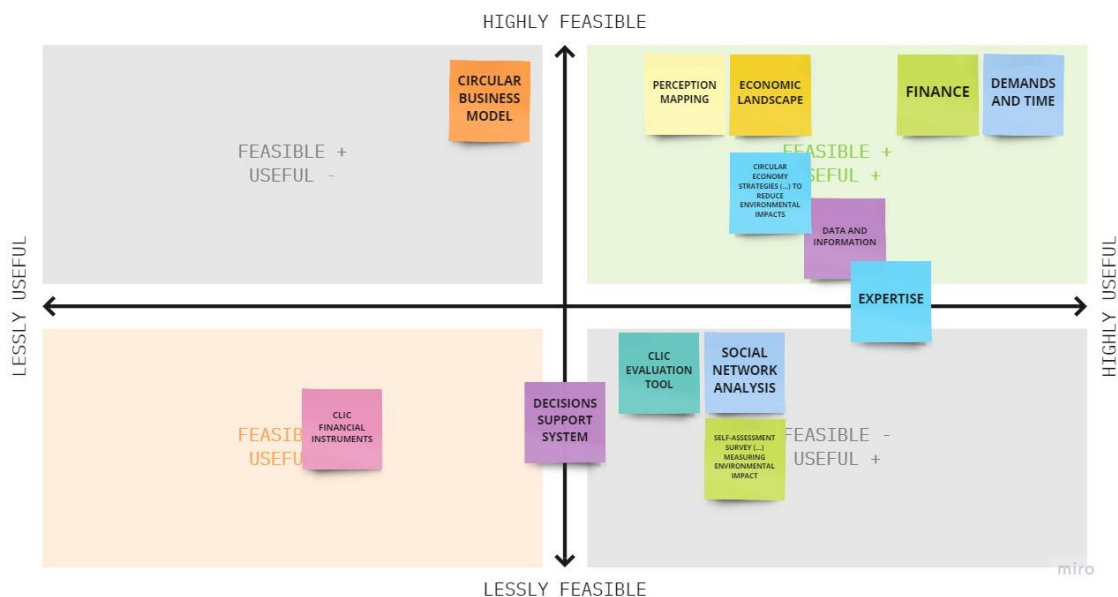
In general, the stakeholders found very useful those tools and models offering checklists and helping to visualize the status quo. Particularly, the stakeholders pointed out that:

- the **circular business model** is highly feasible and could be useful. However, due to the outbreak of COVID-19, it could not be used, which is the reason why it was assessed as less useful under the current circumstance;
- both the **perception mapping** and the **economic landscape** are useful and very feasible since both PDZ and B8080 are continuously looking into what is the status of the practice;
- the **circular economy strategies** were assessed as useful and feasible. It was discussed how they relate to the BREEAM certification;
- the **social network analysis** is done informally by PDZ and B8080, probably such tool would be useful for local authorities;
- both the **decision support system** and the **CLIC evaluation tool** seemed feasible for a “government”;
- the **CLIC financial instruments** were positioned in the less useful and less feasible quadrant because introduced for the first time to the participants during the workshop.

¹⁰ Bureau 8080 is an advice and project management company active in the domain of sustainable development. Tools and models were presented to Bureau 8080 during the workshop for the first time.

Figure 77 – Overview of the usefulness and feasibility assessment for Pakhuis de Zwijger.

CLIC CIRCULAR TOOLS / INSTRUMENTS



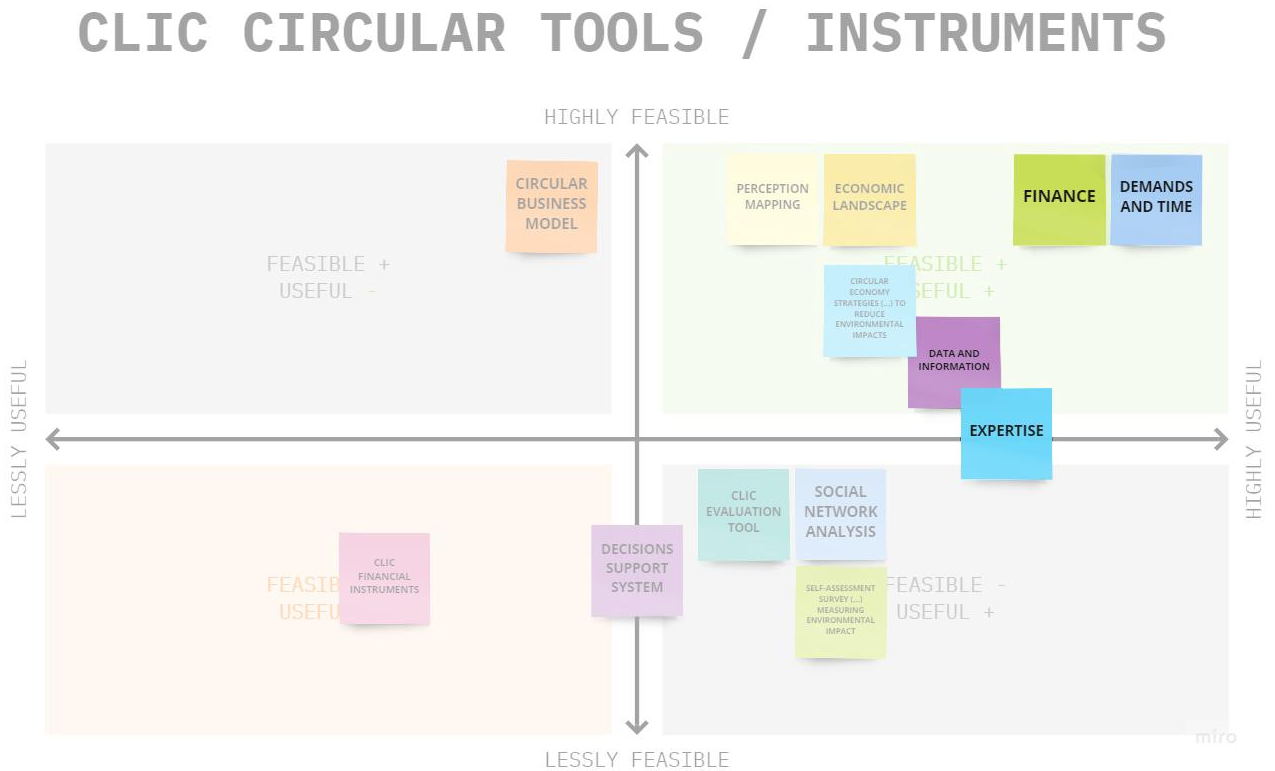
Source: workshop results

Implementation barriers

The implementation barriers identified by Pakhuis de Zwijger and Bureau8080 are illustrated in Figure 77 per each tool and model assessed. Particularly, while sharing the results of the roundtables, it was stressed that:

- **Financial** barriers worsened after the outbreak of COVID-19 which changed completely the scenario and highlighted the need for financial tools that incorporate resilience. Currently, governmental subsidies are fundamental for the survival of NGOs such as Pakhuis de Zwijger.
- **Demand and time** are barriers especially for the strategy makers.
- Gathering **data and information** also represent a barrier for the implementation.

Figure 78 – Overview of the implementation barriers per each tool as identified for Pakhuis de Zwijger.



Source: workshop results

Results per tool and model

Implementation

This section presents an overview on the implementation of the tools and models assessed in the four CLIC pilots (Figure 78). Particularly, at the time of the workshop, the **circular business models, CLIC evaluation tool, economic landscape, perception mapping, and the self-assessment survey** were **tested or** being tested in **all four pilots**. Conversely, the circular economy strategies, the CLIC financial instruments, and the social network analysis were not tested yet at the time of the workshop.

Figure 79 – Overview of the implementation of tools and models assessed.

	Pilots			
	Salerno	Rijeka	Västra Götaland	Amsterdam
Circular business model	tested*	tested	tested	tested*
Circular economy strategies for adaptive reuse of cultural heritage buildings to reduce environmental impacts	not tested*	not tested	not tested	not tested*
CLIC evaluation tool	tested*	tested*	tested	tested*
CLIC financial instruments	not tested*	not tested	not tested*	not tested*
Decisions support system	tested*	tested	not tested*	not tested*
Economic landscape	tested*	tested	tested	tested*
Perception mapping	tested*	tested	tested	tested*
Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings	tested*	tested	tested	tested*
Social network analysis	not tested*	not tested	not tested	not tested*

Note: *The authors completed the information about the implementation that were not specified during the workshop base on the available CLIC documents, e.g. deliverables and progress reports.

Source: Authors

Overview of usefulness and feasibility assessment

To combine the results of the usefulness and feasibility assessment, the tools and models were scored base on the assessment received by each pilot. The scoring criteria are illustrated in Figure 79. The overview of the usefulness and feasibility assessment per each tool and model is reported in Figure 80.

All tools and models present high scores in the term of usefulness. Conversely, the feasibility presents lower scores, suggesting the presence of barriers in the implementation. Considering the overall assessment in terms of both **usefulness and feasibility**, the tools reporting the **highest scores** are **perception mapping, economic landscape and circular business models**, ordered

by decreasing feasibility. Hence, these tools and models are the ones that are assessed as highly useful and highly feasible in all CLIC pilots, independently from the differences in context and scale among them.

Figure 80 – Criteria to combine the results of the results of the usefulness and feasibility assessment.

Quadrant in the “Useful-Feasible” Matrix	Usefulness	Feasibility
Usefulness +/ Feasibility +	2	2
Usefulness -/ Feasibility +	1	2
Usefulness -/ Feasibility -	1	1
Usefulness +/ Feasibility -	2	1


Source: Authors

Figure 81 – Overview of the usefulness and feasibility assessment.

	Assessment	
	Usefulness	Feasibility
Circular business model	7	6
Circular economy strategies ...	8	5
CLIC evaluation tool	8	4
CLIC financial instruments*	5	3
Decisions support system*	6	4
Economic landscape	8	6
Perception mapping	7	7
Self-assessment survey ...	7	5
Social network analysis	8	5

Tools and models

Highly Less



Note: *Assessed for three pilots out of four.

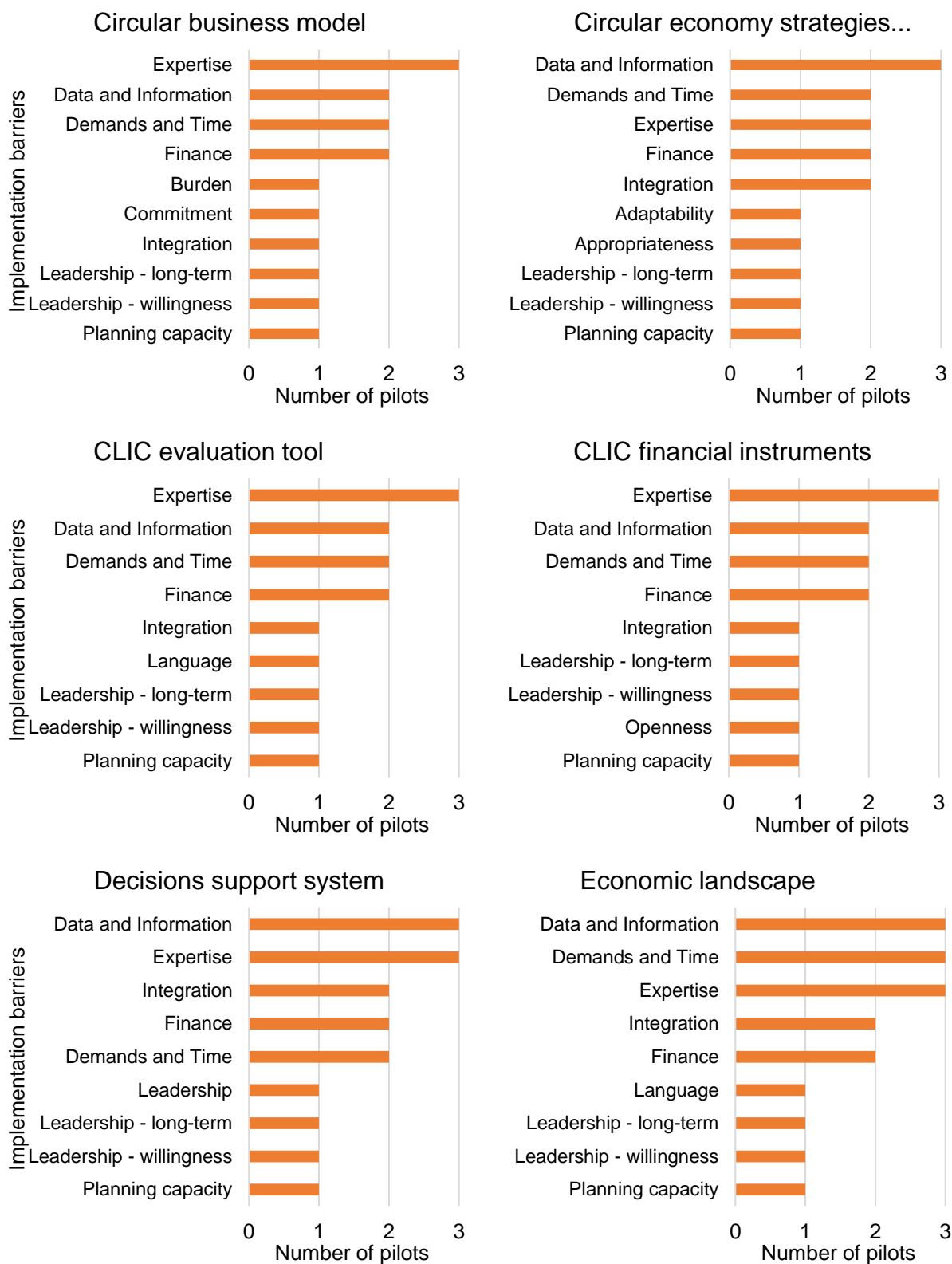
Source: Authors

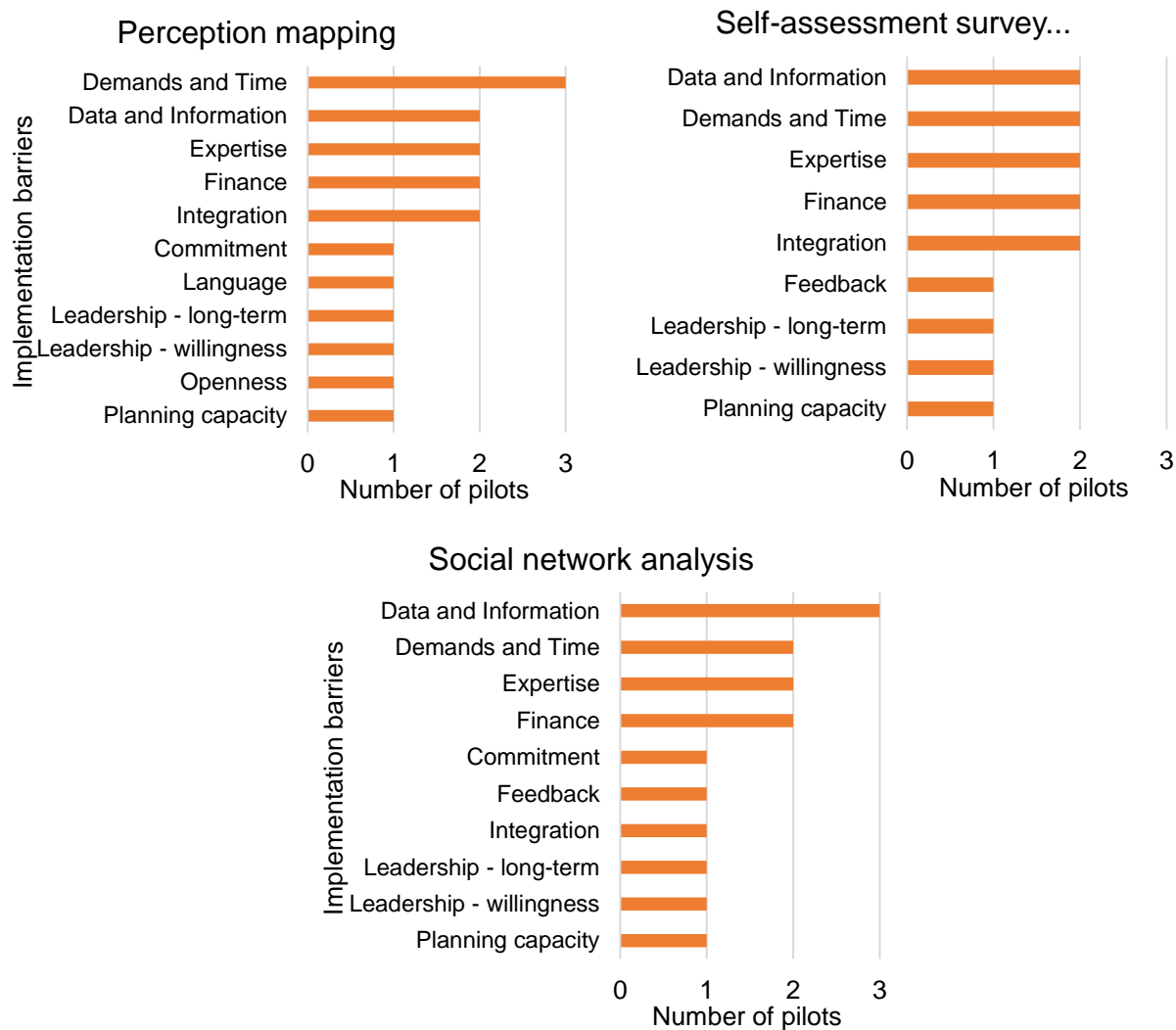
Overview of implementation barriers

This section provides the overview of the implementation barriers reported per each tool and model (Figure 81).

Overall, the **mostly mentioned barriers to the implementation** and use of the tools and models assessed are **expertise, data and information, demands and times, finance, and integration**. Particularly, the team working on the Pakhuis de Zwijger identified as general implantation barriers: *expertise, data and information, demands and times, and finance*. Hence, these barriers were attributed to all tools and models. Furthermore, other barriers common to all tools and models are the ones identified by the team working on the city of Salerno (see Figure 70). This common set of barriers includes *data and Information, demands and time, expertise, finance, integration, leadership (long-term), leadership (willingness), and planning capacity*.

Figure 82 – Bar charts summarizing the implementation barrier per each tool and model assessed.





Source: Authors

10.6 Remarks

The HUL workshops allowed **stakeholders engagement** and a multidisciplinary discussion focusing on the **assessment of tools and models** in term of **usefulness and feasibility**, based on the stakeholders' experience and understanding, and on the **implementation barriers**.

With few exceptions, the tools and models assessed have been tested in the CLIC pilots. Concerning the tools and models that were not yet tested, stakeholders were introduced to them for the first time during the workshop. Hence, they received a brief introduction that could have influenced their understanding of the tool and therefore their assessment. Furthermore, some tools might require specific background and expertise, hence their feasibility is lower from the perspective of non-expert stakeholders.

Participants found that the **tools and models were useful**, as suggested by the high scores reported when combining the results of the assessments made for each pilot. Conversely, the **lower scores** concerning the **feasibility** reflect the **difficulties** encountered in the use and implementation of the tools and models assessed. Among the **implementation barriers**, the ones more **often** reported are **expertise, data and information, demands and times, finance, and integration**.

The workshop allowed to collect insight from the participant on the usefulness and feasibility of tools/models and the related implementation barriers. The results presented can be regarded as **a starting point to facilitate the implementation** of these tools and models. Furthermore, these results provide **feedback** for the researchers developing these tools and models. In addition, the identification of the implementation barriers can be used as **reference for future implementations within the pilot as well as in similar contexts**.

Overall, the organization of the **online workshop** run smoothly, and the **quality of participation and data collection was similar to the one of the in-person** workshop. Probably the small groups of participants favoured the discussion in the online environment, although slightly longer discussion session would be advised. However, in one group, the quality of their participation was lower for a couple of participants. Their participation was hampered by **technical barriers**, i.e. poor internet connection and the absence of microphones. These participants had the possibility to express themselves through the chat tool, but this slowed down the interaction.

Future initiatives could be launched to further and **in-depth study** the implementation barriers and other factors negatively affecting the feasibility of these tools and models. Also, a comparative assessment based on the different background and expertise of stakeholders could help revealing what tools and models demand for an expert support to be implemented. Furthering this understanding could positively impact on the implementation of such tools and models, hence **facilitating their adoption and implementation** contributing to the adaptive reuse of cultural heritage and related practices.

10.7 Additional information

Videos

- The introduction to the workshop and the wrap-up of the round table discussions presented by the rapporteur of each CLIC pilot (from 0:12:58): <https://www.youtube.com/watch?v=vJfkigeWbKQ>

- The presentations introducing the tools and models to be assessed:
 - Circular business model: <https://youtu.be/8AYSkiuKhLw>
 - Circular economy strategies for adaptive reuse of cultural heritage buildings to reduce environmental impacts: <https://youtu.be/feQv8TAOys>
 - CLIC evaluation tool: <https://youtu.be/SbruSkdG8ZY>
 - CLIC financial instruments: <https://youtu.be/LmCoMLqC4Hc>
 - Decisions support system: <https://youtu.be/Wua8RDHZwak>
 - Economic landscape: <https://youtu.be/l88aXtg6690>
 - Perception mapping: https://youtu.be/3gC_eSiQ5Sk
 - Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings: <https://youtu.be/yDqaZyPemLU>
 - Social network analysis: https://youtu.be/8gd_X1Kr27U
 - Urban Seeds (not assessed during the workshop): <https://youtu.be/t7TOfJ6dEYU>
 - Cultural Corridor: <https://youtu.be/rLBGnjYGjxo>

10.8 Acknowledgements

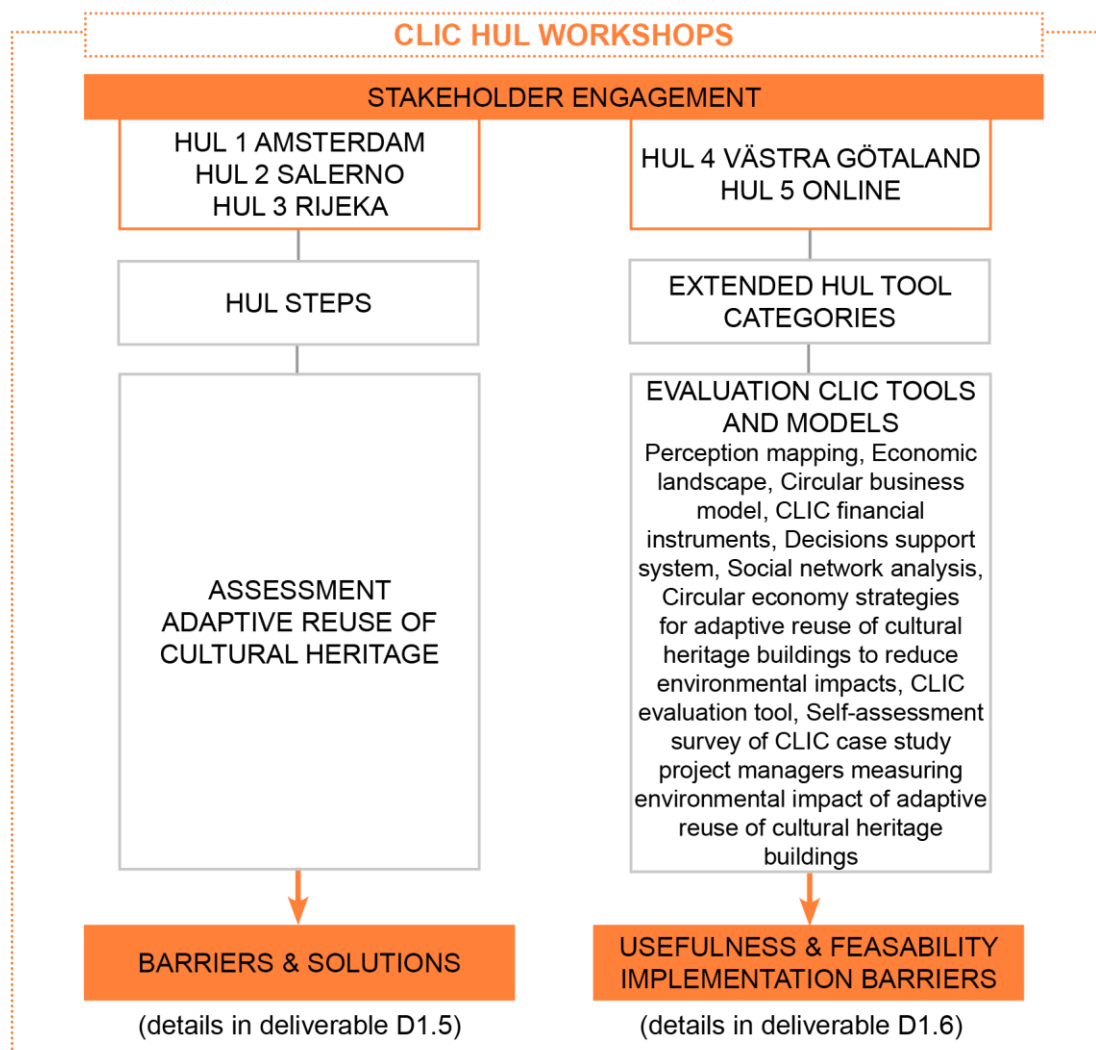
The authors thank Thomas van de Sandt (PDZ) for the contribution in the organization of the HUL workshop V as well as the colleagues of the CLIC project that prepared the video-pitches to introduce the tools and models assessed. Furthermore, we also thank the colleagues of the CLIC project and the stakeholders who actively took part in the HUL workshop and made valuable contributions.

The original report was co-authored by Nadia Pintossi and Deniz Ikiz Kaya (TU/e).

11 Final Conclusive Remarks

The HUL workshops allowed **stakeholders engagement** in a participatory and multidisciplinary discussion identifying the **barriers to cultural heritage adaptive reuse** and how to overcome them as well as focusing on the **assessment of governance, economic, environmental, business-oriented and cultural tools and models** developed and tested by **CLIC partners** in term of **usefulness and feasibility**, and on the **implementation barriers from a multi-scalar perspective** (Figure 82).

Figure 83 – Overview of the series of HUL workshops and their outcomes.



Source: Authors

Concerning the barriers encountered in cultural heritage adaptive reuse, the detailed account is provided in the dedicated [deliverable D1.5 “Report on barriers and bottlenecks”](#) (Ikiz Kaya et al., 2019).

In Amsterdam, Salerno and Rijeka, the predominant category of barriers to adaptive reuse have been identified as **administrative and governance issues**, based on the high number of barriers clustered under this category. Lack of cooperation, collaboration and communication, and public participation have been the main concerns in relation to decision making, emphasizing the **necessity of open dialogue and participatory processes of governance and decision making** to tackle these administrative barriers.

Economic barriers included mostly common problems associated with **limited funding and financial resources** for the adaptive reuse of cultural heritage. However, the context of these limitations varies based on the size, scale and governance model of the cities. In Amsterdam, the focus has been on the lack of cooperation and communication between different public and private parties, resulting in problems arising in public-private partnerships. In Salerno and Rijeka, limited public investments from the national authorities have been articulated as the biggest concern. Similarly, lack of public investments has also been an issue in Västra Götaland, paired with lack of interest from entrepreneurs and private investors. It was only in Västra Götaland where the economic barriers have gone ahead of the administrative barriers. It is associated with the small scale of the residential areas and lack of major investments and financial support from the regional authorities, in addition to national and European funding for small settlements.

Social and cultural barriers followed similar trends in all CLIC pilots. One of the most commonly articulated problem has been the **lack of awareness on cultural heritage, its significance and potential** for adaptive reuse and circular economy.

The topic of **tourism** has come out as a major issue in all the four CLIC pilots, following different trajectories. In Amsterdam, overtourism has been a major concern having regulatory, economic, social and cultural impacts on adaptive reuse. In Salerno and Västra Götaland, seasonality of tourism activities have been presented as a barrier, resulting in seasonality in business and economic activities and temporality in the job and real estate markets.

The reference to **environmental concerns** including the impact of climate change, natural hazards, as well as pollution and environmental degradation and decay of buildings and sites have been highly limited (7% in Västra Götaland, 5% in Rijeka and 4% in Amsterdam and Salerno). Only in Salerno, the natural threats, such as risk of volcanic eruption and earthquakes, have been indicated. The reason of limited reference to environmental threats and issues relies on the lack of awareness on environmental concerns, and the ongoing gap about the link between climate change and its impact on the cultural heritage.

In the HUL workshops, these issues that have been barely indicated relate to the **physical structure** of the historic buildings and issues concerned with its **adaptation** which are prominent in literature. This is based on the holistic view of the historic landscape approach extending the context of cultural heritage that used to be limited to individual building and site scale.

The stakeholders participating in the HUL workshops proposed already applied and prospected solutions to the challenges. An overview of these solutions grouped per category and sub-category of tools is provided in Table 18, Table 19, Table 20, Table 21. These tables relate the solutions to the corresponding barriers. Barriers such as the lack of collaboration and communication and the difficulties in communication requires to build capacity in cooperation and for participatory practices. Concerning environmental barriers, the implementation of mitigation measure could contribute to

address the challenges posed by climate change, produce revenue streams helping the financing of heritage reuse, or reduce the operational costs during both the construction phase and the management and use one. Examples of these measures are the use of renewable sources of energy, the improvement of the energy efficiency of the heritage, the water recovery and the reuse of materials and construction elements.

Table 18 - Knowledge and Planning related Solutions to Main Barriers of Adaptive Reuse

Barriers	Knowledge and Planning		
	Mapping	Mobility	Visitor management
accessibility	mapping demands and opportunity; integrate water and industrial history	measurement tools for local access; mobility plan - promote the use of bikes, pedestrian areas, shared vehicles, electric trams	
attitude and mindset	cross-disciplinary teams		
climate change, natural hazards, environmental challenges	mapping ecological footprints at urban level		
conflict	1-participation and inclusiveness in value assessment; 2-stakeholder mapping; 3-games and scenario making		
culture perception	mapping local knowledge		
data management	1-use of new technologies and smart tools; 2-transparency in data sharing and collection		
framework			promotion of social/ green and adaptive initiatives
green area		more walking accessibility, more public spaces	
inclusiveness	inclusiveness in data collection; integrating values and needs of all social groups and communities, inclusiveness		braille and touch panels, app for visually impaired visitors; app for simultaneous translation
intangible dimension	identifying common goods through value assessment		prioritisation of cultural heritage

lack of attractiveness			free entrance for residents; urban games to attract visitors; more accommodation opportunities and resting areas
lack of collaboration	1- citizen involvement in methodology development; 2- using multi-dimensional models		
lack of data	1-technical support; 2- user-friendly interfaces; 3- using big data and algorithms		
lack of funding			give bonding
lack of integration	1- mapping societal demands and opportunity; 2- fuzzy mapping and facilitator platforms		
lack of interest			cultural routes
lack of involvement	sociotopic mapping, local stakeholders mapping their resources		
lack of knowledge	collaboration, communication and citizen leadership in value assessment		
lack of planning	future scenario development		
lack of sense of belonging	including place history		
limited services		improvement of public transport	
mobility/transportation		1- passages with removable structures, movable street furniture; 2- special path for mobility impaired visitors; 3-effective signalling systems, sign posting; 4- park and ride, cycle routes	
networking	mapping the underused spaces		
regulation		speed control in historic centre	

seasonality		regular trips for local tourists	cultural activities and events in low seasons
zoning	mapping local demands and opportunities		

Source: Authors

Table 19 - Regulatory, Financial and Environmental Solutions to Main Barriers of Adaptive Reuse

Barriers	Regulatory systems	Financial tools	Environmental
attitude and mindset	legal assistance		
being outdated	flexible land use regulations		
climate change, natural hazards, environmental challenges			green spaces and surfaces on buildings. Risk management - anti-seismic systems, rain water canalisation, marine barriers, improvement of structural system but not seismic retrofitting, vulnerability assessment
conflict		more open calls	
contamination		national funds to restore polluted soil	
costs		subsidies to support labour cost	
economic crisis	adaptability and flexibility in regulations		
energy efficiency			local inhabitant ambassadors on energy efficiency + sustainability
framework	local regulations for neighbourhood planning and monitoring systems		integration - combine heritage conservation + stakeholder needs + green solutions
inflexibility	integrated policies		
investment		public budget for tourism and cultural heritage; public foundation as a solution for public procurement; arena for companies, think tanks, incubator cluster	

lack of attractiveness		create a community brand	
lack of capacity		volunteering	
lack of coordination, communication	creation of a city council department on communicating cultural heritage		collaboration with other EU projects
lack of data			impact of tourism on environmental factors (CO2 consumption, biodegradable waste etc)
lack of funding		various models of PPP; municipality funds for private owners; municipal participatory budget; crowdfunding initiatives by associations; finding private funding sources from foundations, social enterprises etc.	
lack of incentives		temporary renting of unused historic buildings and site; promoting establishment of small enterprises	
lack of interest			sustainable cottages for short-term renting, eco-tourism
lack of job opportunities		creative jobs in cultural heritage	
seasonality			allow reuse of construction materials, provide material passports
lack of participation		citizens as resource for development	heritage maintenance - citizen involvement
lack of planning	adaptive reuse management plan		
lack of tools/instruments	concession or rent contract for acquiring legal use of building	open creative tenders; cooperative ownership; sharing economy (pool for consumption)	
lack of transparency	well-planned and proactive property-related policies		
lack of vision	clarify possible return of investments in heritage reuse		

leverage		cooperative business model owned by the local society	
limited housing	resident-oriented heritage reuse policy	long-term and short-term housing options	
limited services	more public services (schools, hospitals etc.)		
monitoring	creating cycles of policy framework and monitoring		
outdated	1- dynamic and inclusive policies; 2- zoning and limitations on interventions to heritage		
participatory governance	participatory regulation making		
PPP		business improvement district	
regulation	national law decree on collaborative processes	adopt policies for longer time commitment on public investments	strict environmental policies to regulate cruise ships and over-sized yachts
role of government	value-based approach by local authorities		
temporarity in business models	regulation of temporary use		
waste treatment			investing in new technologies for waste treatment; less plastic in cafes and more dust bins

Source: Authors

Table 20 - Governance-related Solutions to Main Barriers of Adaptive Reuse

Barriers	Governance			
	Reaching consensus	Decision making	Partnership	Civic engagement
conflict	external mediator		local strategic partnership for cultural heritage, local products; third party bodies to negotiate shared strategies integrating heritage and socio-economic needs	

economic crisis	meeting all the needs of stakeholders			
human resources		capacity - dynamic staff		engaging young entrepreneurs
jargon/disciplinarily	creating a common jargon, enhancing interdisciplinary			
knowledge sharing				social gatherings
lack of attractiveness				working with local artists
lack of best practices	creation of a platform of good practices			
lack of collaboration		institutionalisation of regular meeting within the municipality	create a supervision for the third sector	
lack of collaboration - regional collaboration		closer cooperation between county board and the region; partnership at regional level	municipality activating networks of collaboration among bodies and associations; regions and municipalities supporting small municipalities	
lack of common interests				identify and involve contesting groups
lack of coordination, communication		horizontal (NGO, private sector) and vertical (authorities) connection		open dialogue; organising debates
lack of engagement activities				innovative cultural activities to engage people
lack of funding			public/private relationship to heritage	
lack of incentives			common goals and collaboration among partners	promote citizen engagement with economic incentive

lack of interest				new activities to attract young people
lack of knowledge			cross-border knowledge transfer, EU as facilitator	
lack of participation	citizen engagement - inclusiveness			citizen engagement at all stages
lack of social cohesion				monthly meetings with active citizens
lack of stakeholder engagement			develop cross-sectoral networks; cooperation between entrepreneurs and public actors in the tourism sector; partnership between volunteer NGO and public parties	working groups
knowledge sharing		transparency and trust building		
lack of worthiness for preservation				participatory value assessment and creation
participatory governance				public consultations
regulation				use different planning and regulatory frameworks to engage and motivate communities to participate
role of government			active leadership in government	
support for stakeholders		local authorities as active actors, not only coordinators		

Source: Authors

Table 21 - Education-related Solutions to Main Barriers of Adaptive Reuse

Barriers	Education	
	Educational tools	Raising awareness
attitude and mindset		shift of mindset on investing in circular economy
culture perception	storytelling and handicrafts	
energy efficiency		significance of cultural heritage and its potential for energy retrofitting
intangible dimension	craftsmen training courses	
lack of attractiveness	local history and storytelling	
lack of awareness	1- educational tools at schools on cultural heritage; innovative games	
lack of best practices	data sharing platforms for best practices	
lack of information	training - volunteering heritage programmes	significance of cultural heritage
lack of knowledge	tools of creativity for cultural heritage	
lack of planning		creating an informal network
lack of sense of belonging	education on local heritage	significance of cultural heritage
knowledge sharing	working with schools on knowledge transfer	
lack of vision		focus on sustainable development
lack of worthiness for preservation		significance of cultural heritage - storytelling
loss of knowledge	identify knowledge elements of cultural resources	

Source: Authors

The relevance of identifying barriers and solutions is twofold. On the one hand, this provides **policy makers and key decision makers** with the **underlying factors** that need to be considered when implementing an adaptive-reuse policy as part of their sustainability and circular economy strategy. It is recommended to consider these factors in developing strategic cultural plans for cities and regions. Plans that can facilitate the implementation of circular economy and favour the adoption of behaviours fostering the transition towards a more sustainable production and consumption, as advocated by Goal 12 of the Sustainable Development Goals (SDGs) (United Nations General Assembly, 2015). On the other hand, this overview of barriers and solutions informs **practitioners and communities** implementing cultural heritage adaptive reuse on these barriers and how to solve

them. Thus, they shift towards a **proactive approach** that anticipates problems thinking ahead how to overcome them and manage the available resources to do so.

Concerning the long-project assessment, the detailed account of the results will be provided in the [Deliverable D1.6 “Project long-assessment”](#). The CLIC tools and models are listed in Table 22. They cover all the extended HUL categories of tools (Angrisano et al., 2016).

With few exceptions, the tools and models assessed have been tested in one or more of the CLIC pilots. The subjective evaluation of the involved stakeholders in their assessment allows a better understanding of the challenges that are / can be encountered in the implementation of these tools as part of the adaptive reuse processes, informs further improvements to be made in their design, and suggests which tools and models demands for the support of expert to be implemented by the stakeholders participating in the workshop.

Table 22 – Overview and description of the 9 tools and models to be assessed.

Tools/Models	Category
Perception mapping	Knowledge and planning tool; Civic engagement
Economic landscape	Knowledge and planning tool; Civic engagement
Circular business model	Knowledge and planning; Financial; Civic engagement; Business/Management models
CLIC financial instruments	Financial
Decisions support system	Knowledge and planning; Evaluation
Social network analysis	Knowledge and planning
Circular economy strategies for adaptive reuse of cultural heritage buildings to reduce environmental impacts	Circular environmental strategies; Knowledge and planning; Evaluation
CLIC evaluation tool	Knowledge and planning; Evaluation
Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings	Circular environmental strategies; Knowledge and planning; Evaluation

Source: Authors’ classification using the extended HUL categorization of tools (Angrisano et al., 2016)

According to the results, participants evaluated the **tools and models to be useful**, in general, as suggested by high scores reported when combining the results of the assessments made for each pilot. Conversely, the **lower scores** concerning the **feasibility** reflect the **difficulties** encountered in the use and implementation of the tools and models assessed. Among the **implementation barriers**, the ones more **often** reported are **expertise, data and information, demands and times, finance, and integration**.

These outcomes indicate that improvements can be made in terms of resource management and allocation, better communication and dissemination of these tools and models to further support their implementation at local contexts across Europe. These results can be regarded as **a starting point to facilitate the implementation** of these tools and models. They also provide **feedback** for the researchers developing these tools and models. The identification of the implementation barriers can thus be used as **reference for future implementations within the pilots as well as in similar contexts**. The outcomes also indicate that each pilot is unique with its priorities and challenges in heritage-related decision making, and individual assessments and adjustments are vital for the effective use of certain tools, models and policies. To overcome the implementation barriers identified, it is recommended to build capacity to increase the expertise or provide support; improve knowledge management to gather data and make information findable and accessible. It is also recommended to plan the implementation in order to allocate the necessary resources and identify the opportunity for synergies and cooperation. The facilitation of the implementation of the CLIC tools and models can contribute towards the implementation of the HUL approach, i.e. conservation through transformation, and benefit the integration of the adaptive reuse of cultural heritage in its landscape. Particularly, the development of circular business models for this reuse foster knowledge and planning as well as stakeholder participation while also contributing to the financial soundness, and sustainability of reuse projects in creating values.

Facilitating the adaptive reuse of cultural heritage—by addressing its barriers and the ones encountered in implementing tools and models supporting it—fosters heritage conservation. This conservation is recognized as enabler and driver of sustainable development. The inter-relation between conservation and sustainable development is key to the HUL approach that bridges these two practices, traditionally considered as dichotomous, advocating for conservation through transformation, such as adaptive reuse. Similarly, circular economy processes create values through transforming resources. Hence, implementing circular economy can benefit the implementation of the HUL approach and vice-versa favouring a human-centred urban/rural development (Fusco Girard, 2019b, 2020). Furthermore, circular cities need a human-centred development with a “key role of local community” (Fusco Girard, 2020, p. 13) and circular economy “is grounded on cooperation, collaboration, synergies, integration between multiple subjects and activities” (Fusco Girard, 2019a, p. 251). Community and civic engagement are also paramount to the successful implementation of the HUL approach, therefore tools and models fostering participation as well as addressing the barriers encountered in participatory practices entail a mutual benefit for circular cities and historic urban/rural landscapes.

In this regard, **future initiatives** could be launched to further and **in-depth study** of both the barriers encountered in the adaptive reuse of cultural heritage and the implementation barriers and other factors negatively affecting the feasibility of these tools and models. Furthering this understanding could positively impact on the implementation of cultural heritage adaptive reuse, and such tools and models, hence **facilitating their adoption and implementation** contributing to heritage conservation, urban sustainability, and the adaptive reuse of cultural heritage and related practices.

12 Acknowledgments

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Note: Several icons used in this report and the slides related are from icons8.com

14 Acronyms

[B8080]	[Bureau8080]
[CLIC]	[Circular models Leveraging Investments in Cultural heritage adaptive reuse project – Horizon 2020 project grant agreement No. 776758]
[ETCAEH]	[University of Nova Gorici]
[FacilityLive]	[FacilityLive Opco S.r.l.]
[GA]	[Grant Agreement]
[HIP]	[Heritage Innovation Partnership]
[HUL]	[Historic Urban Landscape]
[ICHEC]	[ICHEC Brussels Management School]
[ICLEI]	[ICLEI European Secretariat]
[IRISS CNR]	[Consiglio Nazionale delle Ricerche]
[PAK]	[Pakhuis de Zwijger foundation]
[PDZ]	[Pakhuis de Zwijger foundation]
[PPP]	[Public-Private Partnership]
[PPPP]	[Public-Private-People Partnership]
[RIJ]	[Municipality of Rijeka]
[SA]	[Municipality of Salerno]
[TU/e]	[Eindhoven University of Technology]
[TUD]	[Dublin University of Technology]
[UNIWARSAW]	[University of Warsaw]
[UOP]	[University of Portsmouth]
[UU]	[Uppsala University]
[VGR]	[Vastravet, Västra Götaland region]
[WP]	[Work Package]
[WU]	[University of Vienna]

15 Annex 1 – HUL workshop II, Salerno

15.1 Agenda of HUL workshop II, Salerno

Agenda November 26, 2018



HUL WORKSHOP Salerno #2 Barriers and Bottleneck assessment

ON THE ADAPTIVE REUSE OF CULTURAL HERITAGE
FOR A CIRCULAR ECONOMY

Salerno, 26th November 2018

Monday, 26 November | Day I

Ex Convento S. Nicola - Fondazione Ebris, via S. De Renzi, 3

13:20 – 17:30 | Historic Urban Landscape workshop: tour and presentations

13.20 - 13.30 | Meeting point Comune di Salerno – Palazzo di Città, via Roma

13.30 - 15.00 | Guided visit of Salerno Historic Centre: Palazzo Fruscione, S. Pietro a corte, Ostello Ave Gratia Plena, S. Sofia Palazzo Innovazione, Giardino della Minerva

15.15 - 15.30 | Registration at EBRIS and welcome coffee

15.30 - 16.00 | Opening and introduction

Vincenzo Napoli, Mayor of Salerno

Raffaele Lupacchini, Salerno Municipality | Head of Office for European Resources Studies and Programmes

Luigi Fusco Girard, Antonia Gravagnuolo, CNR IRISS | CLIC Coordinator

Nadia Pintossi, Eindhoven University of Technology | CLIC Historic Urban Landscape coordinator

16.00 – 16.30 | National and international experiences of adaptive reuse

Luigi di Cristo, Agenzia del Demanio: the national programme “Valore Paese” in Italy

Aldo Buzio, Adaptive Reuse of Religious Heritage: Spazio Kor, Asti

16.30 – 17.30 | Local experiences of cultural heritage adaptive reuse

Giulio Corrivetti, EBRIS Foundation “European Biomedical Research institute of Salerno”

Luciano Mauro, Giardino della Minerva

Alessandra D’Amelio, Palazzo Innovazione

Domenico Barone, Ostello Ave Gratia Plena

Vincenzo Tropiano, Vincenzo Galdi, The Mediterranean diet, UNESCO intangible heritage in the circular economy perspective, experiences in Salerno



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758



Agenda November 27, 2018



HUL WORKSHOP Salerno #2 Barriers and Bottleneck assessment

ON THE ADAPTIVE REUSE OF CULTURAL HERITAGE
FOR A CIRCULAR ECONOMY

Salerno, 27th November 2018

Tuesday, 27 November | Day II

Palazzo di Città – via Roma Salone dei marmi/Sala Giunta

09:00 Registration

09:15 Welcome and introduction to the HUL workshop

09:35 HUL workshop – round 1

10:25 HUL workshop – round 2

11:10 Coffee break

11:25 HUL workshop – round 3

12:15 HUL workshop – round 4

13:00 Lunch

14:00 HUL workshop – round 5

14:50 HUL workshop – round 6

15:35 Coffee break and short networking

16:00 Wrap up tables

16:40 Wrap up HUL workshop

Social dinner will follow



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 776758



15.2 Description of the case studies provided during the guided visit to Salerno

historic centre and its adaptive reuse examples

Comune di Salerno provided the following descriptions of the adaptive reuse examples included in the visit to the historic centre of Salerno.

San Pietro a Corte – Monumental Complex

Name and address of the site	San Pietro a Corte Largo Antica Corte ,Via Adelperga, 84121 – Salerno, Italy
Typology	historic
Date of construction/opening	VIII century
Current Ownership	Comune di Salerno / Catholic Church
Original functions	Civil (Longobard Court) Religious
Current functions	Museum
Description	The Monumental Complex of San Pietro a Corte is the most important Longobard construction in Salerno. The monumental remains represent the main architectural emergences of Medieval Salerno and as regards the Longobard architecture in Europe, they are the only example of a Palace building complex. It was the most prestigious seat of the Longobard Court in Campania. It was built by the duke of Benevento , Arechi II who, in 774, As regards its structure , the pilasters of the upper room (official room) stand on a frigidarium of a spa building complex dating back to the imperial age (the end of the 1 st –beginning of the 2 nd century a.C.), after reused as graveyard by the Christian communities in Salerno. Among the different uses it has had up to now, it was also seat of the Salernitan Medical School. In the future, when its restoration comes to an end, it will be the seat of a museum of the Longobard civilization of Southern Italy.
Main features of the reuse intervention realised	the Italian state financed the restoration
Use	This Complex participates into the project started by the Town Council of Salerno “Always opened Monuments”: free guided tours around other monuments included in the cultural tour provided by the project are also managed by the members of the Salernitan Archaeological Association Gruppo Archeologico Salernitano Ticket price: free

Contact	<p>Tel : +39 (0) 89 337331 Tel : +39 338.1902507 fax : +39 (0) 89.337331 Mail : archeogrui :mo@alice.it Sito web: http://www.izrunnoarcheoloizicosalernitano.om:/?oaizeid=788</p>
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Palazzo Fruscione

Name and address of the site	Palazzo Fruscione Via Adelperga, 84121 – Salerno, Italy
Typology	historic
Date of construction/opening	XIII century
Current Ownership	Comune di Salerno
Original functions	<i>Civil</i>
	Civil habitation until 1967
Current functions	Cultural
Description	<p>The structure consists of parts aggregated in different periods; the most ancient nucleus dates back to the early Middle Ages and reaches the current altitude of about 7 meters from the road level, but in the 12th century it had to deepen by a further 3.70 meters; it was already raised in the Norman age and , later , between the end of the eighteenth century and the first decades of the nineteenth century. Lastly , in the last century, the building was renovated and brought to four floors.</p> <p>The side elevations conserve valuable decorations dating back to the mid-thirteenth century AD. And belonging to an ancient building that could be the Episcopio di Salerno, or perhaps the residence of a Norman prince.</p>
Main features of the reuse intervention realised	Recovery included in an integrated program (PIU Europa - Salerno co-financed ERDF)
Use	<p>The Municipality of Salerno uses this space to host cultural events. A virtual museum dedicated to the Longobard era is being built.</p> <p>Ticket price: free</p>
Contact	<p>Tel: +39 (0) 89 662951 / (0)89 – 662952 Tel: +39 338.1902507 Mail: ufficioturismo@comune.salerno.it touristinformation@comune.salerno.it Sito web: http://www.comune.salerno.it/</p>

Ave Gratia Plena

Name and address of the site	Ave Gratia Plena Via Canali, 84121 – Salerno, Italy
Typology	historic
Date of construction/opening	XV century
Current Ownership	Comune di Salerno
Original functions	Religious Institute for single women and orphans of noble families
Current functions	Salerno Youth Hostel
Description	<p>The Prignano and Leoni buildings were renovated at the beginning of the 1700's to house an institute for single women and orphans of noble families. In the hall one can see traces of an existing archway with mighty columns dating to the 1400's</p> <p>Since 1650 the Ave Gratia Plena, according to the will of the town of Salerno, has been a convent for "maidens and girls on the brink."</p>
Main features of the reuse intervention realised	the Italian state financed the restoration
Use	<p>In 2003, updating its "mission" of hospitality, it became the address of the Salerno Youth Hostel, offering comfortable rooms ensuite.</p> <p>Stargate srl, private self-financed</p>
Contact	<p>Tel : +39 (0) 89 234776</p> <p>Fax : +39 (0)89 0971149</p> <p>Mail : info@ostellodisalerno.it</p> <p>Sito web: http://www.ostellodisalerno.it/</p>

S. Sofia Convent

Name and address of the site	S. Sofia Convent Piazza Abate Conforti –Via Trotula de’ Ruggiero, 84121 – Salerno, Italy
Typology	historic
Date of construction/opening	X century
Current Ownership	Comune di Salerno
Original functions	Religious Civil court after the suppression in 1807 until 1938 School after 1938 until 1980
Current functions	Biomedical Research – Education- Innovation
Description	The first Benedictine Convent dedicated to Saint Sophia was founded towards the end of the X century in Via Trotula de’ Ruggiero, north west of Piazza Abate Conforti. First it housed monks, then two centuries later it was given to the nuns of the same order. In 1592, the monastery was entrusted to the Jesuit Priests to educate young boys. Pope Clement XVI suppressed the order in 1778 and entrusted the religious structure to the Carmelites. In 1807, during the Napoleonic requisition and up until 1938, the convent served as a civil court. Following the construction of the actual law courts it became a state school. The large building has recently been restored after years of neglect.
Main features of the reuse intervention realised	S. Sofia Convent have been restored by the council with the help of (PIC Urban Europe 1994-99 co-financed ERDF)
Use	Today Palazzo Innovazione (coworking, office space and digital transformation hub) occupies over 4000 square meters of the suggestive Monumental Complex of Santa Sofia, private self-financed
Contact	Mail: contatti@palazzoinnovazione.it Sito web: http://www.palazzoinnovazione.it/ http://www.palazzoinnovazione.it/en/home/ Canali Social Facebook @Palazzoinnovazione Twitter @PInnovazione Linkedin Palazzo Innovazione Instagram @palazzoinnovazione

Giardino della Minerva

Name and address of the site	Giardino della Minerva Via F. Sanseverino 1, 84121 - Salerno, Italy
Typology	historic garden
Date of construction/opening	XIV century
Current Ownership	Comune di Salerno
Original functions	botanical garden Garden of civil habitation until 1994
Current functions	Botanic educational garden
Description	The Minerva Garden was the first botanical garden in Europe for cultivating plants for therapeutical use. Situated in the heart of the old town, close to the Fusandola stream and the ancient medieval walls, the garden appears as a terraced – walled orchard. The elements which date back to the 700s are very enchanting: a fountain on a terrace and the long terraced stairway bordered by stuccoed pillars leading to a belvedere, the whole covered by a pergola. The canny way of distributing water by means of troughs and fountains on every terrace , the type of climate favoured by the exposure to the sun and lack of northerly winds has helped maintain the garden over the centuries. The garden owned by Mathew Silvatico eminent doctor and author of the <i>Libercibalis et medicinalis Pandectarum</i> – a rare collection of information on plants used for producing medicine, was a place of learning for the students of the School of Medicine.
Main features of the reuse intervention realised	Recovery included in an integrated program (PIC Urban Europe 1994-99 co-financed ERDF)
Use	Foundation, public self-financed
Contact	Tel: +39 (0)89 252423 Mail: info@giardinodellaminerva.it Sito web: www.giardinodellaminerva.it

Monastery of S. Nicola della Palma

Name and address of the site	Monastery of S. Nicola della Palma Via S. De Renzi 3, 84121 – Salerno, Italy
Typology	historic
Date of construction/opening	XI century
Current Ownership	Comune di Salerno
Original functions	Religious Orphanage after the suppression in 1816
Current functions	Biomedical Research – Education- Innovation
Description	the Benedictine monastery, was originally founded in 1060 AD by Leone II abbot of Cava, and in it were found the medieval baths.
Main features of the reuse intervention realised	Recovery included in an integrated program (PIU Europa – Salerno co-financed ERDF)
Use	the EBRIS Foundation, private self-financed
Contact	Tel : +39 (0)89 233463 Fax : +39 (0)89 233463 Mail : info@ebris.eu Sito web: https://www.ebris.eu/

Source: Comune di Salerno

16 Annex 2 – HUL workshop III, Rijeka

16.1 Booklet

This annex reproduces the booklet used by the participants to individually note down their contributions during the HUL workshop. Each figure corresponds to a page of the booklet.

The booklet has been design by Nadia Pintossi (TU/e) with the valuable feedback of prof. dr. Ana Pereira Roders, dr. Deniz Ikiz Kaya, Lu Lu and her TU/e colleagues. Mirta Klaričić and Dunja Zagorac, member of the organizing team of Rijeka, have provided the translation into Croatian of the HUL steps and HUL tools.



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Neka kruži! Let circulate!	20

Hvala! Thank you!

Dear stakeholder,

Thank you for taking part to the Historic Urban Landscape (HUL) workshop in Rijeka!

We will reflect and discuss upon the barriers and challenges faced by adaptive reuse of cultural heritage in Rijeka and beyond. We will brainstorm to identify solutions, strategies and actions to overcome these barriers. Your experiences will enrich the discussion and you will be enriched by other perspectives and stories.

We believe $1+1=3$ when knowledge and ideas are involved!

During the HUL workshop, we will identify barriers, challenges and solutions which are cultural, social, economic, institutional, legal, regulatory, administrative, etc. We will reflect on the adaptive reuse in Rijeka in relation to the level of the project, the city, and elsewhere (regional, national and EU).







Please, return this booklet to the CLIC partners at the end of the HUL workshop.

HVALA! THANK YOU!

TU/e team, City of Rijeka, University of Nova Gorica

POVIJESNI URBANI KRAJOLICI – koraci

6 koraka (HUL steps)





-  Mapiranje prirodnih, kulturnih i ljudskih resursa: tistraživanje, mapiranje i analiza svih raznovrsnih, sadašnjih resursa i njihovo dokumentiranje/popisivanje.
-  Postizanje konsenzusa o tome koje vrijednosti i pripadajuće karakteristike treba zaštititi: tdogovoriti se o tome koje se vrijednosti štite kako bi prenijeli ove vrijednosti budućim generacijama. Različiti dionici mogu različite vrijednosti smatrati važnima: konsenzusom se može postići korištenjem konzultacija dionika i participativnim planiranjem.
-  Procjena ranjivosti identificiranih vrijednosti za promjenu i razvoj: identificirati prijetnje i stupanj izlaganja vrijednosti tim prijetnjama koje mogu biti posljedice razvoja, i klimatskih promjena.
-  Integracija vrijednosti, i njihovih ranjivosti u okvir urbanog razvoja: trazvoj postojećih ili izrada novih strategija, aktivnosti, politika i okvira za urbani razvoj uz uključivanje identificiranih vrijednosti, attribute koji nose te vrijednosti i njihove ranjivosti.
-  Davanje prioriteta aktivnostima: tutvrđivanje prioriteta identificiranih aktivnosti za očuvanje vrijednosti.
-  Uspostavljanje lokalnih partnerstva i okvira za upravljanje za svaku od aktivnosti: stvaranje partnerstva za upravljanje, koordinaciju i provedbu tih aktivnosti.

4

POVIJESNI URBANI KRAJOLIK-alati

4 alata (4 tools)







Može se koristiti i / ili razvijati niz tradicionalnih i inovativnih alata prilagođenih lokalnom kontekstu. Neki od tih alata mogu uključivati:

-  Alati za građanski angažman
Alati za uključivanje i osnaživanje različitih dionika tijekom procesa. Da bi se olakšao dijalog, posredovanje i pregovora između sukobljenih interesa.
-  Alati za znanje i planiranje
Alati za prepoznavanje značaja i raznolikosti te upravljanje promjenama s ciljem poboljšanja kvalitete života i urbanog prostora". Na primjer, alati za podršku i olakšavanje donošenja odluka mapiranjem, dokumentiranje i procjenu utjecaja i karakteristika.
-  Regulatorni sustavi
Sustavi za prepoznavanje i jačanje očuvanja i upravljanja vrijednostima i atributima baštine.
-  Financijski alati
Alati za izgradnju kapaciteta, za potporu inovacijama koje su također ukorijenjene u tradiciji, za poticanje privatnih ulaganja i alternativno financiranje, kako bi se ponudila raznolikost u modelima partnerstava.

5

HUL steps

6 Steps





-  Mapping natural, cultural, and human resources: to survey, map and analyse all diverse, present resources and document/inventory them.
-  Reaching consensus on what values and related attributes to protect: to agree on what values to protect and to determine what attributes carry them to transmit these values to future generations. Different stakeholders might deem different values and attributes important: consensus might be reached by using stakeholder consultations and participatory planning.
-  Assessing the vulnerability of the identified values and related attributes to change and development: to identify the threats and the degree of exposition of the values and attributes to these threats which can be consequences of development, socio-economic stresses, and climate change.
-  Integrating values, related attributes, and their vulnerability in urban development framework: to develop existing or new strategies, actions, policies, and frameworks for urban development with the inclusion of the identified values, the attributes carrying these values and their vulnerabilities.
-  Prioritizing actions for conservation and development: to determine the priority of the identified actions for conservation of the values, attributes and their vulnerabilities and development.
-  Establishing local partnerships and management frameworks for each of the actions: to create partnerships and frameworks for the management, coordination, and implementation of these actions.

6

HUL tools

4 tools

A range of traditional and innovative tools adapted to local contexts can be used or/and developed. Some of these tools might include:

-  Civic engagement tools
Tools to involve and empower diverse stakeholders during the process. To facilitate dialogue, mediation and negotiations between conflicting interests.
-  Knowledge and Planning tools
Tools to recognize significance and diversity and to manage the change aiming at improving "the quality of life and of urban space". For instance, tools to support and facilitate the decision making by mapping, documenting, and assessing impacts and characteristics
-  Regulatory systems
Systems to recognize and reinforce the conservation and management of heritage values and attributes.
-  Financial tools
Tools to build capacities, to support innovation also rooted in tradition, to foster private investments and alternative financing, to bring variety in models of partnerships.

7



Mapping

Mapping natural, cultural, and human resources:

to survey, map and analyse all diverse, present resources and document/inventory them.

What was mapped/documentated? How was mapped/documentated? Who has mapped/documentated? When was mapped/documentated? Why was mapped/documentated? What is missing? What is accessible? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution

Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

(C) Civic engagement

(K) Knowledge & planning

(R) Regulatory

(F) Financial

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____



Consensus

Reaching consensus on what values and related attributes to protect:

to agree on both values and attribute carrying these values to protect in order to transmit them to future generations.

How consensus was reached (if)? What tools were used? Who participated? Why there was (if) conflict? How inclusive was? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution

Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

(C) Civic engagement

(K) Knowledge & planning

(R) Regulatory

(F) Financial

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(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

11



Vulnerability

Assessing the vulnerability of the identified values and related attributes to change and development:

to identify the threats for the conservation of values and attributes. To assess the degree of exposure. Threats derive from development, socio-economic stresses, and climate change, etc.

What could threats the values/attributes? How vulnerable are values/attributes? Who identified the threats? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution


Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

 Civic engagement

 Knowledge & planning

 Regulatory

 Financial

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

 _____  _____  _____  _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

 _____  _____  _____  _____



Integrating

Integrating values, related attributes, and their vulnerability in urban development framework:
to develop existing/new strategies, actions, policies, and frameworks for urban development with the inclusion of values, attributes and vulnerabilities.

What was integrated? How was integrated? What was there? What was missing? What hampered the integration? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution

Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

(C) Civic engagement

(K) Knowledge & planning

(R) Regulatory

(F) Financial

14

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

15



Prioritizing

Prioritizing actions for conservation and development:

to determine the priority of the identified actions for conservation of the values, attributes and their vulnerabilities and development.

How was the prioritization done? Who prioritized? What was missing? What hampered the prioritization? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution

Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

(C) Civic engagement

(K) Knowledge & planning

(R) Regulatory

(F) Financial

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(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

(C) _____ (K) _____ (R) _____ (F) _____

17



Partnership

Establishing local partnerships and management frameworks for each of the actions:

to create partnerships and frameworks for the management, coordination, and implementation of these actions.

What partners were missing? How the partnership was established? Who was involved in the partnership? What hampered the partnership creation? How were the management framework established? Who established the management framework? Etc.

Legend:

Factor:

(B) Barrier/Bottleneck

(S) Solution


Scale:

(RH) #RiHub

(Rk) #Rijeka

(Ew.) #Elsewhere (please, specify)

Tools:

 Civic engagement

 Knowledge & planning

 Regulatory

 Financial

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

Description: _____

Tools:

 _____  _____  _____  _____

(B) (S) Name: _____ Scale: (RH) (Rk) (Ew.) _____

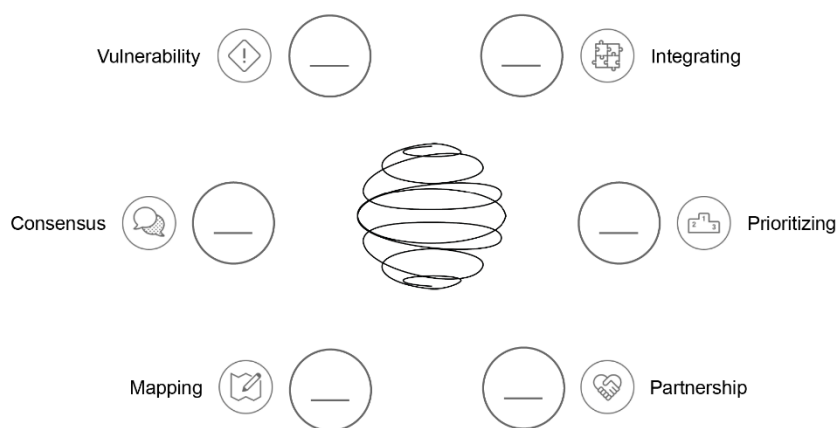
Description: _____

Tools:

 _____  _____  _____  _____

Neka kruži! Let circulate!

Keep track of the steps you have already discussed noting down the order in this map!



Icon source: Icons8, <https://icons8.com/>

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16.2 Programme of the CLIC Midterm Conference held in Rijeka

The programme of the CLIC 2-day Midterm Conference “Heritage Adaptive Reuse and Circular Economy” hosted by Rijeka is reported below. The agenda was developed by the CLIC partners Marco Aciri (ETCAEH) and Suzanna Belosevic, Mirta Klaričić, and Dunja Zagorac (RIJ). The HUL workshop was held on the 28th March 2019.



Circular models Leveraging Investments
in Cultural heritage adaptive reuse

1. Conference Agenda

27-29 March 2019 Rijeka

27 March 2019 - CLIC Midterm Conference
Venue: Rijeka City Hall (Korzo 16)

• 8.30 – 9.00	Registration of Participants
• 9.00 – 9.10	Welcome
• 9.10 – 9.20	Institutional Welcome - Vojko Obersnel, Mayor of the City of Rijeka
• 9.20 – 9.30	Welcome by the CLIC project leader and CLIC presentation
• 9.30 – 9.40	Welcome by the Rijeka Regional CLIC Partner UNG-ETCAEH
• 9.40 – 9.55	Rijeka: Urban development and cultural heritage - Srđan Škunca PhD, Head of the Department of Development, Urban Planning, Ecology and Land Management, City of Rijeka
• 9.55 – 10.10	Rijeka 2020, European Capital of Culture - Ivan Šarar; Head of the Department of Culture, City of Rijeka
• 10.10 – 10.30	The City of Rijeka: ongoing EU related projects (GreenerSites, UrbanINNo, CirkPack)-Suzana Belošević Romac
• 10.30 – 10.50	Coffee Break
• 10.50 – 11.20	Circular Economy and Adaptive Reuse , prof. Luigi Fusco Girard, Emeritus Professor at the University of Naples Federico II and Scientific Coordinator of the CLIC project
• 11.20 – 11.40	Case Study – Brussels – Michael Ghys-ROTOR cooperative design practice
• 11.40 – 12.00	Case Study- Re Use Center – Center ponovne uporabe Ljubljana – Representative of the Snaga Ljubljana public company
• 12.00-12.20	Case Study- H-farm - Alessandro Marchi and Mariano Zanon
• 12.20 – 12.50	Cultural Heritage Management – Croatian experience , Jadran Antolović-prof., University of Applied Sciences Baltazar




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Circular models Leveraging Investments
in Cultural heritage adaptive reuse

- 12.50 – 13.20 **Staying Alive: Cultural Heritage Sustainability through Experience Economy**
Daniela Angelina Jelinčić- PhD, Department for Culture and Communication; Institute for Development and International Relations;
- 13.20 – 13.50 Dragana Lucija Ratković Aydemir - Muze Ltd, Heritage interpretation, cultural tourism, cultural management
- 13.50 – 15.00 Lunch (Municipij)
- 15.00-15.10 CLIC Sister Project-FORGET HERITAGE (City of Rijeka)
- 15.10-15.20 CLIC Sister Project - ROCK (UNIBO)
- 15.20-15.30 CLIC Sister Project- RURITAGE (ICLEI)
- 15.30-15.40 CLIC Sister Project- URBiNAT (ETCAEH)
- 15.45– 18.00 **Tour Visit to the Pilot Site –Galeb**
- 20.00 – 22.00 Social Dinner (Mornar)



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RiHub is the venue for meeting, sharing and joint actions. Encouraging active citizen involvement in shaping the socio-cultural scene and partnering with the local community is one of the priorities of the Rijeka 2020 project - European Capital of Culture. As part of the Rijeka 2020 project, RiHub's function links the civic and cultural sector of Rijeka and its surroundings and represents the first coworking space for professionals in the field of culture and creative work. Prepared and designed based on the experience of several cultural centers in the country and abroad Ri-HUB is the new Rijeka Cultural Center - the hub of new ideas and projects.

28 March 2019 - CLIC Midterm Conference

Venue: Ri-Hub (Ul. Ivana Grohovca 1/a)

- 9.00 – 9.20 **Urban Cultural Capital & the potential of Circular Economy** - Prof. Christian Ost, Honorary Dean, ICHEC Brussels Management School
- 9.20-10.00 Presentations of Rijeka case studies
- 10.00-10.15 The HIPs Strategy to connect Adaptive Reuse and HUL
- 10.15-10.45 Presentation of the HUL Workshop – TU Eindhoven
- 10.45-11.15 Coffee Break
- 11.15 – 11.30 Preparatory session
- 11.30-11.55 HUL Workshop Session 1 – Round 1
- 11.55 – 12.20 HUL Workshop Session 1 – Round 2
- 12.25-12.50 HUL Workshop Session II –Round 3
- 12.50-13.15 HUL Workshop Session II –Round 4
- 13.15-14.30 Lunch
- 14.30-14.55 HUL Workshop Session III – Round 5
- 14.55-15.20 HUL Workshop Session III – Round 6
- 15.20-16.00 Conclusions



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Venue: Astronomical Centre Rijeka (Sveti križ 33)

- 16:10 Pick up
- 16.30-16.45 **Coffee Break**
- 16.45-19.00 CLIC Partners Meeting
GA Meeting
- 19:00 Pick up (Gradina Trsat sightseeing)
- 20.00 – 23.00 Social Dinner-Tarsa



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17 Annex 3 – HUL workshop IV, Västra Götaland

17.1 Printout of the introduction slides

Source: Authors



CLIC ♦ SERIES OF HUL WORKSHOPS

Building Knowledge + Develop Models

- ✓ Pakhuis de Zwijger, Amsterdam, the Netherlands – 30-31 May 2018
- ✓ Salerno, Italy – 26-27 November 2018
- ✓ Rijeka, Croatia – 27-28 March 2019

Test and Validate

- ♦ Västra Götaland region, Sweden – 12 September 2019

Transfer

- ♦ Pakhuis de Zwijger, Amsterdam – March 2020



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CLIC ♦ HUL WORKSHOP | AIM



The workshop will be structured in 4 stages:

1. Introduction
2. Barrier evaluation
3. Assessment of tools and circular models + Toolkit creation
4. Sharing and wrap-up



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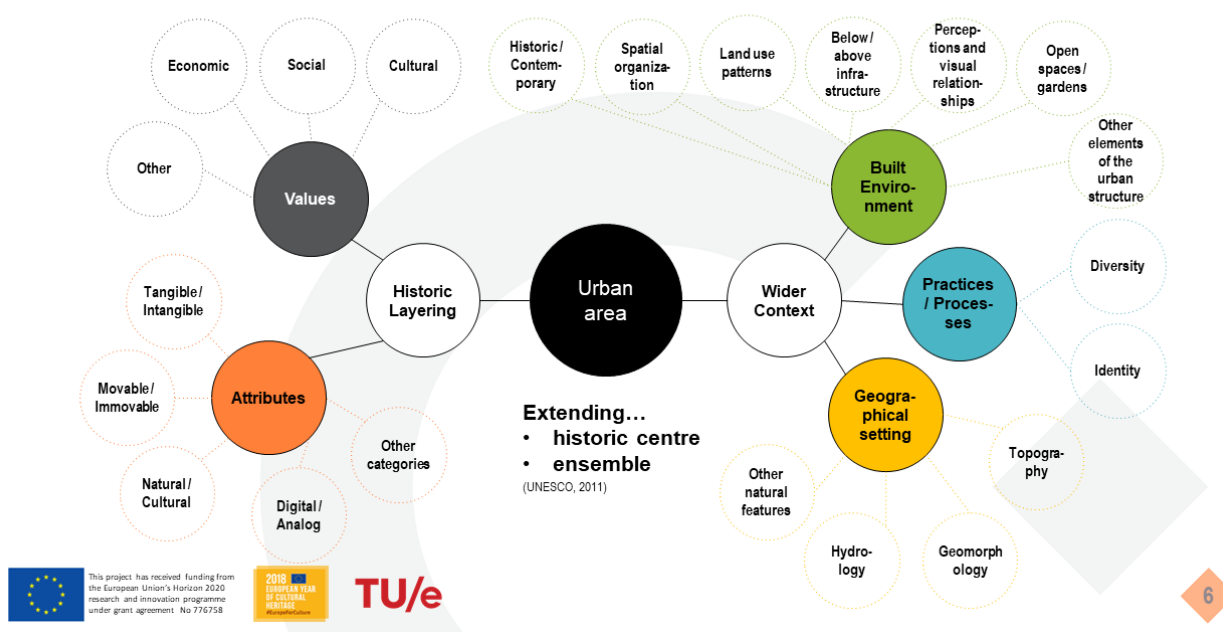


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HISTORIC URBAN LANDSCAPE (HUL)

CLIC ♦ HUL APPROACH | BACKGROUND



CLIC ♦ HUL APPROACH | BACKGROUND

♦ The **Recommendation on the Historic Urban Landscape (HUL)** was adopted on 10 November 2011 at the UNESCO's General Conference

♦ **Integrate 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

The **HUL steps** of implementation at local levels:

1. Mapping resources
2. Reaching consensus
3. Assessing vulnerabilities
4. Integrate in urban development frameworks
5. Prioritise actions
6. Establish local partnerships



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CLIC ♦ HUL APPROACH | AROUND THE WORLD



(gohul.com)



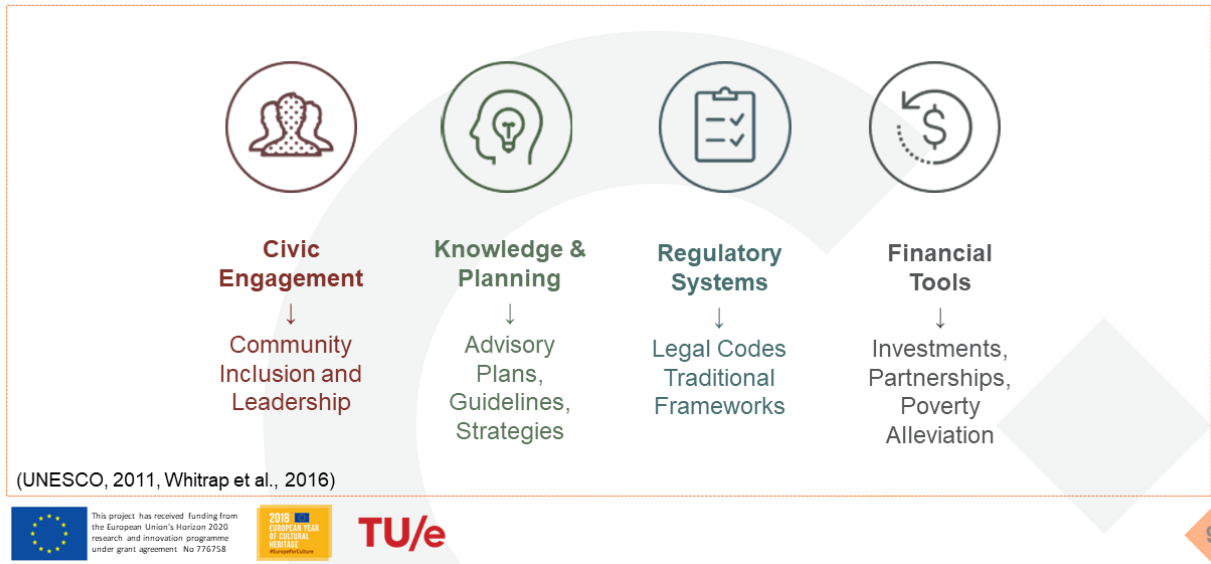
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CLIC ◆ HUL APPROACH | 4 TOOLS



CLIC ♦ HUL WORKSHOP | CIVIC ENGAGEMENT TOOLS



**Civic
Engagement**
↓
Community
Inclusion and
Leadership

- 1. Call for ideas** for adaptive reuse of cultural heritage (IRISS CNR)
Stimulate innovation through an open call based on a criteria **for circularity, economic self-sustainability** and creation of **multi-actor partnership**



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CLIC ♦ HUL WORKSHOP | CIVIC ENGAGEMENT TOOLS



**Civic
Engagement**
↓
Community
Inclusion and
Leadership

- 2. Decision Support System** (University of Portsmouth)

is an information system that supports decision-making activities, helping the people making decisions about problems that cannot be easily specified in advance.

♦ **Decision Problem**

Different **alternative actions** or **portfolio of actions**.

♦ **Decision Process**

Learning process, where **different prospective** can be considered.

Actions are implemented according to specific **criteria** and **indicators**.



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CLIC ♦ HUL WORKSHOP | KNOWLEDGE AND PLANNING TOOLS



Knowledge & Planning

↓
Advisory
Plans,
Guidelines,
Strategies

1. Adaptive Reuse Business Canvas (ICHEC)

A template that helps to develop a new business model for adaptive reuse of cultural heritage or to describe an existing one.

Business model workshops to be held in pilot cities



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CLIC ♦ HUL WORKSHOP | KNOWLEDGE AND PLANNING TOOLS



Knowledge & Planning

↓
Advisory
Plans,
Guidelines,
Strategies

2. Environmental circular mapping (University of Vienna)

Provides a 'snapshot' of the air quality, water quality, greenhouse gas emissions to compare the pre- and post- adaptive reuse.

Provides an overview of waste management facilities and options: waste reclamation, recycling, reuse and disposal.



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3. Impact assessment framework (IRISS CNR)

Provides evidence of the positive impacts of the investments in the adaptive reuse of cultural heritage.

Knowledge & Planning



Advisory
Plans,
Guidelines,
Strategies



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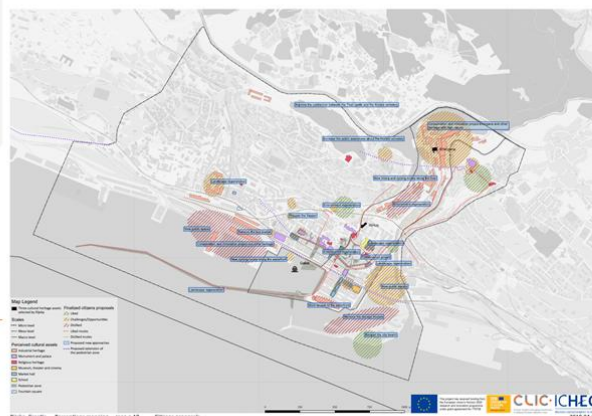
4. Perception Mapping (ICHEC)

Cultural mapping to identify the relationship between the everyday maker and the historic built environment, interpreting the everyday interactions through five senses

Knowledge & Planning



Advisory
Plans,
Guidelines,
Strategies



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CLIC HUL WORKSHOP | REGULATORY SYSTEMS



Regulatory Systems

↓
Legal Codes
Traditional Frameworks

1. Local Strategic Partnerships (IRISS CNR)

Offer ways to facilitate cooperation in decision-making processes.

A Local Strategic Partnership involves the development of a protocol, or a **Memorandum of Understanding**, as a general framework for improving management of monuments and sites.



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CLIC HUL WORKSHOP | REGULATORY SYSTEMS

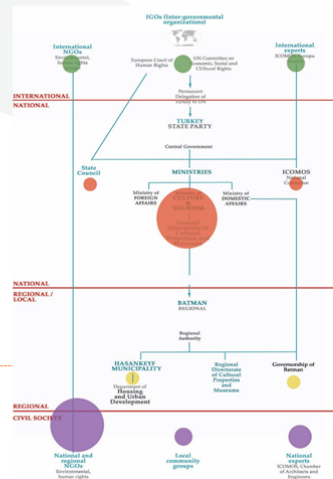


Regulatory Systems

↓
Legal Codes
Traditional Frameworks

2. Network Analysis (University of Warsaw)

Analysis of relations between organisations working directly or indirectly in the cultural heritage field in a given region or city.



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CLIC ♦ HUL WORKSHOP | FINANCIAL TOOLS



Financial Tools

↓
Investments,
Partnerships,
Poverty
Alleviation

1. Business Improvement Districts (Uppsala University)

A key public/private partnerships, helping to revitalize neighbourhoods and catalyse economic development throughout the city.

In a BID, property and commercial owners band together as a team to promote business development and improve an area's quality of life.

The case of **Platsutveckling** in Gothenburg



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CLIC ♦ HUL WORKSHOP | FINANCIAL TOOLS



Financial Tools

↓
Investments,
Partnerships,
Poverty
Alleviation

2. Crowdfunding

The practice of obtaining needed funding (as for a new business) by soliciting contributions from a large number of people especially from the online community

Develop a crowdfunding campaign to collect the needed capital to launch a project.



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CLIC ♦ HUL WORKSHOP | FINANCIAL TOOLS

**Financial
Tools**

↓
Investments,
Partnerships,
Poverty
Alleviation

3. Urban Heritage Development Fund (UCL)

A social impact fund enables regions and towns to **co-invest with third parties** and direct this funding coherently towards their cultural heritage priorities.



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**CLIC HUL WORKSHOP IN VASTRA GOTALAND**

Schedule

- 5 min Re-welcome and introduction (House rules)
- 20 min Participants introduce each other and group creation (Participant sticker chart + activation)
- 15 min **Barrier evaluation** (Digital Survey – Individuals)
- 20 min **Tool assessment** (Poster and stickers – Groups)
- 15 min Toolkit and Barriers association (Stickers on the poster of the tool assessment – Groups)
- 20 min Wrap up
 - a. Barrier evaluation: sharing survey results and discuss them
 - b. Toolkits: discussion
- 5 min Conclusions (Feedback stickers, I liked, I wished)



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*Environmental barriers

	Does this barrier still apply?			What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know	Local	Regional	National	European	All levels (local, regional, national, and European)
Barrier 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barrier 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Barrier1 is blablabla

Barrier2 is blablabla



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Environmental barriers

	Does this barrier still apply?			What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know	Local	Regional	National	European	All levels (local, regional, national, and European)
Barrier 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barrier 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Barrier1 is blablabla
Barrier2 is blablabla



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Environmental barriers

	Does this barrier still apply?			What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know	Local	Regional	National	European	All levels (local, regional, national, and European)
Barrier 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barrier 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Barrier1 is blablabla
Barrier2 is blablabla



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CLIC • CLIC HUL WORKSHOP | BARRIER EVALUATION



•Environmental barriers

	Does this barrier still apply?			What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know	Local	Regional	National	European	All levels (local, regional, national, and European)
Barrier 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barrier 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

• Only 1 answer per each question.

Barrier 1 is blablabla

Barrier 2 is blablabla

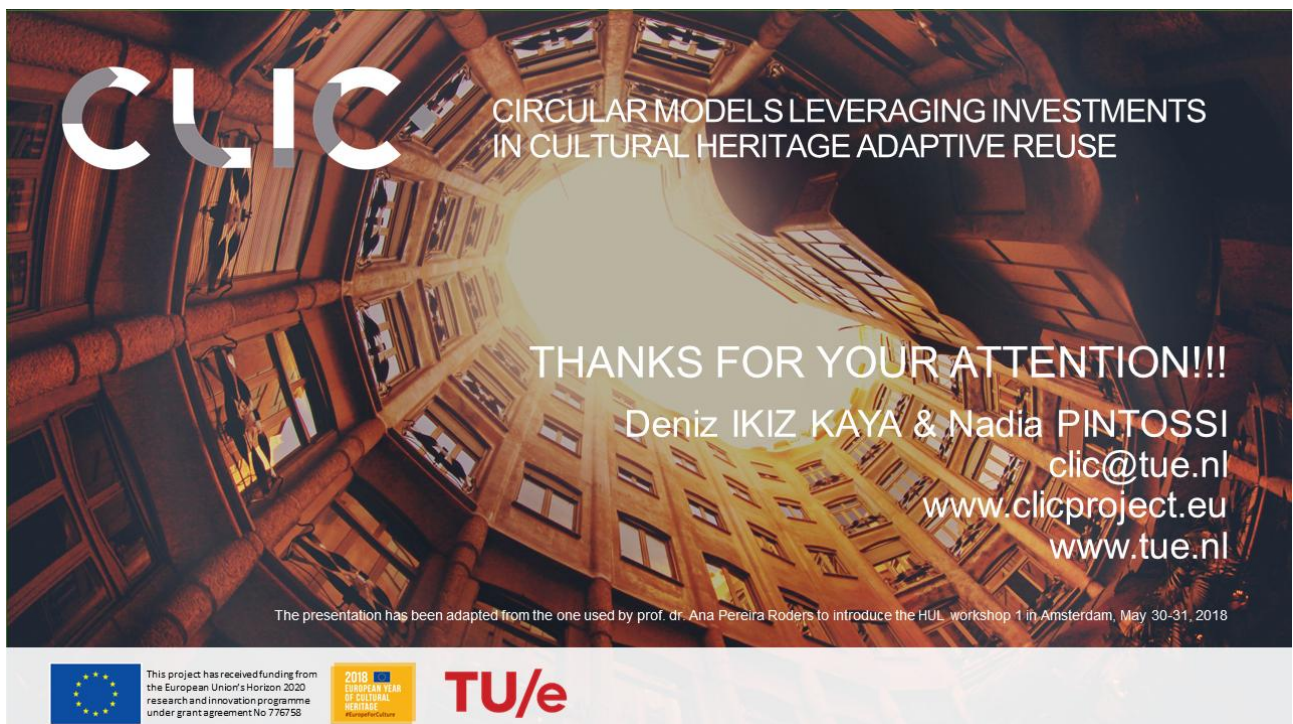



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CIRCULAR MODELS LEVERAGING INVESTMENTS
IN CULTURAL HERITAGE ADAPTIVE REUSE


THANKS FOR YOUR ATTENTION!!!

Deniz IKIZ KAYA & Nadia PINTOSSI
clic@tue.nl
www.clicproject.eu
www.tue.nl

The presentation has been adapted from the one used by prof. dr. Ana Pereira Roders to introduce the HUL workshop 1 in Amsterdam, May 30-31, 2018



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17.2 Questionnaire for the barrier evaluation

This annex reproduces the questionnaire used by the participants to evaluate individually the list of barriers adapted by the authors from the first HIP report. Each figure corresponds to a block of the questionnaire hosted on Lime Survey (*Lime Survey*, n.d.). The responses were collected anonymously.

The questionnaire has been designed by Nadia Pintossi and dr. Deniz Ikiz Kaya (TU/e).

Figure 84 - Questionnaire for the barrier evaluation

Social barriers

*** Social barriers**

Please choose the appropriate response for each item:

	Does this barrier still apply?				What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know		Local	Regional	National	European	All levels (local, regional, national, and European)
Elderly population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depopulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of job opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer is allowed per each question.

Elderly population. The population mostly counts elderly people, ageing population. Also, limited ability to maintain buildings.

Depopulation:

- a) Lack of attractiveness for retaining residents and attracting new residents;
- b) Lack of housing opportunities both for long-term and short-term renting.; and
- c) Lack of services, e.g. cafés, hospitals, schools, recycling stations, B&B, hotels.

Economic barriers

*** Economic barriers ***

Please choose the appropriate response for each item:

	Does this barrier still apply?				What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know		Local	Regional	National	European	All levels (local, regional, national, and European)
Lack of attractiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seasonality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restraining regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Degradation and decay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bureaucracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Lack of attractiveness for new businesses/enterprises/events.

Seasonality of activities and tourism.

Restraining regulations: regulation preventing and hindering reuse, e.g. environmental regulation, working environment regulation.

Degradation and decay: poor maintenance and vacancy because reuse is not allowed by municipalities.

Bureaucracy: complicated and inflexible functioning of municipalities.

Lack of involvement of people and private entities in cultural heritage development.

Investment: high financial demand, long and slow return of investment, limited financial resources for cultural heritage and innovation of ongoing and new adaptive reuses.

Environmental barriers

Environmental barriers *

Please choose the appropriate response for each item:

	Does this barrier still apply?				What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know		Local	Regional	National	European	All levels (local, regional, national, and European)
Contamination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of evidence of environmental benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Contamination: clean up contaminated land and buildings.

Lack of evidence of the environmental benefits of building reuse.

Cultural barriers

Cultural barriers *

Please choose the appropriate response for each item:

	Does this barrier still apply?				What is (are) the best level(s) to tackle this barrier?				
	Yes	No	I don't know		Local	Regional	National	European	All levels (local, regional, national, and European)
Culture is regarded as exclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perception and lack of understanding of adaptive reuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Only 1 answer per each question.

Culture is regarded as exclusive.

Lack of understanding of cultural heritage potential for development and society and of cultural heritage values.

Perception and lack of understanding of adaptive reuse. Adaptive reuse considered as contrasting residents' interest.

Source: Authors

17.3 Additional materials for the barrier evaluation, tool assessment, and toolkit creation


Figure 85 – Explanation sheet about the barriers



HUL workshop IV Vastra Gotland, 12 September 2019


Barriers

Barriers identified during the Heritage Innovation Partnership process.



Social barriers

Barrier name	Description
Elderly population	Population mostly counting elderly people, ageing population. Also, limited ability to maintain buildings
Depopulation	<ul style="list-style-type: none"> Lack of attractiveness for retaining residents and attracting new residents Lack of housing opportunities both for long-term and short-term renting. Lack of services, e.g. cafés, hospitals, schools, recycling stations, B&B, hotels
Lack of job	<ul style="list-style-type: none"> Lack of job opportunities



Economic barriers

Barrier name	Description
Lack of attractiveness	Lack of attractiveness for new businesses/enterprises/events
Seasonality	Seasonality of activities and tourism
Restraining regulations	Regulation preventing and hindering reuse, e.g. environmental regulation, working environment regulation
Degradation and decay	Poor maintenance and vacancy because reuse is not allowed by municipalities
Bureaucracy	Complicated and inflexible functioning of municipalities
Investment	High financial demand, long and slow return of investment, limited financial resources for cultural heritage and innovation of ongoing and new adaptive reuses.
Lack of involvement	Lack of involvement of people and private entities in cultural heritage development



Environmental barriers

Barrier name	Description
Contamination	Contamination and clean up contaminated land and buildings
Lack of evidences	Lack of evidences of environmental benefits of building reuse



Cultural barriers

Barrier name	Description
Culture perception	Culture is regarded as exclusive
Lack of understanding	Lack of understanding of cultural heritage potential for development and society and of cultural heritage values.
Perception and understanding of adaptive reuse	Lack of understanding of adaptive reuse. Also, adaptive reuse is considered as contrasting residents' interest

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Source: Authors

Figure 86 – Explanation sheet about the tools



HUL workshop IV Vastra Gotland, 12 September 2019

Tools

The tools are classified according to categories of the Historic Urban Landscape (HUL) approach.



Civic engagement tools

Tool name	Description
Call for ideas for adaptive reuse of cultural heritage	Call for Ideas to stimulate innovation in the adaptive reuse of cultural heritage. This Call should include the criteria of circularity for the evaluation of projects proposed, and it should stress the economic self-sustainability (by providing for example a viable business plan) and the creation of multi-actor partnerships, identifying also possible investors / funding sources.
Decisions Support System	The Decisions Support System to supports the selection of compatible uses or projects for specific cultural sites, according to criteria and indicators framework. The outcome is a classification in order of priority (a prioritization) of the alternative uses/ projects to be implemented. Moreover, thanks to an interactive approach, the methodology can: a) support the stakeholders' learning in a real decision process b) improve the transparency of the choices c) help to better direct the scarce resources available. Indeed, to consider the different points of view and the expert knowledge, the methodology uses different interactions with the different actors involved.



Knowledge and planning tools

Adaptive reuse business canvas	A business canvas use for adaptive reuse is a template that help develop a new business model for adaptive reuse of cultural heritage or describing an existing one.
Environmental circular mapping	Environmental circular mapping provides a "snapshot" of the air quality, water quality, greenhouse gas emissions to compare the pre and post adaptive reuse. It also provides an overview of waste management facilities and options: waste reclamation, recycling, reuse, and disposal.
Impacts assessment framework for CH AR	The impact assessment can provide evidence of the positive impacts of the investments in the adaptive reuse of cultural heritage.
Perception mapping	Cultural mapping through the "perceptions mapping" methodology aimed to identify the relationship between the everyday maker and the historic built environment. The methodology positions human preferences, reflections and daily interactions with the cultural capital interacting them through the five senses: hearing, touching, seeing, tasting and smelling.

CH - Cultural Heritage, AR - Adaptive Reuse



Regulatory systems

Local strategic partnerships	Local strategic partnerships can offer ways to facilitate cooperation in decision-making processes. A Local Strategic Partnership involves the development of a protocol, or a Memorandum of Understanding, as a general framework for improving management of monuments and sites. Such a framework might include, among others, a definition of the parties involved in the agreement and their specific roles, an identification and brief description of the property under consideration with its significance, range of values and vulnerabilities, and details of the nature of the agreement, including the management approach adopted, definition of works or other changes that can be undertaken, and the establishment of a review mechanism of implementation or performance of the agreement.
Network Analysis	Analysis of relations between organisations working directly or indirectly in the cultural heritage field in a given region or city.



Financial tools

Business Improvement Districts (BID) Crowdfunding	A key public/private partnerships, helping to revitalize neighbourhoods and catalyse economic development throughout the city. In a BID, property and commercial owners band together as a team to promote business development and improve an area's quality of life. Crowdfunding is "the practice of obtaining needed funding (as for a new business) by soliciting contributions from a large number of people especially from the online community". Develop a crowdfunding campaign to collect the needed capital to launch a project.
Urban heritage development fund	A social impact fund enables regions and towns to co-invest with third parties and direct this funding coherently towards their cultural heritage priorities.

DATA: HUL CONTINENTS AND CLIC IN LEARNERS, PARTIAL-UNDERSTANDING, UNDERSTANDING



Source: Authors

17.4 Programme of the CLIC events held in Västra Götaland

The programme of the CLIC events hosted by Västra Götaland partner is reported below. The agenda was developed by the CLIC partners VGR and UU. The HUL workshop was held on the 12th September 2019.

Source: Västra Götalands Län Landsting (VGR) and Uppsala Universitet (UU)



Circular models Leveraging Investments
in Cultural heritage adaptive reuse

Agenda CLIC Meeting in Sweden 11-13 September 2019

10 September 2019 – Arrivals of Participants

- Arrival to Gothenburg airport / Central station (ask participants to book morning flights)
- 14.30 Welcome and Introduction to Västra Götaland.
Presentation of Region Västra Götaland, Cultural Heritage and Circular Economy/Climate 2030-strategy.
Address: Bergslagsgatan 2, Göteborg (by the central station)
- 16.00 Transfer by bus to Baldersnäs, Dalsland
- 19.00 Welcome dinner at Hotel Baldersnäs

11 September 2019 – CLIC, day I

- 8.00 – 9.00 Registration of Participants (during the breakfast)
- 9.00 Departure by bus for case study visits
- 10.00 Gustavsfors arrival
- 10.00 - 10.15 Welcome by Gustavsfors Municipality (the location and a person)
- 10.15 - 10.30 Introduction by local stakeholders – Gustavsfors and Strömsfors
- 10.30 – 10.50 Coffee Break and presentation by Talia Rangil-Escribano –
introduction to Peer-review (20min)
- 10.50 – 12.30 Case studies visit and Peer-review discussion
- 12.30 – 13.30 Lunch time
- 13.30 Back to bus and departure to Fengersfors
- 13.30 – 14.30 Travel to Fengersfors
- 14.30 – 15.15 Fika, welcome by Fengersfors Municipality and local stakeholders



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research and innovation programme
under grant agreement No 770758





Circular models Leveraging Investments
in Cultural heritage adaptive reuse

- 15.15 – 15.45
- 15.45 – 17.30
- 17.30
- 17.30 – 18.00
- 18.00 – 19.00
- 19.00 – 21.00

from Fengersfors and Forsvik

Presentation of The New Mill Town vision Marcus H/Vera T

Case studies visit and Peer-review discussion

Departure

Travel back

Free time

Social Dinner and presentation by Ruba Saleh – local maps

12 September – CLIC, day II

- 8.00 – 9.00
- 9.00 – 10.00
- 10.00 – 10.15
- 10.15 – 10.40
- 10.40 – 11.00
- 11.00 – 12.00
- 12.00 – 13.00
- 13.00 – 14.00
- 14.00 – 15.50
- 15.50 – 16.00
- 16.00 – 16.30
- 16.30 – 19.00
- 19.00 – 21.00

Breakfast

CLIC meetings or/and Team building ACTIVITY

Arrival of stakeholders, coffee

Stakeholders' presentations

Presentation of HUL and HIP

HUL Workshop Session I – HUL Rounds 1, 2, 3/ HIP 4

HUL Workshop Session II – HUL Rounds 4, 5, 6 / HIP 4

Lunch

Peer-review

Sum up by ICLEI

Coffee break + wrap up

Travel to Gothenburg and departures if applicable

Dinner (tbc) to present Halland



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17.5 Extensive responses of the questionnaire for the barrier evaluation

The present annex reports the details of the **19 completed questionnaires**. The incomplete ones were excluded because at least a few of them were due to technical problems. For instance, a pair of participants got disconnected in the middle of questionnaire and they completed a second one.

Social barriers

Elderly population

Figure 87 - Elderly population. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes	8	42.11%
No	7	36.84%
I don't know	4	21.05%

Source: Authors

Figure 88 - Elderly population. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local	5	26.32%
Regional	3	15.79%
National	3	15.79%
European	0	0.00%
All levels (local, regional, national, and European)	8	42.11%

Source: Authors

Depopulation

Figure 89 - Depopulation. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes	17	89.47%
No	2	10.53%
I don't know	0	0.00%

Source: Authors

Figure 90 - Depopulation. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local	2	10.53%
Regional	5	26.32%
National	2	10.53%
European	0	0.00%

All levels (local, regional, national, and European)

10

52.63%

Source: Authors

Lack of job opportunities

Figure 91 - Lack of job opportunities. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes	17	89.47%
No	0	0.00%
I don't know	2	10.53%

Source: Authors

Figure 92 - Lack of job opportunities. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local	1	5.26%
Regional	6	31.58%
National	2	10.53%
European	0	0.00%
All levels (local, regional, national, and European)	10	52.63%

Source: Authors

Economic barriers

Lack of attractiveness

Figure 93 - Lack of attractiveness. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	13	68.42%
No (A2)	6	31.58%
I don't know (A3)	0	0.00%

Source: Authors

Figure 94 - Lack of attractiveness. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	7	36.84%
Regional (A2)	5	26.32%
National (A3)	2	10.53%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	5	26.32%

Source: Authors

Seasonality

Figure 95 - Seasonality. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	18	94.74%
No (A2)	1	5.26%
I don't know (A3)	0	0.00%

Source: Authors

Figure 96 - Seasonality. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	5	26.32%
Regional (A2)	10	52.63%
National (A3)	2	10.53%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	2	10.53%

Source: Authors

Restraining regulations

Figure 97 - Restraining regulations. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	14	73.68%
No (A2)	0	0.00%
I don't know (A3)	5	26.32%

Source: Authors

Figure 98 - Restraining regulations. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	0	0.00%
Regional (A2)	4	21.05%
National (A3)	8	42.11%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	7	36.84%

Source: Authors

Degradation and decay

Figure 99 - Degradation and decay. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	11	57.89%
No (A2)	3	15.79%
I don't know (A3)	5	26.32%

Source: Authors

Figure 100 - Degradation and decay. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	4	21.05%
Regional (A2)	6	31.58%
National (A3)	2	10.53%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	7	36.84%

Source: Authors

Bureaucracy

Figure 101 - Bureaucracy. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	14	73.68%
No (A2)	1	5.26%
I don't know (A3)	4	21.05%

Source: Authors

Figure 102 - Bureaucracy. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	1	5.26%
Regional (A2)	2	10.53%
National (A3)	11	57.89%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	5	26.32%

Source: Authors

Lack of involvement

Figure 103 - Lack of involvement. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	13	68.42%
No (A2)	4	21.05%
I don't know (A3)	2	10.53%

Source: Authors

Figure 104 - Lack of involvement. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	15	78.95%
Regional (A2)	2	10.53%
National (A3)	0	0.00%
European (A4)	0	0.00%

All levels (local, regional, national, and European)
(A5)

2

10.53%

Source: Authors

Investments

Figure 105 - Investments. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	15	78.95%
No (A2)	1	5.26%
I don't know (A3)	3	15.79%

Source: Authors

Figure 106 - Investments. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	1	5.26%
Regional (A2)	6	31.58%
National (A3)	1	5.26%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	11	57.89%

Source: Authors

Environmental barriers

Contamination

Figure 107 - Contamination. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	15	78.95%
No (A2)	2	10.53%
I don't know (A3)	2	10.53%

Source: Authors

Figure 108 - Contamination. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	1	5.26%
Regional (A2)	2	10.53%
National (A3)	11	57.89%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	5	26.32%

Source: Authors

Lack of evidence of environmental benefits

Figure 109 - Lack of evidence of environmental benefits. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	8	42.11%
No (A2)	5	26.32%
I don't know (A3)	6	31.58%

Source: Authors

Figure 110 - Lack of evidence of environmental benefits. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	3	15.79%
Regional (A2)	5	26.32%
National (A3)	2	10.53%
European (A4)	1	5.26%
All levels (local, regional, national, and European) (A5)	8	42.11%

Source: Authors

Cultural barriers

Culture is regarded as exclusive

Figure 111 - Culture is regarded as exclusive. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	11	57.89%
No (A2)	7	36.84%
I don't know (A3)	1	5.26%

Source: Authors

Figure 112 - Culture is regarded as exclusive. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	10	52.63%
Regional (A2)	1	5.26%
National (A3)	1	5.26%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	7	36.84%

Source: Authors

Lack of understanding

Figure 113 - Lack of understanding. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	10	52.63%

No (A2)	5	26.32%
I don't know (A3)	4	21.05%

Source: Authors

Figure 114 - Lack of understanding. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

Answer	Count	Percentage
Local (A1)	8	42.11%
Regional (A2)	6	31.58%
National (A3)	1	5.26%
European (A4)	0	0.00%
All levels (local, regional, national, and European) (A5)	4	21.05%

Source: Authors

Perception and lack of understanding of adaptive reuse

Figure 115 - Perception and lack of understanding of adaptive reuse. Answer distribution for the question “Does this barrier still apply?”

Answer	Count	Percentage
Yes (A1)	13	68.42%
No (A2)	4	21.05%
I don't know (A3)	2	10.53%

Source: Authors

Figure 116 - Perception and lack of understanding of adaptive reuse. Answer distribution for the question “What is (are) the best level(s) to tackle this barrier?”

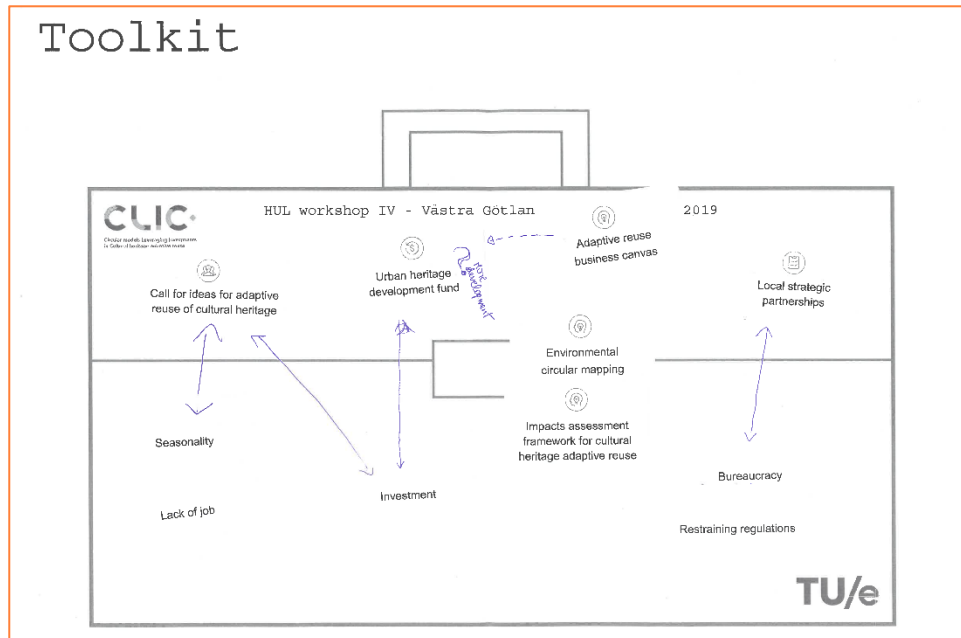
Answer	Count	Percentage
Local (A1)	7	36.84%
Regional (A2)	5	26.32%
National (A3)	3	15.79%
European (A4)	1	5.26%
All levels (local, regional, national, and European) (A5)	3	15.79%

Source: Authors

17.6 Toolkits

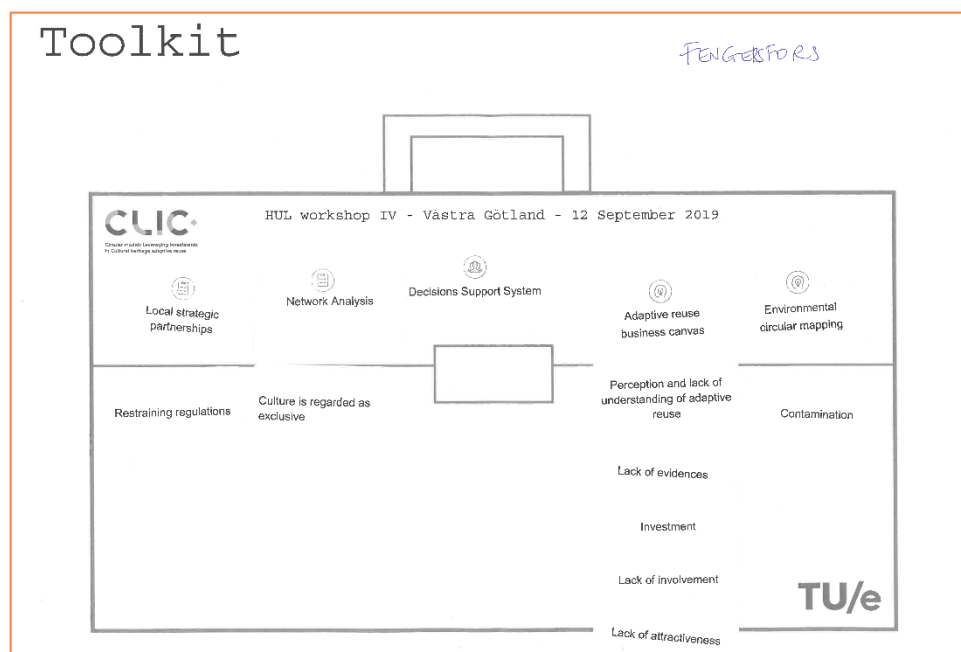
This annex reports the picture of the **five toolkits** created during the HUL workshop. Each local case represented in the workshop created a toolkit.

Figure 117 – Toolkit made for Bengtsfors.



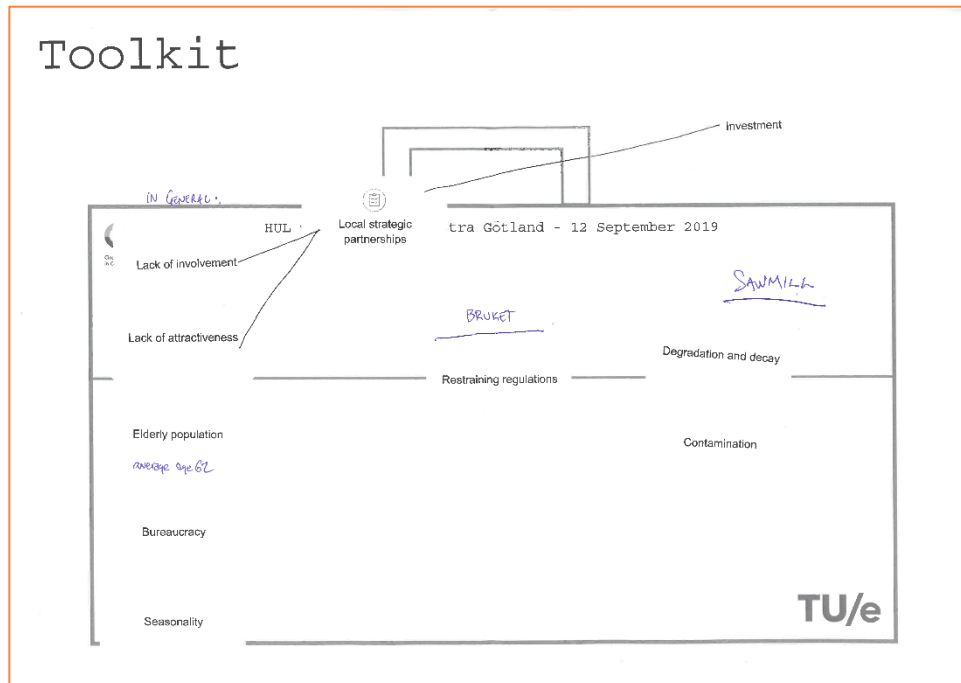
Source: Team with the representative from Bengtsfors

Figure 118 - Toolkit made for Fengersfors.



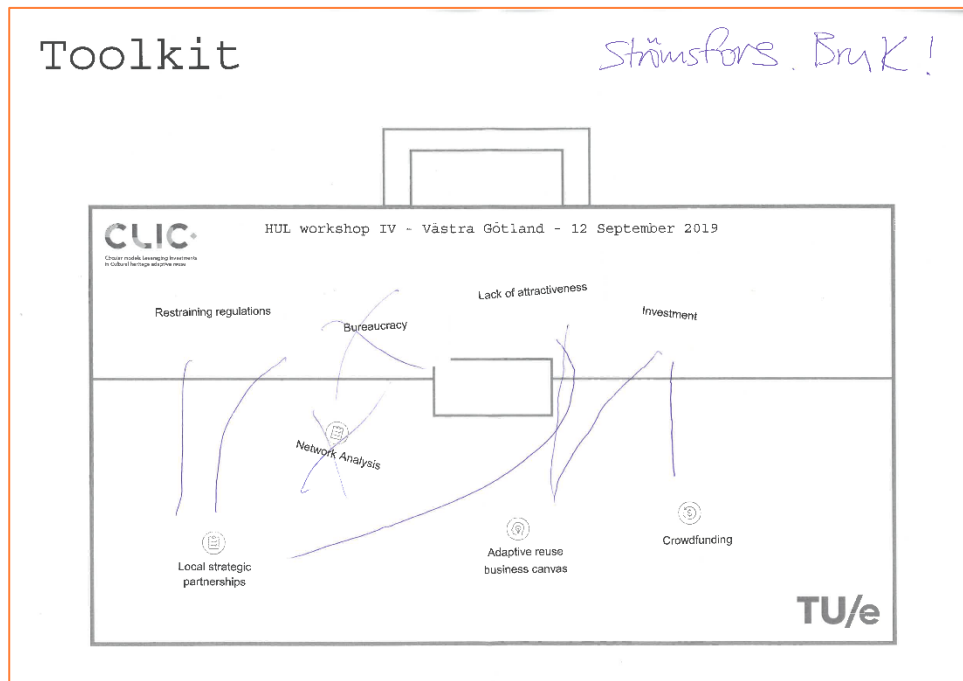
Source: Team with the representative from Fengersfors

Figure 119 - Toolkit made for Forsviks Brük.



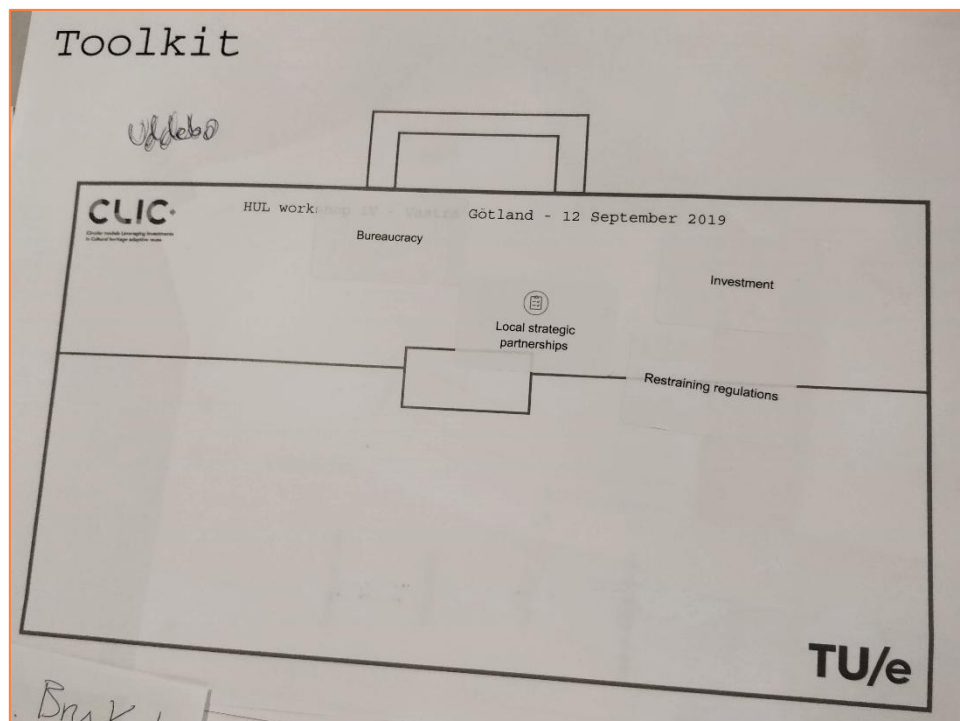
Source: Team with the representative from Forsviks Brük

Figure 120 - Toolkit made for Strömsfors bruk.



Source: Team with the representative from Strömsfors bruk and Uddebo Väveriet

Figure 121 - Toolkit made for Uddebo Väveriet.



Source: Team with the representative from Strömsfors bruk and Uddebo Väveriet

18 Annex 4 – HUL workshop V, Amsterdam (online)

18.1 Printout of the introduction slides

Source: Authors



- ◆ 10:05-10:20 Introduction 🎥
- ◆ 10:20-10:55 Session 1
 - ◆ 10:20-10:35 Video pitches
 - ◆ 10:35-10:55 Group discussions
- ◆ 10:55-11:00 Break
- ◆ 11:00-11:35 Session 2
 - ◆ 11:00-11:15 Video pitches
 - ◆ 11:15-11:35 Group discussions
- ◆ 11:35-11:55 Presentation of results 🎥
- ◆ 11:55-12:00 Concluding remarks 🎥

WELCOME TO HUL WORKSHOP 5!



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758



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🎥 = video recorded

1

CIRCULAR MODELS LEVERAGING INVESTMENTS
IN CULTURAL HERITAGE ADAPTIVE REUSE

HUL WORKSHOP 5
Deniz Ikiz Kaya & Nadia Pintossi
Eindhoven University of Technology

CLIC

EUROPEAN UNION
HORIZON 2020
RESEARCH AND INNOVATION PROGRAMME
GRANT AGREEMENT NO 776758

2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE

TU/e

CLIC PROJECT

The objective of CLIC 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.



City of Rijeka
European Capital of Culture 2020



PAKHUIS DE ZWIJGER*

PILOT CASES



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758



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3

CLIC SERIES OF HUL WORKSHOPS

Building Knowledge + Develop Models

- ✓ Pakhuis de Zwijger, Amsterdam, the Netherlands – 30-31 May 2018
- ✓ Salerno, Italy – 26-27 November 2018
- ✓ Rijeka, Croatia – 27-28 March 2019

Test and Validate

- ✓ Västra Götaland region, Sweden – 12 September 2019

Transfer

- ◆ Pakhuis de Zwijger, Amsterdam (online) – 2 September 2020



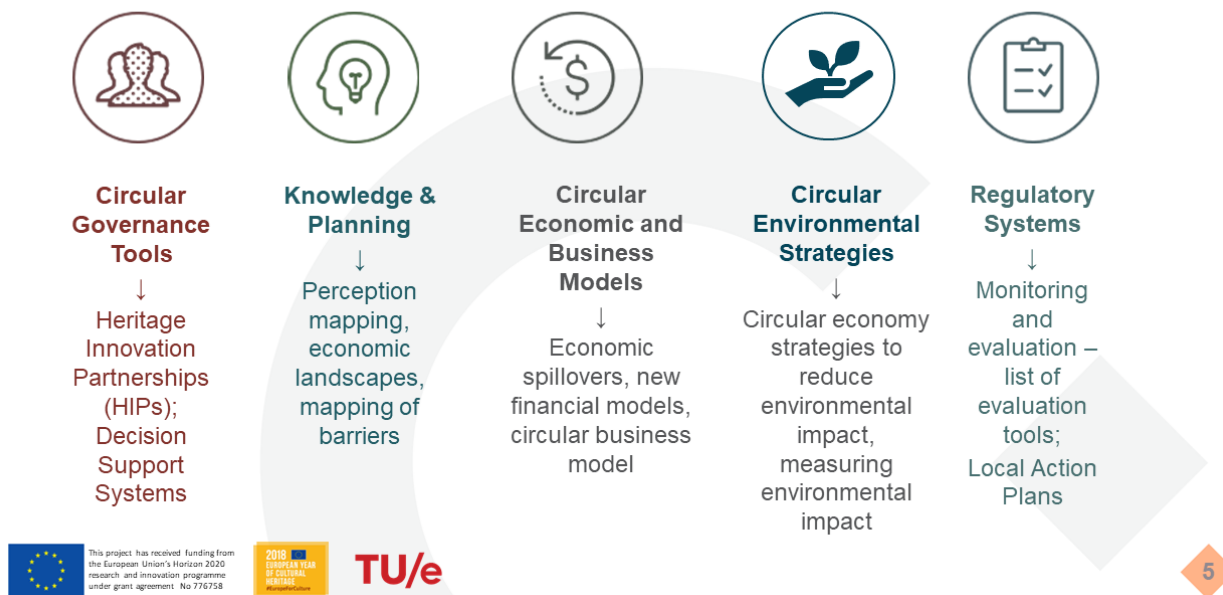
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758



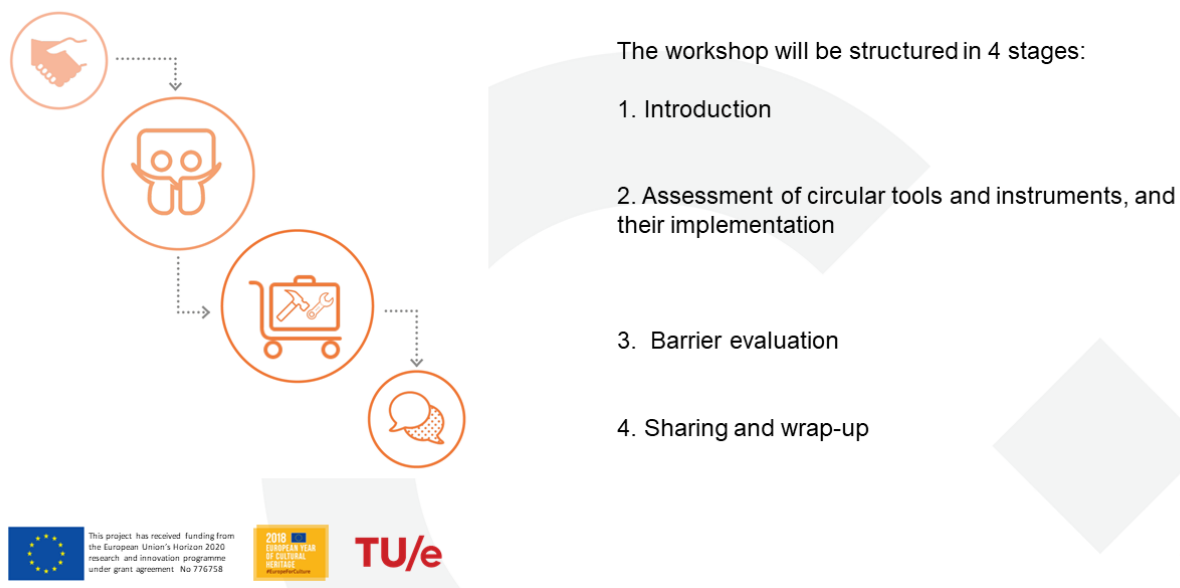
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4


CLIC ◊ CLIC CIRCULAR TOOLS / INSTRUMENTS



CLIC ◊ HUL WORKSHOP | AIM



CLIC SCHEDULE

- ◆ 10:05-10:20 Introduction 
- ◆ 10:20-10:55 Session 1
 - ◆ 10:20-10:35 Video pitches
 - ◆ 10:35-10:55 Group discussions
- ◆ 10:55-11:00 Break
- ◆ 11:00-11:35 Session 2
 - ◆ 11:00-11:15 Video pitches
 - ◆ 11:15-11:35 Group discussions
- ◆ 11:35-11:55 Presentation of results 
- ◆ 11:55-12:00 Concluding remarks 



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758



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18.2 Video-pitches introducing tools and models

This annex lists the links providing the presentations of the tools and models that were assessed during the HUL workshop.

Figure 122 – List of tools and models assessed and link to their video presentation.

Tools and Models	Link to CLIC YouTube channel
Circular business model	https://youtu.be/8AYSkiuKhLw
Circular economy strategies for adaptive reuse of cultural heritage buildings to reduce environmental impacts	https://youtu.be/feQv8TAOys
CLIC evaluation tool	https://youtu.be/SbruSkdG8ZY
CLIC financial instruments	https://youtu.be/LmCoMLqC4Hc
Decisions support system	https://youtu.be/Wua8RDHZwak
Economic landscape	https://youtu.be/l88aXtg6690
Perception mapping	https://youtu.be/3gC_eSjQ5Sk
Self-assessment survey of CLIC case study project managers measuring environmental impact of adaptive reuse of cultural heritage buildings	https://youtu.be/yDqaZyPemLU
Social network analysis	https://youtu.be/8gd_X1Kr27U

Source: Authors